

**PRESIDENT ROBERT C. DYNES
DISCUSSION TOPICS FOR THE MEETING OF
THE ASSEMBLY OF THE ACADEMIC SENATE
WEDNESDAY, MAY 11, 2005**

ADVOCACY CAMPAIGN

The UC for California Alliance, now in its second year, has established an information Web site (www.ucforcalifornia.org) for anyone with questions about how they might best support the University of California. The site notes UC's position on a number of current issues and provides an easy way to sign up to participate. The Alliance's electronic advocacy network is now more than 10,000 strong, adding 400 new members through its most recent efforts in support of SB 569, which would allow UC to provide individual alumni cost-effective group rates and discounts for home, health, and auto insurance, mortgage programs, and credit cards through affinity partnerships with businesses; and in opposition to SB 724, which would alter the Master Plan for Higher Education by authorizing California State University campuses to independently award professional and clinical doctoral degrees. The Alliance continues to deploy corporate partners and supporters to advocate with legislators and administration officials for sustained, stable investment for the University. Delegations from UCLA and UC Irvine visited Sacramento in March, and others from UC Berkeley, UC Santa Cruz, and UC Santa Barbara are expected to visit in the weeks ahead. Also, the Alliance has established a new UC Legislative Caucus among legislators who represent campuses and medical centers.

BUDGET

I testified in both the Senate and Assembly budget subcommittees in February and March, providing legislators with an overview of the University's budget and challenges facing us in the future. Further hearings have occurred on the University's 2005-06 budget in both houses and will conclude shortly. The Governor's May Revision is expected to be released on May 13, after which both houses will complete deliberations on their versions of the budget. A budget conference committee will be formed in early June to work out differences between the two versions and, hopefully, the budget will be submitted to the Governor in time for the new fiscal year beginning July 1.

Preliminary work will begin soon on the University's 2006-07 budget, consistent with the University's Compact with Governor Schwarzenegger.

CALIFORNIA SCIENCE AND MATHEMATICS INITIATIVE

In partnership with California's business and industry leaders and with the Governor, the University has an unprecedented opportunity to significantly improve science and mathematics education in California.

The future economic competitiveness of California is at risk if we do not improve the science literacy and mathematics skills of California's children. Today, in classrooms throughout the state, nearly one-third of the teachers in science and mathematics are not credentialed to teach these subjects. In many of the elementary classrooms, little if any science is included in the daily curriculum. The results of this neglect are apparent in the dismal 8th grade national testing, which

places California's children last in the nation in their knowledge of science, and seventh from the bottom in their knowledge of and skills in mathematics (*NSF Science Indicators*, 2004).

Governor Schwarzenegger has asked UC to take the lead in developing an initiative to address this crisis, and we have done so. In the fall of 2005, UC will launch an ambitious new program that will enable any UC student to obtain a baccalaureate degree in mathematics, engineering, or the sciences, and complete the coursework and field experiences that will prepare them to become a secondary science or mathematics teacher in four years. Our goal is to produce 1,000 science and mathematics teachers annually by the year 2010, which would represent an annual replacement of about 7 percent of the California science and mathematics teachers. By the year 2020, we anticipate that more than half of California's secondary science and mathematics teachers will be UC-educated.

UC's program "One Thousand Teachers, One Million Minds" was developed with the input of more than 700 UC faculty and is built upon best practices identified by the National Science Foundation, the Carnegie Foundation's "Teachers for a New Era" program, and the highly successful U-Teach program of the University of Texas, Austin. The Texas program attracts some of the very best students in science and mathematics into teaching. It has markedly increased minority student enrollment and retention in science and mathematics programs, doubled the overall retention of students in those programs, and increased the production of science and mathematics teachers by more than 600 percent.

The proposal that has been developed is currently under review by a systemwide task force that is being co-chaired by Academic Council Vice Chair Clifford Brunk and Professor Lynda Goff, Executive Faculty Associate to the Provost. The task force met recently and identified issues and concerns that need to be addressed in implementing the proposal. Several working groups of the task force have been formed to discuss and make recommendations on these issues at the next meeting of the full task force scheduled for early June.

