Daniel L. Simmons
Telephone: (510) 987-0711
Fax: (510) 763-0309
Email: *Daniel.Simmons@ucop.edu*

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

February 14, 2011

PROVOST & EVP LAWRENCE PITTS
UNIVERSITY OF CALIFORNIA

Re: Policy on Self-Supporting Graduate Degree Programs

Dear Larry:

At its meeting on January 26, the Academic Council considered the proposed revisions to the existing policy on self-supporting graduate degree programs self-supporting. While many respondents to the request for review affirmed the need to update the policy, nearly all concluded that the policy draft needs further development. Respondents also raised broader concerns about the impact of self-supporting programs on the University's core educational mission. Therefore, Council does not support the proposed changes at this time but requests another round of revision that should be drafted jointly by Academic Planning staff and CCGA.

The committee and divisional responses echoed several common themes, which are consistent with the Senate's response to the Commission on the Future's proposals to expand self-supporting programs (see attached Senate response). In that response, Council supported the targeted expansion of self-supporting Master's degrees, but strongly objected to offering self-supporting bachelor or doctoral degrees as inappropriate for a research university.

Criteria for establishing self-supporting programs. The proposed new criteria for self-supporting programs (draft policy Section II.A.1) are so broad that they could apply to virtually any program, and they conflate the rationale for establishing a program (e.g., workforce need or to serve non-traditional populations) with the mode of delivery. The Senate also is concerned that the broad criteria in the proposed draft would encourage existing academic programs to become self-supporting, promoting privatization of the University. In this regard, the policy requires language that distinguishes self-supporting programs from professional degree programs that charge supplemental tuition. Council cannot endorse the revised policy until the criteria are more precisely formulated to distinguish the needs to be met by self-supporting programs from those justifying state-supported programs.

UCLA suggested replacing the section on criteria with the following language:

> **II.A.1. Self-supporting graduate degree programs must fulfill a demonstrated higher education need and/or workforce need, and they should typically serve a non-traditional population such as full-time employees, mid-career professionals, international students, and/or students supported by their employers.**

Although Council did not conduct a vote to endorse this specific language, Council members broadly concurred with the UCLA language.

UCD argues that transfer of existing departmentally-administered self-supporting programs to University Extension should not be encouraged, and in any event would require Graduate Council review on the relevant campus.

CCGA notes its appreciation that its recommendation that doctoral programs should be ineligible to be self-supporting was incorporated into the draft policy. Other than the overly broad criteria for establishing self-supporting programs, the Senate's further concerns center on faculty effort, assuring self-supporting program quality through appropriate Senate review processes, promoting access to such programs, and the fiscal implications of self-supporting programs and their effect on regular academic programs. While the proposed policy revision recognizes many of the concerns raised by Senate agencies, the respondents felt that safeguards should be strengthened and made more explicit. For example, we note that despite language in the existing policy requiring that self-supporting programs be truly self-supporting, there is wide recognition that this often is not the case and that in fact self-supporting programs divert campus resources.

Effect of self-supporting programs on state-supported programs. Council's foremost concern is to ensure that self-supporting programs will not have an adverse effect on state-supported programs (UCB, UCD, UCSB, CCGA, UCEP, UCFW, UCORP). CCGA is especially worried that the establishment of new self-supporting programs will drain resources from existing doctoral programs, which are currently struggling with inadequate levels of support. CCGA states unequivocally, "There is no doubt in our minds that the creation of new self-supporting programs will result in faculty spending less time with students in existing programs." They request that more forceful assurances be written into the policy than the proposed provision that self-supporting programs should "be fully self-supporting upon inception or within a short phase-in period" (Policy Draft II.A.2). Enhancements might specify a limit to "a short phase-in period" in the policy as well as in the Implementation Guidelines, address how to calculate "full program costs" in greater detail, and provide more stringent direction regarding the allocation of faculty resources. CCGA makes the following, concrete suggestions to protect state-supported programs.

- All program reviews must evaluate the self-supporting program's effect on traditional programs.
- Self-supporting programs and their impact on existing programs should be reviewed more often than the normal 7 to 8 year cycle.
- Graduate Councils should be required to consider suspending admissions to any self-supporting program that has been found to harm graduate programs in its regular review.

- All proposals should document how self-supporting programs satisfy the criteria for establishment.
- All proposals must detail how faculty contribute the same level of effort to existing programs.
- All proposals must detail how teaching assignments will be handled.

I anticipate that at its next meeting on March 1, CCGA will incorporate its recommendations in policies adopted by the committee with respect to campus reviews of new proposals for the creation of self-supporting degree programs and conversions of existing programs into self-supporting programs.

Many Senate reviewers expressed concern that self-supporting programs may compete with state-supported programs. To eliminate this possibility, UCI suggests prohibiting self-supporting programs from charging lower fees than state-supported programs that charge professional degree fees. Similarly, UCSB and UCORP expressed concern that the legislature might treat the revenue produced by self-supporting programs as an offset for the state's contribution to regular programs.

