

**COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)  
Annual Report 2016-17**

**TO THE ASSEMBLY OF THE ACADEMIC SENATE:**

Per Senate bylaw 180, the Coordinating Committee on Graduate Affairs (CCGA) advises the University President and all agencies of the Senate on matters regarding research and learning related to graduate education. One of CCGA's chief responsibilities, as delegated by the Regents, is the authority to review and evaluate campus proposals for new graduate programs and schools that require approval of the President. In addition, CCGA establishes basic policies and procedures for coordinating the work of the various graduate councils and divisions, recommends to the Assembly minimum standards of admission for graduate students, reviews policies applied by graduate councils, reviews policies concerning relations with educational and research agencies, and approves UC graduate courses as system-wide courses to be listed in divisional catalogs.

**Review of Proposed Graduate Degree Programs**

During the 2016-17 Academic year, CCGA approved 18 program proposals; nine of these were Self-Supporting Graduate Degree Programs (SSGPDPs), and one had PDST (Professional Degree Supplemental Tuition). Six proposals will carry over to the 2017-18 year. *No proposals, self-supported or state-supported, were declined.*

**Programs Approved During the 2016-17 Year**

| <b>Campus</b> | <b>Program</b>                             | <b>Date Received</b> | <b>Date Approved</b> | <b>SSGPDP?</b> |
|---------------|--|----------------------|----------------------|----------------|
| UCB           | Real Estate Development and Design         | 2/28/17              | 7/5/17               | Yes            |
| UCI           | Business Analytics                         | 8/10/16              | 2/1/17               | Yes            |
| UCI           | Conservation and Restoration Science       | 8/12/16              | 3/1/17               | Yes            |
| UCI           | Sue and Bill Gross School of Nursing       | 9/22/16              | 12/15/16             | Yes            |
| UCI           | European Thought and Culture               | 1/10/17              | 7/15/17              | No             |
| UCI           | Finance                                    | 2/29/16              | 11/2/16              | Yes            |
| UCLA          | Business Analytics                         | 8/16/16              | 1/4/17               | Yes            |
| UCLA          | Environment and Sustainability             | 3/15/16              | 1/4/17               | No             |
| UCLA          | Conservation of Material Culture           | 4/1/16               | 11/3/16              | No             |
| UCM           | Public Health                              | 9/22/16              | 2/1/17               | No             |
| UCM           | Mgmt., Innovation, Sustainability and Tech | 11/29/16             | 6/7/17               | PDST           |
| UCSB          | Technology Management                      | 3/15/16              | 10/15/16             | No             |
| UCSD          | Social Documentation                       | 10/25/16             | 4/24/17              | No             |
| UCSD          | Drug Development and Project Mgmt.         | 11/28/16             | 3/1/17               | Yes            |
| UCSD          | Geotechnical Engineering                   | 2/1/17               | 7/5/17               | No             |
| UCSD          | Public Health                              | 2/1/17               | 7/5/17               | No             |
| UCSD          | Professional Accountancy                   | 3/1/17               | 7/5/17               | Yes            |
| UCSF          | Nursing Practice                           | 6/29/16              | 1/26/17              | Yes            |

**Proposals to be Carried Over to 2017-18  
(Showing those received by June 30, 2017)**

| <b>Campus</b> | <b>Program</b>                          | <b>Date Received</b> | <b>Status</b>  | <b>SSGPDP?</b> |
|---------------|---|----------------------|----------------|----------------|
| UCB           | Molecular Science and Software Engring. | 4/3/17               | Under Review   | Yes            |
| UCB           | Information and Cyber Security          | 4/3/17               | Under Review   | Yes            |
| UCI           | JDP with SDSU – Computational Science   | 1/31/17              | Under Review   | No             |
| UCI           | Nursing Practice                        | 4/18/17              | Under Review   | Yes            |
| UCLA          | Nursing Practice                        | 5/19/17              | Under Review   | Yes            |
| UCSC          | Coastal Science and Policy              | 6/21/17              | To Be Assigned | No             |

The committee worked assiduously with campuses and faculty throughout the year to help them craft proposals that would meet the University’s expectations of excellence. Three-quarters of the proposals submitted in 2016-17 were approved before the end of the committee year in August. Most proposers found the review process a helpful and rewarding one. Program proposals were strengthened in response to the comments raised by outside reviewers as well as by CCGA. Programs were able to strengthen aspects of the program, including curriculum, capstone requirement, placement support, FTE allocations, facilities, and administrative support, among others.