One issue of concern is that of teacher credentialing requirements. A subgroup composed of several UC education deans and credentialing program directors, working with the Commission on Teacher Credentialing, is developing a proposal whereby all students who complete the proposed UC program in science and mathematics education would satisfy the State's credentialing requirements. This would remove a tremendous barrier that exists for our students, as currently very few of our programs meet the subject-matter preparation standards of the California Teaching Commission.

Provost Greenwood and I anticipate receiving the task force's final proposal and recommendations by mid-June. Working with the Academic Senate, we will then begin developing the seminar course curricula that will be part of the first and second year field experiences for students in the schools. Course syllabi and common reading lists will be prepared and submitted to the Senate for approval. The courses will be designed this summer and requests for their approval will be submitted to the Senate in early fall. Pending final approval, these field experiences and corresponding seminar courses may begin as early as winter term 2006.

Work will also begin by the faculty to develop the new summer institute curriculum that will be the heart of this new program. We will seek NSF funding to support this work, which we anticipate will be completed during the summer of 2006. The first four summer institutes—mathematics, physics, chemistry, and biology—will be offered, pending approval of curricula, during the summer of 2007.

UC has been working with other segments of higher education to help them develop additional programs or to expand the capacity of existing programs to help provide even more science and mathematics teachers for California. The National Academy of Sciences has recently hosted a meeting of UC, CSU, community college, and independent college faculty and senior administrators to explore how our systems can work together more effectively to address this major issue.

Governor Schwarzenegger is enthusiastic about UC's new program and will provide what support he can from this year's fiscally constrained State budget. UC will also use internal resources to assist this program, and we are in the process of asking many of California's business and industry leaders to help support the program as well. As this report was being prepared, the Governor was planning to launch the "One Thousand Teachers, One Million Minds" program at a major event at Irvine in early May.

CASA DE CALIFORNIA

I had the pleasure of participating in the formal dedication of Casa de California in Mexico City on April 11, an event attended by over 600 alumni and friends, including distinguished business and governmental officials, representatives of academic and scientific institutions (Mexican Academy of Sciences, California Mexico Commission on Science and Technology), and members of the media. The dedication followed a series of meetings at La Casa with Mexicans, Californians, and UC academic and government officials that received widespread, favorable publicity in the Mexican press. Meetings were also held with UC alumni living in Mexico with the hope of establishing a more formal alumni association there.

DEPARTMENT OF ENERGY LABORATORIES

Lawrence Berkeley National Laboratory (LBNL)

On April 19, the Department of Energy notified the University that it had been awarded the management and operations contract for LBNL for the term June 1, 2005 to May 31, 2010. The contract award followed the submission of a proposal by the University in response to DOE's December 2004 Request for Proposals. Under the new management contract, LBNL employees will retain their UC identity and benefits.

Lawrence Livermore National Laboratory (LLNL)

The LLNL contract is set to expire September 30, 2005. Congress has authorized an extension of up to two years, if needed, and DOE has expressed an intention to extend the Livermore contract for two years to permit orderly competition of the Los Alamos and Livermore laboratories. UC has had some discussion with the contracting officer regarding the extension, but the extension has not been finalized, and further discussions are expected to resume after the Los Alamos National

Laboratory Request for Proposals has been disseminated. While the DOE has not released details about the LLNL competition, it is expected to begin later this year.

Los Alamos National Laboratory (LANL)

The LANL contract is set to expire on September 30, 2005. UC is continuing to prepare as if it will compete for continued management of LANL. The final decision will be made by the Board of Regents after the Department of Energy releases its final Request for Proposals (RFP). The final RFP is expected to be released later this month. UC is continuing to have discussions with industrial partners who would assist the University in the future management of LANL, specifically in the areas of safety, security, operations, and business management. In addition, in late March, the University announced its intention to partner with a consortium of New Mexico institutions (University of New Mexico, New Mexico Institute for Mining and Technology, and New Mexico State University) to form an Institute for Advanced Studies affiliated with LANL. This institute would be established contingent on UC's Board of Regents deciding to compete, and the University winning the contract for continued management of LANL.