Faculty Workload. Concerns about the programmatic effect of self-supporting programs on regular programs could be mitigated by greater and clearer explication of policies on faculty effort than is provided in Policy Draft II.C.2 or the Implementation Guidelines (UCD, UCLA, UCSB, UCSD, UCEP, UCFW, UCORP, UCPB). In particular, workload issues regarding limits on teaching overload and buyouts must be addressed (UCLA). Many respondents fear that increased faculty workload could distract from undergraduate teaching (UCSD, UCEP), research (UCLA, UCSD, UCFW, UCORP, UCPB) and service (UCFW). UCLA notes, "If the financial incentives for increased teaching are so great that they overwhelm the incentive for a faculty member to spend time on scholarly research, this could have devastating implications for the University's reputation." UCD specifically inquired whether regulations on the amount of additional teaching will apply to Extension-administered degree programs, and UCSB asked if ladder-rank faculty will be mandated to teach in self-supporting programs. CCGA recommends that campuses develop policies regarding on- or off-load teaching in self-supporting programs. The issue of providing adequate teaching staff must be addressed. For instance, while the policy states that a similar balance of ladder-rank teaching staff and non-regular faculty should be used, this has implications for course availability at the department level if ladder-rank faculty teach in self-supporting programs, and for quality if lecturers are hired. Council previously noted that self-supporting programs are market-driven and are subject to sudden changes in student demand, which has consequences for hiring new faculty and for the continuation of students in a program that suffers sharply decreased interest and enrollment. Finally, the APM should clarify the responsibilities of faculty who teach in self-supporting programs, and such teaching should be integrated into the merit review system.

Ensuring Program Quality. Many respondents suggested ways to ensure program quality. In addition to affirming the Senate's role in reviewing programs, appointing and reviewing faculty and admitting students by the usual methods and standards, the policy should clarify what happens to programs that fail (UCI, UCLA, UCAP). Respondents particularly stress the need for close Senate oversight of programs administered by Extension and clarification in the policy of the respective

responsibilities of the Academic Senate and of UC Extension (UCD, UCLA, UCSD, UCORP). Suggestions include conducting an analysis of existing self-supporting programs before allowing the establishment of new ones (UCD, UCI), and gathering evidence of the impact of self-supporting programs on quality at institutions such as the Universities of Virginia and Michigan (UCFW). UCORP and UCLA raise the broader concern that self-supporting programs will lead to a proliferation of lower-quality programs without a research component, and ultimately damage the reputation of UC as a research institution.

Fiscal Implications. Council appreciates the language in the Implementation Guidelines describing the content of the cost analysis required to be submitted annually. However, Senate agencies note that indirect costs are difficult to quantify (UCD, UCAP, UCFW), so the policy should define them and state how they are to be calculated (UCI). Some suggest that indirect cost rates equivalent to those for external research grants be charged to self-supporting programs (UCD, UCI, UCFW). CCGA recommends strictly limiting the period in which self-supporting programs are not fully self-supporting and UCI argues that self-supporting programs should reimburse campuses for any subsidies they receive in the initial phase-in period, as well as for the costs of graduate program review and monitoring (UCD, CCGA). Some (UCI, CCGA) argue that the policy should prescribe the partial use of net income for the benefit of the campus (CCGA recommends that self-supporting programs be required to contribute to a fund for stipend support for doctoral students). Indeed, self-supporting programs should be established in order to support the core. Finally, CCGA recommends adding a provision to the policy that all SSP proposals be submitted to campus Committees on Planning and Budget and to UCPB for review and comment in addition to the Senate agencies listed in Policy Draft II.D.2. These reviews and comments should be provided to Graduate Councils and CCGA prior to their consideration and approval of proposals.

Impact on Access. CCGA is pleased that the revised policy includes a section on financial accessibility and financial aid. Many respondents emphasized the need to maintain student access to self-supporting programs in order to be true to the University's mission as a public institution. They suggested:

- Requiring a minimum amount of return-to-aid (UCI, CCGA, UCFW, UCORP),
- Requiring proposals to have financial aid goals and document why the goals are suitable (CCGA), and
- Requiring self-supporting programs to assess their success in meeting financial aid goals in program reviews (CCGA).

Finally, we note that UCLA's Academic Senate recently issued a report on self-supporting and non-traditional programs that succinctly captures faculty concerns and proposes changes to UCLA policy. The report could be used as a model for the universitywide policy.

The Academic Council thanks you for the opportunity to comment. We look forward to continuing to refine the policy on self-supporting programs to ensure that such programs are quality programs that support the core mission of the University and I hope that we can develop these policies expeditiously. I appreciate that proposals for self-supporting programs are being generated on the

campuses and will encourage CCGA to develop and circulate its review policies to campus Graduate Councils as soon as possible. In the meantime, perhaps you could furnish a copy of this letter to campus Executive Vice Chancellors with a request that pending proposals address Senate concerns. Proponents should address the justification outlined in the UCLA proposed language at the bottom of page one of this letter, as well as concerns about the allocation of faculty resources and the impact of proposed self-supporting programs on existing state-supported programs. Finally, in order to expedite approvals, I recommend that proponents of self-supporting programs be directed to work closely with their campus Graduate Councils to address such concerns.

Sincerely,

Daniel L. Simmons, Chair
Academic Council

Copy: Academic Council
       Martha Winnacker, Academic Senate Executive Director
       Coordinating Committee on Graduate Affairs

Encl (14)

COTF Round 1

Education & Curriculum Recommendation 3: Expand use of self-supporting and part-time programs to expand opportunities for a UC education to existing and potential students, working professionals, and underserved communities.