**Topics of Note During the 2016-17 Year**

**Self-Supporting Graduate Professional Degree Programs (SSGPDPs) and PDST**

Ongoing reductions in state support have resulted in campuses increasingly looking to SSGPDPs as a means of funding new degrees and growing departments, as well as backfilling declining state support for existing programs. In the early fall of 2016, the long-awaited Presidential SSGPDP Policy was released. This policy proved very helpful to CCGA, which had previously dealt with questions about SSGPDP proposal requirements and approvals. A new policy on PDST was also developed and released. CCGA expressed support of the new PDST policy.

The new SSGPDP policy designates a wider range of programs as self-supporting and mentions the possibility of converting programs from PDST to SSGPDP. Conversions, historically have been very rare; however, it is foreseeable that CCGA will get more requests in the future. In 2016-17, in response to some campus inquiries, CCGA reiterated that per the 2016 SSGPDP policy, conversion of an existing state-supported program to self-supporting status is regarded as “exceptional.” CCGA holds all conversion requests to a very high bar. As the policy states, “special justification must be given for a conversion application to be approved.” The scope of “specific justification” allowed is construed narrowly.

Conversions will raise questions regarding return-to-aid, diversity stipulations, and the issue of taking a program that has been built by state money and turning it private. The committee discussed what criteria are going to dictate if a campus request to convert a program can move forward. What “clear and overwhelming” evidence will be required? How confident can the committee be in approving conversions when it does not have data on how current SSGPDP courses are faring financially? The Provost said that the campuses would need to meet the usual SSGPDP requirements, and must be able to demonstrate that there would be a clear set of jobs for program graduates. She said that it was the role of CCGA to give interested programs guidance regarding conversion proposals. In a memo sent to campuses in March, CCGA outlined briefly the components of a conversion request. However, CCGA decided that it would not put forward any formal guidelines for proposals, but would review campus requests/justifications on a case-by-case basis.

The question of whether some SSGPDPs were able to achieve self-supporting status as planned was also a concern raised by CCGA members. To that end, CCGA has asked for information from UCOP for both a systemwide big-picture view and campus-level breakdowns. At the time of writing, we are still in the process of collecting the data. While it is not the duty of CCGA to conduct annual or third-year reviews of individual SSGPDPs, the committee encourages divisional Graduate Councils to identify struggling SSGPDPs early and make sure that appropriate measures are taken to either make changes or to discontinue a program unable to achieve self-supporting status.

### Introduction: Vice President of Research and Graduate Studies

Vice President Art Ellis joined the University in August and met frequently with CCGA over the course of the year. He formulated ideas on graduate-related projects the campuses and OP might work on together.

- *International Thinking*

Vice President Ellis explained that President Napolitano had designated a couple of “thinking” days: one for innovation thinking and the other for international thinking. In September, the Chancellors met in a two-day retreat to discuss long-term strategic priorities related to these topics. Several priority areas emerged from the discussions, including the need to strengthen and enhance the University’s overall international strategy and its approach to global competition for faculty, research funding, and students. The Vice President stated that this might involve the exploration of options for joint/dual degrees with international partners, study abroad, and the internationalization of the campuses.

- *Collective Excellence and Mentoring*

Vice President Ellis discussed the University’s Collective Excellence initiative that was designed to investigate the many ways that scholars can contribute to UC’s research enterprise. Such contributions include: team-based scholarly output, stewardship of research tools, traditional research, teaching-research collaborations, and a globally-engaged, diverse research workforce. These topics raised issues of diversity and mentoring, which were of particular concern. The Council of Graduate Deans received complaints from some students in the fall regarding less-than-ideal mentoring experiences, and the graduate deans were not sure how to solve the problem. (See “Faculty-Student Mentorship,” below.)

