

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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*Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200*

April 17, 2014

**AIMÉE DORR
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA**

Re: Assembly Approval of New Degree Title: Master of Public Policy (MPP) at UC Riverside

Dear Aimée,

At its April 16, 2014 meeting, the Assembly of the Academic Senate accepted the recommendation of the Coordinating Committee on Graduate Affairs (CCGA) to allow the UC Riverside campus to establish a new Master of Public Policy (MPP) degree program within its School of Public Policy.

Because the MPP is a new degree title at UCR, Assembly approval is required under [Senate Bylaw 116.C](#), which directs the Assembly to “consider for approval proposals for the establishment of new graduate degrees received from the Coordinating Committee on Graduate Affairs and requiring approval by the President.”

I am enclosing CCGA’s report on its review of the new degree, and respectfully request that your office complete the process of obtaining the President’s approval.

Sincerely,

A handwritten signature in cursive script that reads "Bill Jacob".

Bill Jacob

Encl. (1)

Cc: Academic Council
Martha Winnacker, Executive Director, Academic Senate

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COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)

Donald Mastronarde, Chair

djmastronarde@berkeley.edu

ACADEMIC SENATE

University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

April 4, 2014

WILLIAM JACOB ACADEMIC COUNCIL CHAIR

Dear Bill:

At its March 5, 2014 meeting, the Coordinating Committee on Graduate Affairs (CCGA) voted to approve UC Riverside's proposal is to establish a new Master of Public Policy (MPP) degree program within UCR's School of Public Policy (this program will be supported in part by PDST, starting at \$5952 per year). The proposal states that the objective of the MPP program "is to prepare students for careers in government, politics, and public affairs within public, non-profit, or private sectors." This is accomplished by providing students with rigorous analytical tools to use evidence and normative values in formulating, implementing and evaluating public policies.

It should be noted that the UCR School of Public Policy was first approved in 2008, but that the economic crisis caused the campus to delay its implementation. At this point, there is a thriving undergraduate program, a Dean and several faculty in place and more faculty due to be hired. The institution of the MPP program will mark an important milestone in the development of the School, since this is the centerpiece of the School. The School plans to begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015.

The proposed MPP degree is supported by both reviewers. Its proposed three areas of distinctiveness – environmental and social policies, regional policy-making, and global-local policy – make it a valuable addition to inland southern California. The proposers provide evidence that there will be interest in the degree and that graduates from the program will have improved employment possibilities at various levels of government, in NGOs, and elsewhere. Throughout the review process, the School has been responsive to the comments and suggestions made by the external reviewers.

As you know, CCGA's approval is usually the last stop of the Academic Senate side of the Systemwide review and approval process except when the new degree title must be approved by the President, under delegated authority from The Board of Regents. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 60 days of CCGA's approval) must approve new degree titles. Given its status as a new graduate program title on the Riverside campus, CCGA submits its approval of the UCR Master of Public Policy (MPP) for formal approval of the new MPP degree title on the Riverside campus by the Assembly of the Academic Senate. For your information, I have also included CCGA's final report as an enclosure. If you have any questions, please let me know.

Respectfully submitted,

A handwritten signature in black ink that reads "Donald J. Mastrorarde". The signature is written in a cursive style with a large, prominent initial "D".

Donald Mastrorarde, Ph.D.
Chair, CCGA

Copy: Martha Winnacker, Academic Senate Executive Director
CCGA

Enclosure: 1

The Proposal

UC Riverside's School of Public Policy has proposed to establish a graduate Master of Public Policy program. The proposal states that the objective of the MPP program "is to prepare students for careers in government, politics, and public affairs within public, non-profit, or private sectors." This is accomplished by providing students with rigorous analytical tools to use evidence and normative values in formulating, implementing and evaluating public policies.

The two-year Master's of Public Policy (MPP) program is a professional fee-based program that would be the centerpiece of the new school. The School plans to begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015.

Status of the School

In September 2008, UC Riverside was approved by the Regents of the University of California to start a new, interdisciplinary School of Public Policy (SPP). Before reaching the Regents the proposal to start a new school had been thoroughly reviewed at the Riverside campus and by CCGA and had been revised and improved in response to the comments made in that process. After Regental approval of the School, however, the launch of the School was put on temporary hold because of budget uncertainties at that time. The UC Riverside administration finally decided to launch the SPP in Fall 2012. A search for the founding dean ensued, and a dean was appointed on February 1, 2013.