Although the enticement of additional revenue may be attractive, Council has significant concerns about this recommendation and does not endorse it. First, these programs are market-driven and are subject to sudden changes in student demand, which could result in hiring faculty for programs that may not endure (UCI, UCEP). There also is significant skepticism as to whether these programs are truly self-supporting, as they inevitably draw upon state-supported resources such as shared facilities, faculty instructional time, etc. (UCSB, UCSF, UCPB). At a minimum, Council recommends that the University engage in a system of full cost accounting before developing more self-supporting programs. There also are issues of quality, access, and competition between state-funded and self-supporting programs. To maintain quality, all self-supporting programs need Senate oversight, but even then, the overall quality of UC's undergraduate instruction may decline, given the limited number of faculty available to teach (UCLA, UCR, UCSD, CCGA). The Senate also has concerns about the University Extension's role in the running of these programs (UCD, UCR). Competition between state-supported programs and self-supported programs remains an unresolved issue. CCGA notes that a number of "poor" academic departments or programs are trying to establish self-supporting programs. Self-supporting programs also may cannibalize existing state-supported academic programs by diverting students. Finally, both CCGA and UCAAD have serious doubts that self-supporting programs will be accessible to some groups of working professionals and underserved communities, given the high costs and fees associated with many of them.

COTF Round 2

Expanded Recommendation 3—Increase income from self-supporting and part-time programs. Disagree.

Council strongly disagreed with Expanded Recommendation 3, although it does support the targeted expansion of self-supporting terminal Master's degrees. Concerns include:

1) Use of University resources. Council cautions that self-supporting programs usurp campus resources and should not be built on existing courses and infrastructure (UCD, UCSB). An analysis of potential competition between self-supporting and state-supported programs must be part of the approval process of any self-supporting program (UCD).

2) Costs and revenues. As with online education, the proposal would divert resources to new endeavors that are outside the core of the University based on the sometimes dubious assumptions that they will

generate revenue. But the revenue goal is unrealistic, as it is based on high-cost MBA programs. The University is unlikely to generate ten times the annual net revenue by expanding to other areas. Choosing an arbitrary revenue target is not good academic planning (UCI, UCLA, UCEP). The University must document sustained demand before starting new programs (AdvGrp). At the undergraduate level, given that such courses are more costly than what UC already offers, who will comprise the market? Council members also expressed concern that these programs privatize graduate education because they do not have a return-to-aid component. Self-supporting programs often do not meet their projected revenues, and do not contribute their fair share to core programs (UCSB). The University must ensure that these programs are truly self-supporting and produce revenue (BOARS, AdvGrp). Council notes that Education & Curriculum 3 suggests a more reasonable approach for expanding self-supporting programs and documents the cost of existing programs (AdvGrp).

3) <u>Faculty oversight</u>. Faculty are opposed to Extension playing a role in approving courses, admissions or degree programs, although it can play an administrative role. Senate faculty should provide oversight (UCD, UCSD, BOARS, AdvGrp).

4) <u>Teaching staff</u>. A main concern is the diversion of faculty from research and teaching in regular University programs (UCB, UCI, BOARS). How will teaching in self-supporting programs be integrated into the merit system? (UCSD) The APM should clarify responsibilities of participating UC faculty (AdvGrp). The alternate scenario is that large numbers of lecturers and Ph.D. students will be hired, which leads to questions of ensuring quality (UCI, UCSD, UCEP).

5) <u>Quality</u>. What distinguishes UC from other state institutions is that we are a research university, with research faculty teaching the undergraduate curriculum; Extension programs generally are not taught by research faculty and therefore can not offer a "UC education." The Faculty Advisory Group notes that the Expanded 5 Recommendation does not mention quality at all, and this principle must be central.

6) <u>Pedagogical appropriateness</u>. Council endorses expanding self-supporting Master's degree programs. It strongly objects to offering self-supporting bachelor or doctoral degrees as pedagogically inappropriate for a research university. New programs should be faculty-driven and generated by a demonstrated academic need (UCEP, AdvGrp).

January 12, 2011

DANIEL SIMMONS
Chair, Academic Council

*Subject: Draft revision of the 1996 policy on self-supporting part-time graduate
professional degree programs*

Dear Dan,

On December 13, 2010, the Divisional Council (DIVCO) of the Berkeley Division discussed the draft policy revision cited in the subject line, informed by the comments of the divisional committees on Academic Planning and Resource Allocation (CAPRA), Budget and Interdepartmental Relations (BIR), and Graduate Council (GC).

DIVCO agreed with the reporting committees that the revisions are both timely and reasonable given the current and anticipated growth of such programs.
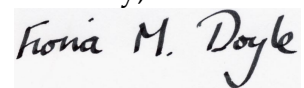
DIVCO also echoed the sentiments of the Graduate Council:

> Members were supportive of continued attention to issues of affordability and diversity along the lines discussed on page 8 and agreed with the Coordinating Committee on Graduate Affairs that language is needed that articulates the benefits of self-supporting degree programs (SSDPs) to complement the text about what SSDPs are not.

The discussion in DIVCO underscored the need for continued vigilance with respect to the impact of SSDPs on the quality of the teaching and research mission of the University. To that end, DIVCO recommends that a process be established to periodically review such programs.

Finally, DIVCO noted some editorial inconsistencies and recommends that the policy be carefully reviewed again.