FEDERAL GOVERNMENTAL RELATIONS

Constrained federal spending may affect support for research and development (R&D). The President's Budget Request for FY 2006 was not good news for federal science and technology generally. According to an American Association for the Advancement of Science analysis, the federal R&D portfolio would actually decline, after taking inflation into account, for the first time in a decade. UC's Office of Federal Governmental Relations is working closely with all of the UC campuses to advocate with members of Congress regarding the significance of federal investments in competitively awarded research. In an April 18th letter, Governor Schwarzenegger urged the California Congressional delegation "to ensure that federal support for research, particularly at the National Institutes of Health, the Department of Energy, the National Science Foundation, the National Aeronautics and Space Administration, and the Department of Defense, is made a top priority in the Fiscal Year 2006 appropriations process."

Federal Tax Issues – Congress may consider legislation this year that would affect the non-profit sector and tax-exempt organizations. Much of the focus is on making reforms to change non-profit governance and practices in order to reduce the potential for abuse and fraud in the non-profit sector. For example, one potential reform under review in the Senate is to treat donations of property at a taxpayer's basis rather than to allow for fair market value deductions as is permitted under current law. In the House, a broader discussion is unfolding over what constitutes tax-exempt status and whether Congress should reexamine the section of the tax code that grants tax-exempt status. At a recent hearing, both universities and non-profit hospitals were mentioned as making up a large portion of the tax-exempt sector, and there was particular discussion about what differentiates non-profit and for-profit hospitals in terms of their operations.

Data Security – The Senate Judiciary Committee held a hearing in April on "Securing Electronic Personal Data: Striking a Balance Between Privacy and Commercial and Governmental Use." Although the hearing focused primarily on the commercial data collection business and on recent data breaches at companies such as Lexis Nexis and Choice Point, universities were also mentioned. In particular, Senator Feinstein mentioned the recent theft at UC Berkeley of a laptop

computer that contained student social security numbers. She questioned why such data was kept on laptops and urged that such personal data be encrypted. Senator Feinstein has spent a great deal of time and effort on identity theft issues and recently sponsored legislation, based in part on California's data security notification law, that would require holders of data to notify individuals when this may have been compromised.

INFORMATION TECHNOLOGY INITIATIVES

Collaboration Among Research and IT Communities

In February, the UC Information Technology Leadership Council and the Vice Chancellors for Research hosted a joint meeting to explore opportunities for better alignment of IT planning and investment with UC's academic research mission. Participants recognized that for UC to retain its competitive advantage, it must maintain, plan, and fund a high-capacity, leading-edge IT infrastructure. A result of the meeting is the formation of a small group of Vice Chancellors for Research and Chief Information Officers/IT Directors to explore potential projects for collaboration and capital investment and to develop strategies for next steps for deploying new technical and organizational structures that support IT-enabled research. Possible areas for collaboration include:

- fully exploiting the capabilities of the University's high-performance network (CalREN) in support of the research enterprise by linking to the national and international high-speed backbones
- construction of intercampus shared data storage facilities
- hosting research clusters at the campus or inter-campus level
- propagation of grid appliances to facilitate access to distributed computing resources across campuses

The efforts of this group will play a role in informing the agenda of the UC IT Guidance Committee described below.

Effort Reporting System.

The UC Office of the President (UCOP) and five campuses (Berkeley, Davis, Los Angeles, San Diego, and San Francisco) have funded development of a new Effort Reporting System to certify effort devoted to sponsored projects, as required by regulations concerning the use of federal funds. UC currently uses the Personnel Activity Report (PAR) system to satisfy effort reporting requirements. The PAR system is technologically outdated and lacks the functionality to meet changing regulations and conditions. The new Effort Reporting System will be Web-based, use a simpler effort calculation algorithm, capture certifications electronically, facilitate compliance monitoring, maintain historical information, and facilitate audits. Development of this new system has been undertaken by UCOP with primary oversight and specification of functionality coming from sponsoring campus representatives in the areas of research administration, budget, finance, and research departments. Planning is underway for the rollout of this new system in fiscal year 2005-06, with implementation at sponsoring campuses varying. Companion issues related to the NIH salary cap are being addressed with modifications to the University's Payroll/Personnel System, which are planned to be in place this summer.