The university administration has already set aside 12 faculty FTE for the School of Public Policy. Of these, roughly one-half will be used in the form of joint or split appointments with other departments on campus. Most of these are envisaged to be 50% faculty appointments shared with departments such as Political Science, Economics, and Environmental Sciences. (Joint appointments are very common in public policy schools nationwide.) The remaining FTE will be full-time in the School.

The Reviewing Process

The current proposal was approved by UC Riverside's Graduate Research Council in 2013 and was submitted to CCGA in Fall 2013. Kwai Ng of UC, San Diego was appointed CCGA Lead Reviewer at the November meeting. Two reviewers were subsequently identified in December. John McPeak, Vice Chair of Department of Public Administration and International Affairs at the Maxwell School of Citizenship and Public Affairs at Syracuse University, and Michael Stoll, Chair of Public Policy in the School of Public Affairs, UCLA. Both reviewers waived confidentiality. The reviewers have considerable administrative experience in running a graduate public policy program. The reviews were returned by the end of January 2014. Together the reviewers have provided comprehensive and thoughtful recommendations that cover all major facets of the proposed program.

Main Features of the Proposed Program

(1) The School emphasizes that the UC Riverside's MPP degree will provide a new and different focus from other public policy programs. First, it will be unique in its emphasis on the intersection – and synergies – between *environmental and social policies*. Second, it will train students in “*regional*” *policy-making* – viz., policy-making that transcends traditional jurisdictional and administrative boundaries (such as the city, county, state and country). Third and finally, it will highlight *similarities between the policy challenges* facing local communities in the United States (such as communities in Inland Southern California) and policy problems confronting emerging countries (such as Mexico, Brazil, China, and India). It will train students in the skills of applying policy lessons learnt globally to the policy challenges facing local communities in the United States. The School has already entered into agreements with 20 different government agencies in Inland Southern California to receive and train future MPP student interns.

(2) The program concludes with a two-quarter-long capstone research project to be undertaken under the supervision of a participating faculty member. Students will work in teams and undertake a thorough analysis of an important “real-world” policy problem, applying the interdisciplinary methods, approaches, and perspectives studied in the core curriculum. Students will be asked to grapple with the challenges of policy implementation in the face of competing and often conflicting social, political, economic and technical interests. At the conclusion of the project, students will prepare and present a group report similar to a policy brief prepared for a policy client.

(3) The UC Riverside School of Public Policy will be located in one of the most diverse regions of the state of California. Riverside and San Bernardino counties (with a total population of 4.4 million persons) are exceptionally diverse, multicultural environments. Riverside County is 38.5% non-Hispanic White, 46.5% Hispanic and Latino, 7% Black and 6.6% Asian. San Bernardino County is 50.5% Hispanic/Latino, 32% non-Hispanic White, 9.6% Black and 7% Asian. In addition, Riverside and San Bernardino counties are home to approximately 12 federally-recognized Native American tribes, representing roughly 2% of the county population. Nearly 40% of the inland population speaks a language other than English in the home (predominantly Spanish). UC Riverside has an outstanding record in promoting diversity. Its student body is one of the most diverse in the nation. Indicators of student success at UC Riverside, such as four- and six-year graduation rates, do not differ markedly between under-represented minority and other students. In UC Riverside's undergraduate public policy program, which will provide a pipeline of students to the MPP program, between one-half and two-thirds of the students belong to disadvantaged ethnic and racial groups.

Two Key Questions

(1) Would the proposed program be able to recruit enough students?

Both reviewers agree that there is a market for a MPP program in Inland Southern California. They agree that the program is likely to be able to recruit enough students through a combination of local applicants, applicants from other parts of the California, and overseas applicants. In their comments, they emphasize the importance of creating a diversity of student sources.