Sincerely,

Fiona M. Doyle
Chair, Berkeley Division of the Academic Senate
Professor of Materials Science and Engineering

Cc: Elizabeth Deakin, Chair, Committee on Academic Planning and Resource
Allocation
Jeffrey Knapp, Chair, Committee on Budget and Interdepartmental
Relations
Ronald Cohen, Chair, Graduate Council
Linda Song, Associate Director, Graduate Council analyst
Aimee Larsen, Manager, Committee on Budget and Interdepartmental
Relations
Diane Sprouse, Senate Analyst, Committee on Academic Planning and
Resource Allocation

OFFICE OF THE ACADEMIC SENATE
ONE SHIELDS AVENUE
DAVIS, CALIFORNIA 95616-8502
TELEPHONE: (530) 752-2231

January 20, 2011

DANIEL L. SIMMONS, CHAIR
Assembly of the Academic Senate
Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: Review of Policy on Self-Supporting Part-Time Graduate Professional Degree Programs

The proposed revision of the 1996 Policy on Self- Supporting Part-Time Graduate Professional Degree
Programs (SSP) and its Implementation Guidelines were forwarded to all standing committees of the Davis
Division of Academic Senate as well as the Faculty Executive Committee in each college and professional
school. Comments were received from the Committees on Planning and Budget and Elections, Rules and
Jurisdiction as well as Graduate Council.   The following is a summary of major concerns expressed:

Regarding financial obligations to campuses, we believe policies must be adopted in order to ensure that a
given SSP is truly self-supporting The campus must not provide implicit monetary support to the SSP. The
proposed policy states that the campus will be responsible for financial losses. For other graduate programs
to bear this cost is unacceptable. We view the offering of an SSP does incur costs that will affect the campus
and are difficult to quantify, library, information technology, registrar. The SSP should also reimburse the
campus for the additional work and staff required in Graduate Studies, Academic Senate, Admissions and
department administrative offices. Hence, at the very least the "overhead" rate should be the same as what is
charged to external grants that are "off campus", assuming that all facilities etc. for the SSP are off campus.
If the SSP operates on campus, then the minimum rate should be the same as what is charged to external
grants that perform research "on campus". These rates would presumably be applied to the income coming to
the unit in charge of the SSP and would be covered through student fees/tuition and, if relevant, grants. The
proposed policy does not give concrete requirements for financial aid. Students in these programs should not
have access to funding available to students in regularly funded state programs, at UC Davis, this is called
the Block Grant. The SSP should reimburse the campus for all salaries, retirement and health benefits
associated with faculty members who teach in the SSP. The proposed policy must include a clear directive
that SSP shall not strain resources of the sponsoring department or have an adverse effect on regular
academic campus programs. for the costs. We also feel funds charged by campus must be reflective of a UC
graduate education label. There are a number of provisions in the proposal that mention "monitoring costs"
and so forth, but it is unclear who will do the monitoring and how the monitors will be paid.

A second concern is about how SSPs will compete with academic graduate programs and other faculty
responsibilities. The policy must include a clear directive that SSPs shall not be undertaken if they strain the
resources of the department that sponsors them or have an adverse effect on regular academic programs on
campus. Additionally, review of the personnel teaching in the programs is essential, whether they are

professionals in the field or regular faculty teaching on overload. There needs to be explicit requirements in this policy on this issue.

The absence of clear objectives in this proposed policy raises serious questions and concerns. Due to the importance of this policy, it is essential that clearly articulated objectives of SSPs are included. What are the reasons for developing SSPs? Are they intended to be self-supporting or revenue generating? Are there particular outcomes by which each program shall be evaluated? Without concrete goals and evaluative measures articulated, SSPs could easily lead to a "pay for degree" culture in the UC that would devalue UC diplomas and lead to the wholesale privatization of a UC education. The new draft definition of a SSP is so broad that any graduate program could be included. This is particularly concerning given the reluctance of our administrative leadership to allow review of programs that are discontinuation and immediately reconstituted as professional programs. If an existing graduate program were to want to become a self-supporting program, the current practice would not allow Senate oversight. An SSP should be identified as a program that is directed toward a non-conventional student constituency and that offers an alternative mode of delivery. There should also be clarification between professional degree and SSP.

We must consider the role of UC Extension for SSPs. There are regulations regarding the maximum amount of teaching faculty can do in Extension courses on top of their other responsibilities, but it is unclear how these regulations will apply in the case of an Extension-administered degree program. This needs to be clarified in the policy. The policy does not have a provision for cases where an academic unit offering a degree through SSPs transfers administration of the program to Extension. We suggest that policy prohibit such conversions. Alternatively, such a change must trigger Graduate Council review with the possibility of CCGA review. It is our opinion that Extension should not be allowed to administer SSPs, as it is likely that a wedge will be created between Senate control of the curriculum, campus control of revenues from graduate education, and funding for administrative and Senate oversight activities. We recommend that more controls be instituted limiting the role of Extension in graduate education, and restating the explicit oversight authority of Graduate Council in all such graduate course offerings, including any graduate programs for which Extension is a collaborative partner.

Finally, the Davis Division strongly believes that there should be a rigorous review of the functioning of all or a representative selection of current SSPs before any new policy is adopted. This would allow any new policy to be explicitly informed by best practices.

Sincerely,

Robert L. Powell III, Chair
Davis Division of the Academic Senate and
Professor and Chair, Department of
    Chemical Engineering and Materials Science

Office of the Academic Senate
338 Aldrich Hall
Irvine, CA 92697-1325
(949) 824-2215 FAX

January 19, 2011

Daniel Simmons, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Policy on Self-Supporting Part-Time Graduate Professional Degree Programs

At its meeting of January 18, 2011, the Irvine Division Academic Senate Cabinet reviewed the policy on Self-Supporting Part-Time Graduate Professional Degree Programs.   The Cabinet agreed that there are a number of underlying questions relating to the quality of the programs and instructors, and an accurate calculation and allocation of costs and revenues from these programs. The term "self-supporting programs" implies that they have no impact on the rest of the sponsoring campuses. An analysis of successful self-supporting part-time graduate professional programs currently within the UC system is recommended.