Information Technology (IT) Guidance Committee

University IT leadership has proposed the formation of the UC IT Guidance Committee. The proposal for such a committee was reviewed by the President's Long-Range Guidance Team, the Academic Planning Council, the Council of Vice Chancellors for Administration, and the standing IT committee of the Academic Senate. Under the direction of Provost Greenwood and Senior Vice President Mullinix, the Committee comprises academic and administrative leaders across UC's diverse communities, and is intended to ensure proper alignment of information technology with UC's mission and vision for the future. The Committee will lead strategic IT planning in support of the research, instruction, patient care, academic preparation, and business services activities of the University. It will address the following issues:

- strategies to develop and maintain a critical information technology infrastructure and services
- IT renewal and reinvestment strategies
- development of a dynamic, flexible information environment
- IT solutions beyond the capability of a single campus
- mechanisms to facilitate sharing of resources across campuses
- IT cost management strategies
- emerging IT-related policy and compliance issues

The UC Information Technology Leadership Council, which is composed of campus, national laboratory, and medical center Chief Information Officers and IT Directors, will work closely with the Committee to identify issues for resolution and areas requiring direction.

Open Source Solutions for Higher Education Software Tools

The Sakai Project is a \$6.8 million community source software development project founded by the University of Michigan, Indiana University, MIT, Stanford, the uPortal Consortium, and the Open Knowledge Initiative with support from the Andrew W. Mellon Foundation. The Sakai Project seeks to develop open-source course management tools and related software for the higher education community. Five UC campuses (Berkeley, Davis, Los Angeles, Merced, and Santa Barbara) have joined the Sakai Open Source Project. Berkeley is contributing a module and is currently working on its implementation design and on campus integration issues. Plans include releasing a preview to a controlled number of users (5,000-10,000) in fall 2005. A January 2006 implementation will be open to all interested users. Migration from current systems will occur in a rolling fashion as needed. UCLA will pilot Sakai in fall 2005 with a selected set of courses and faculty research groups in several different academic and administrative units. As Merced welcomes its inaugural class in fall 2005, Sakai will be live as the only environment for collaboration and learning.

Strategic Sourcing

The UCOP Department of Information Resources and Communications (IR&C) leads a systemwide IT strategic sourcing program that achieved \$30 million in savings for FY 03-04 on a spending volume of \$177 million. Through the program, UC institutions consolidate their spending on computer hardware and software to achieve significant savings. Equally important are significant reductions in administrative overhead that result from consolidated contracts and reduced transaction volumes. Currently all ten campuses, five medical centers, three national laboratories, and Office of the President contribute to the program staffing and support. Although

a version of the program has existed since 1994, it was greatly expanded in 2001 under the collaborative efforts of IR&C leadership and the UC IT Leadership Council. The success of the program illustrates the value of multi-campus planning and collaboration.

LABOR RELATIONS

The University has been negotiating for full contracts with four staff units: Clerical and Allied Professionals represented by CUE; Service employees represented by AFSCME; Research Support Professionals and Technical employees represented by UPTE; and Registered Nurses represented by CNA.

The key issues for all negotiations are a lack of salary increases for at least two years and the fact that the University cannot guarantee the 3 percent salary increase included in the State budget until the budget has been formally adopted.

A one-day strike on April 14 was called by AFSCME on behalf of Service employees. While there was some minor participation by employees in the CUE, UPTE, and UAW (graduate students) units, there was little disruption of service as a result of the strike. We anticipate other strikes or job actions may occur by employees in the CUE and UPTE units in the coming weeks.