### Graduate Student Wellbeing Survey

Vice President Pamela Brown met with the committee to share the findings of the systemwide Graduate Student Wellbeing Study which had developed from a similar survey that that the Berkeley campus had conducted. The survey provided a stratified random sample of UC Graduate students that captured student campus affiliation, ethnicity, discipline, and underrepresentation.

The survey took place February 29-April 29 2016 and sampled over 13,400 individuals, with a 40 percent response rate.

Nearly three-quarters of graduate students are generally satisfied with life but challenges remain:

- Over one-third reported symptoms of clinical depression
- Nearly one-quarter are dissatisfied with mentorship and advising
- Over two-fifths are not financially confident
- Over one-quarter experienced food insecurity
- Almost one-third are not upbeat about career prospects

Initial recommendations from the survey included the following:

- Continue to expand and promote mental health services and prevention efforts.
- Increase training for advisors and faculty to recognize and respond appropriately to warning signs of distress in graduate students.
- Expand opportunities for graduate students – especially doctoral students – to learn about career opportunities outside academia through information sharing or experiential learning.
- Help students manage finances and promote food security.
- Help empower students to maximize mentoring relationships by employing effective strategies in managing advisee/advisor relationships.

### Faculty-Student Mentorship

UCB Graduate Division Dean Fiona Doyle informed the committee about a UCSA letter reflecting student concerns about faculty mentoring. She discussed what has been put in place on the Berkeley campus in terms of “best practices” for faculty mentors. These include awards for excellence in faculty mentorship. Overall, she is convinced that the vast majority of faculty is committed to good mentoring and doing what is needed. Unfortunately, there will always be the risk one or two “bad apples” in the mentor pool. The success of the faculty-student mentoring relationship relies heavily up on personal chemistry and amicability; students sometimes may not be matched with the ideal mentor. From the student perspective, a major obstacle is the lack of anonymity if s/he raises a complaint; the student complainer is too easily identifiable. Ms. Doyle put forward that perhaps some explicit mention of mentorship expectations could be included in the Faculty Code of Conduct, which would have to come from the Senate, not the graduate deans.

The committee agreed that there is a gap between the Faculty Code of Conduct and what would be considered “bad behavior,” and that the University needs to separate the egregious from the less-than-ideal. The Academic Council Chair said that he would like to see CCGA take the lead in determining how the campus grad councils are implementing best practices. The Academic Council vice chair cautioned against conflating the separate issues of “bad apples” and best practices. Ms. Doyle remarked that it would be good to interview the campuses to develop a suite of best practices; something on the systemwide level could be very effective. Students need to know that they are being heard and that there are practices for dealing with inappropriate behavior.

In response, CCGA has produced a guideline on mentorship best practices. It will be sent to campuses’ Graduate Deans and Graduate Council for their reference. CCGA has also expressed willingness to meet with graduate student representatives in the future to continue to facilitate dialogues between graduate students and the faculty on the subject.

### Acknowledgements

CCGA is grateful to have had valuable input from - and exchange with- these UCOP and campus consultants and guests over the past year: Provost Aimée Dorr, Vice President of Research and Graduate Studies Art Ellis, Director of Graduate Studies Pamela Jennings, Director of Academic Planning Todd Greenspan; Academic Planning Manager Kimberly Peterson, Academic Planning and Research Analyst Chris Procello, and Council of Graduate Deans representative Tyrus Miller (UCSC). Special thanks to Academic Council Chair Jim Chalfant, Vice Chair Shane White, Senate Executive Director Hilary Baxter and Associate Director Jocelyn Banaria.

Respectfully submitted,

Kwai Ng, Chair (UCSD)  
Karen Duderstadt, Vice Chair (UCSF)  
Daniel Neumark (UCB)  
Anna Peluffo (UCD)  
Susan Charles (UCI)  
Onyebuchi Arah (UCLA)

Ramesh Balasubramaniam (UCM)  
Michael Coffey (UCR)  
Richard Arneson (UCSD)  
Dar Roberts (UCSB)  
Donald Smith (UCSC)