The following issues were presented by the Council on Planning and Budget and the Graduate Council in the discussion of Self Supporting Programs (SSPs) policy:

COUNCIL ON PLANNING AND BUDGET:

1) SSPs are supposed to cover both their direct and their indirect costs – with the latter term used interchangeably with "overhead" in these documents. But at no point is either "indirect costs" or "overhead" defined, and we are not told how it is expected to be calculated. Are campuses expected to use the overhead rates that we get from the Federal government? If so, that is a rate below the one we ask for, and which does not cover all of our costs; thus, using it here would presumably mean that campuses would in fact wind up subsidizing many "self-supporting" programs. If a different rate is to be used, which we believe to more accurately reflect our costs, that should be specified.

2) These guidelines say that SSPs are supposed to become self-supporting within 3 years. However, there is no mention made, in either the old or the new rules, of making such programs eventually repay the subsidies they receive in their first 3 years. Nor is there any mention of repaying any subsidy that such programs might continue to get (from non-state funds) thereafter, if the campus decides that a longer period of support is warranted in

order to eventually reach the self-supporting goal. Nor is there any discussion of taxing revenues from these programs to provide funds for the rest of the campus. This creates a situation in which units that launch a program that they believe will become self-supporting get to keep all the gains if it works – in fact, more than all the true gains, if they never repay the initial subsidies – and face no downside if the program fails: a situation that creates inappropriate incentives.

3) The new rules remove references to SSPs as being "part-time" programs. This change blurs the already fussy line between SSPs and programs charging professional degree fees. Since at least some campuses tax their professional programs and thus redistribute revenue to the campus in general, these rules would seem to create a situation where a SSP subsidized by the campus as a whole could compete with and substitute for a professional degree program that transfers money to the campus as a whole. Again, this seems to create dysfunctional incentives. Any new set of rules should address these issues through a provision for repayment of initial subsidies, a tax on revenues once the procedure is self-sufficient, or both.

4) The new rules would create greater "flexibility" in creating these programs, allowing students in existing programs to register in them, etc. A slightly troubling line was noted in Provost Pitts' October 10 letter:
>   "There is some concern that the flexibility proposed in the revision would create incentives for existing graduate programs to give up their state support and convert to self-supporting programs. We do not believe that these policy revisions do that – ***in almost all cases*** [emphasis added] the additional revenue generated by such a conversion would not be enough to offset the loss of current state support received by the campus."
>   "Almost all" is of course different from "all." And the difference matters, particularly if the problems discussed above are not remedied. Similarly, we were struck by the comment in the 2008 study prepared for CCGA which says (p. 5) that sometimes SSPs may charge less than an equivalent state-supported program that charges professional fees. In cases where this happens, we are effectively cannibalizing ourselves. The new rules should forbid this.

5) The same report to CCGA (p. 12) envisions some SSPs transitioning to state-supported status "when funding or enrollment ceilings permit." This may, indeed, sometimes be desirable, but it also raises real problems – again, exacerbated by the absence of measures to recapture subsidies provided in the early years of such programs or to tax their revenues thereafter. Essentially some areas of potential expansion would receive a period in which to establish themselves, with support from the rest of the campus. If, at a later date, funds became available for some expansion in state-funded programs, and such groups thought it was advantageous to receive such funds, they would have a substantial competitive advantage over other possible programs, because they would have had a chance to prove themselves, create vested interests, and so on. (The observation in Provost Pitts' letter that state-supported programs would almost never find it advantageous to transition to SSP status suggests that if the opportunity existed, SSPs might often find it advantageous to transition the other way.) Essentially we would be skewing discussion of how we should use any future expansion of state-supported enrollments in favor of programs that had, at

some point, been able to make a claim that they would prosper as SSPs. This does not seem like the way we should be making such decisions. And again, it seems to create a situation in which groups creating SSPs get to keep all their options open, while campuses share only the costs of start-up, potential failure, and potentially increased competition for state-funded resources.

6) This leads, finally, to a very peculiar – and perhaps inadvertent – change made by the proposed new guidelines. Current language says that SSPs "may be undertaken only when a demonstrated need for a part-time program in a specific field of study exists. The proposed revision would delete that line and say that SSPs should meet "**one or more of the following criteria:**
a. fulfill a demonstrated higher education and/or workforce need;
b. serve a non-traditional population, such as full-time employees, mid-career professionals, international students, and/or students supported by their employers;
c. be offered through an alternative form of delivery, such as on-line instruction;
d. be alternatively scheduled, such as during evenings and weekends. [pp. 2-3, emphasis added].

We see no reason why (a) should not be an absolute requirement: Why would we want to give degrees in areas where there is neither a higher education nor a workforce need? The rules should instead say that SSPs should be established only if they meet criterion (a) *plus* at least one of the other three criteria.

GRADUATE COUNCIL

- More specific financial requirements should be added to number seven, section G, Student Fees and Program Funding. Is it sufficient for programs to just include a plan or would it be prudent to require that a minimum amount be set aside as return for financial aid?