On April 20, the University reached a tentative agreement with the AFSCME Service unit for a three-year contract, which provides for wage increases in accord with the Governor's Compact and also provides some money for equity and market adjustments.

UC and the California Nurses Association began negotiations for a successor agreement to their contract, which expired April 30. Major issues for the nurses are wages, benefits, and working conditions such as staffing ratios and lift teams.

New negotiations are beginning at Davis and Santa Cruz for the newly designated Fire Fighters Unit. The unit was previously represented by UPTE within the Technical Unit; Fire Fighters are now exclusively represented by the International Association of Fire Fighters. The key bargaining issue is wages.

Following are updates regarding General Academic Bargaining:

Non-Senate Faculty – UC and the AFT are beginning re-opener negotiations on appointments, duration, merit review process, and layoff.

Academic Student Employees – Their contract was ratified December 2003 and is not open for bargaining until Spring 2006.

Librarians – UC and the AFT are beginning re-opener negotiations on salary, duration, vacation, professional development, and nondiscrimination.

LONDON HOUSE

I held a series of meetings in late April with government, business, and academic leaders in London and Oxford, focusing primarily on university-industry relationships. At a reception for alumni in London, I presented the UC Trust (UK) Award to Dr. Jane Shaw of UC Berkeley for distinguished achievement by a UC alumna in the UK. I also announced the establishment of a scholarship for UC Education Abroad Program students studying in Britain.

LONG-RANGE GUIDANCE TEAM

Earlier this year, I appointed an 18-member Long-Range Guidance Team, comprising Regents, chancellors, faculty, and administrators, to anticipate the issues the University will face in the next 20 years and to recommend strategic initiatives to address them. The team is co-chaired by Provost M.R.C. Greenwood and Senior Vice President Bruce B. Darling.

In the months leading up to the establishment of the Long-Range Guidance Team, Regental, faculty, staff, student, and administrative groups from throughout the University participated in a series of discussions about UC's strengths, weaknesses, opportunities, and threats (SWOT analyses). While a number of themes emerged from these sessions, there was near-unanimous agreement on the need for a more formal and comprehensive strategic planning effort. Coupled with what I have learned in conversations with stakeholders throughout the University community and around the state over the last 18 months, the message is clear: we are at a seminal moment in the University's history and we have an exceptional opportunity to shape the future of this great University.

The Long-Range Guidance Team will meet over the course of the next nine months to one year. Team members and I will be soliciting advice, feedback, and comments from various constituencies—both internal and external to the University. We are in the process of developing a Web site for this purpose, and we will also update the University community on the Team's efforts on a regular basis. I look forward to working with the faculty, among others, in this important endeavor that will cement our standing as the premier university in the world.

PRIVATE SUPPORT

For each of the last five years, the University has received more than \$1 billion in private support. As of December 30, 2004—halfway through the 2004-05 fiscal year—gifts and pledges to the University totaled \$633.4 million, 20 percent more than the \$526.3 million raised during the same period last year. Eight of the ten campuses showed an increase. UCLA and UCSF, with their major medical capital projects, led the campuses. If this trend continues through the remainder of the fiscal year, the University may experience its most successful fundraising year ever.

RESEARCH ADMINISTRATION SUPPORT

Master Agreements and Contract Terms with State of California Agencies

The Office of the President Research Administration Office (RAO) is negotiating new master agreements with various State agencies, including the State of California Department of Transportation, the California Energy Commission, and the Environmental Protection Agency. These efforts to develop new master agreements with terms acceptable to the University will address the ongoing delays in negotiations of contracts with State agencies by individual campuses. RAO is also working with the Office of Technology Transfer on the California Council on Science

and Technology's review of State intellectual property policy and terms. UC is very interested in establishing some standard intellectual property terms for agreements with State agencies, as this is one of the subjects in negotiating agreements that causes delays, conflicts with University and federal policies, and potential publication restrictions.