Reviewer 1, Professor McPeak of Syracuse inquires about the strategy of recruiting students from other parts of California:

“One, first on page 4 and then again three times later on page 6, 7, and 8, the undergraduate pipeline to the MPP program at UC-Riverside is emphasized. While this is a good part of a strategy, I would like

more articulation of how this would combine with a strategy to draw in students from the UC system other than Riverside and beyond the UC system. The challenges of Inland Southern California are not only present in the area around Riverside to be sure, so what is the strategy for drawing in students who are not UC-Riverside undergraduates.”

The School responds by suggesting that they will strike a balance between local students, students from other parts of California as well as overseas students. UC Riverside undergraduates would constitute about 15-20% of the incoming MPP class. Overall, the School anticipates a quarter to a third are going to be from the Inland Southern California region. The School plans to launch an aggressive student recruitment campaign across the country and overseas. The School will also scale up the MPP program gradually over time, starting with a very small cohort of only 20-25 students in the first year. The full build-out of 60 entering students is not expected to take place until 2020-21.

(2) Can the proposed curriculum develop students in the areas identified by the School as its areas of strength?

Reviewer 2, Professor Stoll of UCLA, offers very detailed comments on various aspects of the proposed curriculum. The School agrees with most of the reviewer’s comments and recommendations. Three major changes have been made to the revised proposal, namely:

- the content of the core course on “Regional Policy-Making Across Administrative Jurisdictions” is revised to include the study of analytical tools for regional analysis
- the course on normative analysis remains part of the core curriculum but the program does not now claim normative analysis as one of its areas of distinctiveness
- to strengthen the policy on content analysis, the revised curriculum now features a new course on policy analysis (“Introduction to Policy Analysis”)

Overall, CCGA’s lead reviewer is of the view that the new revised proposal addresses the key problems identified by the two external reviewers and there is now a much better fit between the content of courses proposed and the key areas of strength that the program intends to nurture and develop.

Other Recommendations

There are some other recommendations suggested by reviewers:

(1) Reviewer 2 recommends that the campus consider in the medium term folding into the School the current undergraduate Public Policy major at UC Riverside, in order to streamline administration.

The proposer responds that this is the plan of the SPP – to request the transfer of the undergraduate public policy program to the SPP from the College of Humanities, Arts and Social Sciences. Campus administration at UC Riverside is supportive of this plan. The process will begin once the MPP program has started up and is on a sound footing.

(2) Reviewer 2 points out that the School does not have a permanent home. He urges the School to develop a dedicated physical space for the program, which is central to building community and

identity for the program.

The proposer agrees. The School has already secured temporary space to serve as a MPP graduate student common area. It is also pressing ahead with demands to the campus for a separate building – or at least a couple of floors of an existing building – for the SPP within the next four years.

(3) The School proposes to have 2 full time staff – a full time program director and a full time student services assistant for the program. Reviewer 2 points out more staff are needed to provide professional skills training (such as in the use of PowerPoint and other relevant software including statistical software), professional services in job readiness preparation, as well as in general career services, among many other things.

The School clarifies that since the earlier proposal was drafted, the staffing situation at the SPP has already changed dramatically. The SPP has already recruited three full-time staff – an executive assistant to the dean, a director of development and alumni relations, and an information specialist and communication manager. In addition, the School has already been approved to recruit two additional staff FTE to join the School by July 2014 – an assistant dean of finance (and CFAO) and a student assistant officer.

Timetable

The MPP degree will be launched immediately upon approval of this proposal. Assuming the proposal is approved during AY 2013-14, the Program will begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015. Within five years, the School anticipates enrolling 60 students per class, resulting in a total of 120 MPP students in residence.

Conclusion

The proposed MPP degree is supported by both reviewers. Its proposed three areas of distinctiveness – intersection between environmental and social policies, regional policy-making, and global-local policy linkages on the intersection make it a distinct MPP program rooted in Inland Southern California. The revised curriculum is tailored to develop the three identified areas of distinctiveness. Throughout the review process, the School has been responsive to the comments and suggestions made by the external reviewers. It is obvious that the proposers have put a lot of thought into the proposal.

CCGA discussed the program and the progress of the review at several meetings, and at the March 5, 2014, the Lead Reviewer provided a final summation of the review and recommended approval of the proposal as last revised. The motion to approve as passed unanimously (with the obligatory abstention of the UCR member).

CCGA Lead Reviewer: Kwai Ng