- Graduate Council did not prefer the inclusion of the term "working adult" in the policy statement on page 2, which implies a very restrictive purpose for the self supporting program that may not be universally applied.

- Graduate Council also affirmed the underlying intent of the document to provide self-supporting graduate degree programs of equivalent quality to our state-supported programs, and for those which are interdisciplinary; the faculty governance component should be clear in the proposal to avoid inadequate faculty oversight. For those programs that accept work experience in lieu of some academic entry criteria, proposals should clearly state the weighting between these application components that will be applied during the admission process.

The Irvine Division appreciates the opportunity to comment.

Alan Barbour, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate

UNIVERSITY OF CALIFORNIA, LOS ANGELES

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO

UCLA

SANTA BARBARA • SANTA CRUZ

ACADEMIC SENATE EXECUTIVE OFFICE
LOS ANGELES DIVISION
3125 MURPHY HALL
LOS ANGELES, CA 90095-1408

PHONE: (310) 825-3851
FAX: (310) 206-5273

January 20, 2011

Daniel Simmons
Chair, Academic Council

In Re: UCLA Response to the Proposed Revisions to the Self Supporting Graduate Programs Policy

Dear Dan,

Thank you for the opportunity to review and opine on the proposed revisions to the Self Supporting Graduate Degree Program (SSGDP) policy. Upon receipt of the proposal, I asked that the UCLA Graduate Council, the Council on Planning and Budget, the Committee on Community and Continuing Education, and the various Faculty Executive Committees to opine. All other committees were welcome to opine as well, and the Executive Board, which speaks for the Division on such matters, considered all responses in its deliberations. All responses are attached for your review. For reasons I shall outline, the UCLA Academic Senate cannot support the revisions as proposed.

Although the Executive Board is supportive of updating and clarifying UC policy on SSGDPs, there are a number of concerns in the proposal for this policy as drafted. In general, the Executive Board and other UCLA agencies are concerned that the definition of what could become an SSGDP is so broad as to encompass virtually any degree program that is not a Ph.D. program. Hence there are a number of required changes that would have to be made in this proposal before it would be acceptable. They are as follows:

1. While the proposal states that the aim of SSGDPs is to facilitate meeting the needs of "populations of working adults not served by UC state-supported programs", as written, this is not a necessary nor sufficient condition for creation of such a program. The Executive Board strongly believes that the criteria for SSGDPs should involve the MERGER of items II.A.1, II.A.1.a, and parts of II.A.1.b, so that it reads:
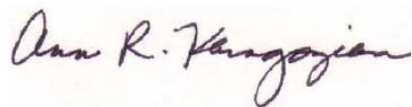
   II.A.1. Self-supporting graduate degree programs must fulfill a demonstrated higher education need and/or workforce need, and they should typically serve a non-traditional population such as full-time employees, mid-career professionals, international students, and/or students supported by their employers.

It is not necessary that the remainder of that section, II.A.1.c or d, be included, as these are dealt with later in the document.

2. The issue of overall teaching workloads needs to be addressed more specifically. How would faculty be expected to teach in these programs; is "overload" the only option, or is "buyout" of state-supported classroom teaching an option? What are the limits for which a faculty member can teach in SSGDPs, and what are the implications for the research activity in the department or school? If the financial incentives for increased teaching are so great that they overwhelm the incentive for a faculty member to spend time on scholarly research, this could have devastating implications for the University' reputation. Defined limits are needed for teaching in SSGDPs.

3. There is a related concern that some of these SSGDPs could become second rate programs that would merely serve as a financial source for departments and schools, to the detriment of the units' overall reputation. This policy needs to have a reaffirmation of the role of the Senate in admissions, setting of academic requirements, curriculum, potential transferability of classes from an SSGDP to a state-supported program (if at all), etc. Moreover, the statements that suggest that UC Extension can "administer" the program are sufficiently vague that there is concern. It should be clarified in the policy that UC Extension does not offer these SSGDP degrees, per UC Senate Regulations, despite the valuable administrative support it may provide.

4. There should be clarification on processes to deal with SSGDPs that fail, that is, those programs which cannot become self-supporting after a few years or do not have sufficient quality to remain a UC program. What happens to the students in such a failed program? Specificity and clarification on this issue are needed in the SSGDP policy.

5. Many of the features of the proposed policy on SSGDPs are similar to those proposed in a report by a recent (July, 2010) UCLA Joint Senate-Administration Task Force on "Non-Traditional Programs, Including Self-Supporting Degree Programs and Certificate Programs". This report can be found online.

Thank you again for your inviting us to review and opine upon this matter. UCLA would welcome the opportunity to review the proposal again, after significant revisions have been made.

Sincerely,

Ann Karagozian
Chair, UCLA Academic Senate

Cc: Martha Kendall Winnacker, Executive Director Systemwide Senate
      Jaime R. Balboa, Chief Administrative Officer, UCLA Academic Senate

January 6, 2011

To: Ann Karagozian
Academic Senate, Chair

From: MarySue Heilemann
Committee Continuing and Community Education, Chair

Re: Senate Item for Review: Policy on Self-Supporting Graduate Programs

The following (items 1-5) solely reflect my concerns about the Senate Item for Review: Policy on Self Supporting Graduate Programs; the Committee on Continuing and Community Education (CCCE) chose not to opine. The last two items (items 6 & 7) were submitted on behalf of CCCE Ex-Officio member, Cathy Sandeen.