Systemwide Contract and Grant Award Activity, FY 2003-04

The total extramural support systemwide for research, training, and public service activities for fiscal year 2003-04 increased about 5 percent over fiscal year 2002-03. (The increase in overall funding from FY 2001-02 to FY 2002-03 was 8 percent.) The major increases were in federal and State government funding and awards from business, interest groups, and DOE Laboratories. Federal funding increased by 8 percent as compared to a 10.5 percent rise from FY 2001-02 to FY 2002-03. State of California funding, which had declined by 19 percent in the previous fiscal year, rose by 15 percent. Funding from businesses, which had declined by 16 percent in the previous fiscal year, rose by 25 percent. Funding from interest groups was up by 18 percent. Funding from foundations declined by 46 percent and from charities by 14 percent. Funding from all other sectors, such as other government, UC, and other higher education institutions also declined.

RETIREMENT PLAN LONG-TERM FUNDING AND ALTERNATIVE PLAN DESIGNS

In light of the declining funded status of the University of California Retirement Plan (UCRP)--our defined benefit plan--the evaluation of long-term funding requirements and alternative retirement plan designs for new hires has been intensified. Actuarial projections indicate that contributions to UCRP should be resumed within the next several years.

While UCRP will remain the primary retirement plan for current members, a less expensive plan may need to be considered for new hires. Currently, the annual cost of UCRP exceeds 15 percent of covered pay, over \$1.2 billion. A lower-cost model or alternative plan for new hires may be suitable for UC's business needs and the needs of a more mobile workforce. To address these issues, the UCRP Consulting Actuary (the Segal Company) and UC Human Resources/Benefits, in consultation with the Office of the Treasurer, will be continuing discussions with The Regents regarding strategies for resuming contributions to UCRP and potential new retirement design options for new hires.

STATE GOVERNMENTAL RELATIONS

CSU Professional Doctorates – UC vigorously opposes SB 724 (Scott), which would give the California State University (CSU) independent authority to grant doctoral degrees in selected professional fields, such as audiology and physical therapy. The Senate Education Committee passed SB 724 on April 20, and it will be heard by the Senate Appropriations Committee in early May. A UC advocacy mobilization is underway.

UC provided the Senate Appropriations Committee with a preliminary analysis to address the need and costs of such a new program at CSU. CSU maintains that no new State funds will be required to support these programs.

UC's concern is that SB 724 would result in CSU beginning to duplicate the mission of doctoral-level education. This would be contrary to the spirit of California's Master Plan for Higher Education, which already allows for joint doctorate programs that bring together the strengths of both UC and CSU.

Public Employee Pensions – In early April, Governor Schwarzenegger announced he was dropping his proposed initiative to reform public-sector pension systems. The Governor would like to reconsider an initiative in 2006 if he and the Legislature are unable to reach a compromise this year.

UC Associate Vice President for Human Resources Judy Boyette is a member of the Pension Reform Stakeholders Group that the Governor's Office has begun to convene weekly.

The initiative the Governor had endorsed would have closed defined benefit plans and required public agencies, including UC, to enroll employees hired on or after July 1, 2007, in defined contribution plans only. UC was concerned that the initiative would have eliminated its flexibility to compete for the most talented faculty and staff.

In mid-April, Assembly Member Keith Richman introduced a new, two-bill package on public employee pension reform—ACA 8 1X and AB 3 1X. The package would allow three public sector systems to continue: the California Public Employees' Retirement System (CalPERS), the State Teachers' Retirement System (STRS), and the University of California Retirement System (UCRS). The bills would permit hybrid systems of defined benefit and defined contribution plans. UC would be subject to caps on employer contributions as follows:

- 7 percent for employees with Social Security;
- 10 percent for employees without Social Security; and
- 14 percent for public safety employees

The Regents would be given authority to exceed the caps upon a determination that doing so is necessary to maintain a competitive compensation package. Both measures are in the Assembly awaiting committee assignment.