After reviewing the letter from Dr. Farid Chehab, (Chair of the Coordinating Committee on Graduate Affairs or CCGA), the letter from Provost Pitts introducing the revised policy, and the revised policy document on Self Supporting Programs, some concerns have been revealed. Due to these concerns, which are detailed below, endorsement of the policy is not possible at this time. More analysis and explanation is needed on the issues raised below.

1. On behalf of the Coordinating Committee on Graduate Affairs (CCGA), Dr. Farid Chehab stated in his 4/10/10 letter,

"CCGA members concurred with the 1996 policy that a new SSP should <u>serve a public need,</u> especially in <u>professional fields</u> that are in high demand such as in Physical Therapy and Audiology. <u>The new policy should state</u> <u>that no academic SSP should be established</u>."

However in his letter, Provost Pitts noted that the new revised policy deleted the designation of "professional" because one existing SSP program (Master of Fine Arts in Writing) is not a professional program. Since the CCGA recommended that new SSPs be professional and not academic, this raises a concern that should be discussed and analyzed. It does not seem wise to delete the recommendation of the CCGA without good reason. In addition, it is unclear if there is only one or if there are more than one existing programs that are "academic" and not "professional." A more complete report on this is needed. Together, the issues and facts need to be considered more carefully in

light of CCGA's recommendations (copied above) that "no academic SSP should be established." Specifically, a greater analysis of the recommendations and the current situation is needed before the initiative can be accepted.

2. The criteria for development of a self-supporting graduate degree programs in the newly revised policy requires the program to meet only one of the following:

      a. fulfill a demonstrated higher education and/or workforce need;

      b. serve a non-traditional population, such as full-time employees, mid-career professionals, international students, and/or students supported by their employers;

      c. be offered through an alternative mode of delivery, such as online instruction;

      d. be alternatively scheduled, such as during evenings and weekends.

The problem with these criteria is that they are very broad. In fact, an SSP need only seek to, for example, "*fulfill a demonstrated higher education need*" in order to meet the criteria. That is, since only one item needs to be met according to the revised policy, no other criteria need to be met if the item in letter "a" is fulfilled. There are various concerns related to this. For example, the CCGA recommended that the "targeted SSP students would be best described as 'academically qualified graduates who could be in training, working or looking to enhance their careers.' However, if item "a" is the only criteria for the SSP that is fulfilled, according to the revised policy, the students in the SSP may not have any interest in enhancing their careers. In addition, as alluded to in item 1, this further removes the revised policy from CCGA's recommendation that the SSP serve a public need, especially in professional schools, and once again, that "*no academic SSP should be established*."

3. In his letter, Provost Pitts stated that:

 "*There is some concern that the flexibility proposed in this revision would create incentives for existing graduate programs to give up their state support and convert to self-supporting programs. We do not believe that these policy revisions do that - in **almost all cases**, the additional revenue generated by such a conversion would not be enough to offset the loss of current state support received by the campus.*"

The key point of concern here is the estimation that this would be the case "***in almost all cases***". However, this estimation may be grossly understated. Rather, it may be the case that in "several" cases or in "many" cases this initiative would serve as a potent incentive for existing graduate programs to give up their state support and convert to self-supporting programs, which would deny the purpose and vision of the UC system. Indeed, the revised policy as written would set up the possibility for a graduate program to "convert" to an SSP very nicely. Further analysis and editing in need

because if the policy is approved as is, a variety of its stipulations would make it very tempting for programs to "convert" to SSPs, such as the following:

a. SSPs would be held to same standards of quality as regular programs,

b. SSPs programs would be established by academic departments and staffed with ladder-rank faculty on the same basis as regular state programs.

c. Teaching faculty would be appointed through regular campus processes irrespective of academic series.

d. The Dean of the school or college offering the SSP and the Academic Vice Chancellor would be responsible for assuring that program publicity and marketing meet the highest standards of quality and accuracy.

e. Once established, the SSP will be overseen by the divisional Graduate Division to ensure adequate progress of students according to campus criteria.

f. In terms of Admission and Enrollment, standards for the part time self-supporting program would be comparable in effect to those for the regular state-supported programs.

g. Campuses will be allowed to offer courses which are available to students in the SSP or in the state supported program. However, the initiative ensures that access to courses offered as part of the SSP programs must be equally available to all qualified SSP students.

h. SSP fees would be based on a full and accurate assessment of all program costs, including but not limited to faculty instructional costs, program support costs, student services costs, and overhead (the ability to set the fees at a high level, is likely to be very attractive to a program that is tempted to convert to an SSP)

i. State funds will be used to "start up" the SSP, but if the program fails to reach self-support in line with its phase-in plan, state funds will be withdrawn from its support.

j. Program deficits will be covered by the campuses (which is very attractive for the SSP because the campus must bail out the SSP in terms of any program deficits). However, the initiative states that state funds cannot be used to cover any deficit, except during the start-up years under the approved phase in plan.

4. The revised policy, with its very broad criteria, is likely to lead to a tremendous number of new SSPs forming within the UC system on all campuses. It is likely that a great deal of time and energy will be funneled towards SSP development and implementation and therefore, this must be considered before the policy is approved. Despite the assurance that faculty will be paid for their time devoted to the teaching in SSPs, there is no clarity in relation to how faculty who spend time on an SSP (instead of on their regular teaching, research, and service), will be compensated. Also, what will be the effect of putting their efforts into the SSP rather than into their state-supported teaching, their research, or their service activities? What will be lost in terms of the mission of the UC? It is unclear if the creation of the SSPs will drain faculty from their current students, projects, and commitments. If we are to be true to the mission and vision of the UC system and its charge, it would be wise to consider how such a policy could change the climate of the UC system.