Stem Cell Research—Prop. 71 – SCA 13 (Ortiz and Runner) was recently introduced to require the California Institute for Regenerative Medicine (CIRM) to:

- Apply open meetings laws to working groups and advisors to the CIRM, in addition to the Independent Citizens Oversight Committee (ICOC), the governing board.
- Apply conflict-of-interest laws that govern elected officials and National Institutes of Health (NIH) to the ICOC and employees of CIRM.
- Require that any clinical treatments resulting from CIRM research be made available to the State at costs affordable to low-income residents.
- Require the State to receive a share of the royalties or revenues derived from treatments resulting from CIRM that is sufficient to repay the State's expenses incurred in funding Prop. 71.

UC is concerned that these and other provisions in SCA 13 would affect all State-funded biomedical research, including UC's research programs. These concerns include provisions in the bill that affect peer review, mandatory contract terms, NIH conflict-of-interest standards, and State revenue sharing.

UC has joined with the California Institute of Technology, Stanford University, and the University of Southern California to work with the bill's authors to ensure that the proposal does not impede research.

SCA 13 passed the Senate Health Committee on April 20 and was referred to the Senate Elections, Reapportionment and Constitutional Amendments Committee, but has not been set for hearing as of this writing.

SB 439 (Simitian) – This bill would allow UC pension and retirement funds to invest in high-performing venture capital partnerships by clarifying that information containing the venture capital firms' trade secrets is exempt from the California Public Records Act (CPRA). UC is sponsoring the bill to ensure it will continue to have access to alternative investments offered by investment partners that are critical to the health of the University's retirement and endowment funds. Approximately 2 percent of UC's investment fund assets include alternative investments, yet these assets provide a disproportionate return—more than 37 percent annually over the past ten years (more than \$1 billion). Because of ambiguities in current law, investment partners are denying UC access to high-performing private equity investments out of concern that their proprietary information will be obtained by their competitors through the CPRA and its applicability to UC. The Senate Judiciary Committee passed the bill on April 26.

STUDENT ACADEMIC PREPARATION AND EDUCATIONAL PARTNERSHIPS (SAPEP) ACCOUNTABILITY FRAMEWORK

SAPEP has recently concluded a series of meetings among representatives of the Department of Finance, legislative agencies, and University personnel to discuss a framework for how Student Academic Preparation Programs will report on their effectiveness and outcomes. This framework will guide assessments, evaluation, and program reports for SAPEP efforts receiving State general funds. Over time, use of the framework will ensure that programs are managed efficiently and effectively and in accordance with a common set of principles, policies, and stakeholder expectations.

Principal elements of the framework include a mission statement, target audiences, primary strategies, program goals, accountability mechanisms, and reporting components. The next step in this process is to meet with campus SAPEP leaders from each of the major programs and determine how the framework will be applied to individual circumstances and efforts.

TASK FORCE ON PLANNING FOR DOCTORAL AND PROFESSIONAL EDUCATION

During the course of the recently launched long-range guidance process, which has included gathering the perceptions of Regents, faculty, alumni, and others in the University community, it has become clear that UC must expand its role in graduate education, particularly at the doctoral and professional level. California will require more individuals with advanced degrees, and

available evidence seems to indicate that California's production of such individuals is not keeping pace with increasing demands. Recognizing its responsibility to the State to prepare an appropriate number of graduates prepared at the doctoral and professional level, UC is developing a strategy on multiple fronts, including ways to increase funding to support graduate students. Another key element of this strategy is to identify emerging areas where graduates trained at the doctoral or professional level will meet future needs.

A recently appointed Task Force on Planning for Doctoral and Professional Education is a joint effort between my office and the Academic Senate, and will be co-chaired by Provost Greenwood and Academic Council Chair Blumenthal. The Task Force's charge is to:

- Identify existing fields in which workforce studies are needed to assess authentic State needs for graduates with doctoral or professional training. A process for directing these studies needs to be developed, including harnessing UC and other higher education expertise; looking to professional association assessments; and contracting with consultants external to the University;
- Identify emerging fields in which UC will be expected to play a leading role in preparing a workforce with doctoral or professional training in order to sustain the State's lead as an international economic force.