5. The revised policy will greatly increase the workload of the Graduate Division, the workload of faculty, and that of staff including IT staff (among others). It is unclear how this will be handled during the "start up" time of an SSP and how the growth will be handled once the SSP in underway. In particular, online courses are very time intensive, in particular for faculty. This is problematic for the reasons listed in item 4 above.

6. The role of the UC Extension is mentioned in the policy section of the revised document but not in the implementation section. It should be addressed in both. Because the UC Extension is de facto self support, the new policy emphasizes that the financial review of self-support programs is less onerous when working with Extension than if a department were to operate one on its own. The importance of this is that it encourages more program development while protecting state resources. It should be clarified, however, that the UC Extension helps with SSP's but they do not offer the degrees (i.e., they assist the department that is offering the degrees).

7. There is a concern regarding return to aid, because it is not advisable that it be a specified percentage. There should be some return to aid for SSPs, but this should be left flexible.

Cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
      Dottie Ayer, Assistant to Chief Administrative Officer, Academic Senate
      Brandie Henderson, Policy Analyst, Academic Senate

January 6, 2011

Professor Ann Karagozian
Chair, UCLA Academic Senate

Re: Policy on Self-Supporting Graduate Programs

Dear Professor Karagozian,

The Council on Planning and Budget discussed at its meeting on November 29, 2010, the proposed changes to University policy governing Self-Supporting Programs that Provost Pitts recently submitted to the Senate for consideration (Pitts to Simmons, 10-29-10). In preparation for our meeting, Council members also reviewed the April 2010 CCGA statement on SSPs. It is our understanding that this statement is the product of discussions over a two- year period.

The reaction of most individual members of CPB and the Council as a whole is ambivalence.   On the one hand we agreed that the current policy, dating from 1996, is in need of revision. It defines the parameters for SSPs too narrowly, and it lacks sufficient guidelines for oversight of existing and proposed SSPs. As Provost Pitts notes, nine of the forty SSPs now in existence violate the 1996 policy that programs be part-time, not all are "professional" in the narrow sense that they prepare students for specific jobs, and the range of student populations served is substantially broader than specified in the 1996 Guidelines. Furthermore, consistent with recommendations from the Committee on the Future, CPB supports campus efforts to establish new revenue-producing academic and professional programs, as long as they meet the high standards of the University and do not negatively impact on core programs. We note parenthetically that revenue-producing programs need not be fully self-supporting; professional degree fees (PDFs) are proliferating among traditional masters degree programs from Business Administration to Social Welfare.

On the other hand, we are concerned that the changes proposed err in the other direction; specifically, the list of criteria for SSPs, and the apparent standard that programs need to meet just one of the criteria, is so broad that they would seem to include virtually all University academic programs, other than Ph.D. programs, which are explicitly excluded. We do not agree with the 'slippery slope' perspective that such broad criteria will induce ALL programs to convert to self-supporting status. Most academic programs and many professional ones are simply not in a market position to set tuition levels so high that they would be greater than the sum of current income streams (PDF + marginal cost of instruction + tuition + non-resident fees). For example using that logic, the UCLA Public Affairs master's program would have to charge it's students $5,199 + $10,000 + $10,300 + $12,245 = $37,744 (we are grateful to Associate Vice Chancellor Glyn Davies for this point and example).   We believe that most existing General Fund-supported professional programs, and virtually all academic ones, will continue to prefer the Degree Fee option (PDF or equivalent) to full self-supporting status. Still, at a minimum, we believe that the criteria for SSPs should not be set so loosely that they could encourage unwise conversions or seduce departments and schools into devoting excessive energy to SSPs.

We find the latter point especially vexing. The draft policy revisions contain substantial normative language on the importance of traditional teaching, research and service, as well as guidelines for compensation, course approval, etc...all designed to maintain a healthy balance between revenue enhancement and the core academic values of the University. But we do not think that any set of nicely-stated principles can prevent faculties from devoting too much of their energy to revenue enhancement

generally and SSPs specifically. Faculties are composed of people, a large portion of whom are getting along in years, and whose energy is not boundless. UCLA already has one major professional school whose SSPs rank among the best of their type, while their core program is ranked substantially lower (AGSM). Without dwelling on the specifics of this example (which are complex and controversial, especially now that the School is seeking complete self-supporting status), we do believe that this is not a healthy state of affairs.

We support the updating and modest broadening of the criteria for SSPs, especially if accompanied by improved guidelines for oversight. We do not believe that this will lead to a tidal wave of conversions, and we specifically urge strong Academic Senate oversight to ensure that schools and departments not neglect their core programs as a result of pursuing revenue enhancement. The revised language appears to be sufficient, but it might be stated even more emphatically.

We also recommend that the statement of criteria (Section A.1) be strengthened and clarified. The proposed language currently reads:

"Self-supporting graduate degree programs should meet one or more of the following criteria:
   a. fulfill a demonstrated higher education and/or workforce need;
   b. serve a non-traditional population, such as full-time employees, mid-career professionals, international students, and/or students supported by their employer;
   c. be offered through an alternative mode of delivery, such as online instruction;
   d. be alternatively scheduled, such as during evenings and weekends."

We suggest a re-phrasing that incorporates the first two points: "Self-supporting graduate/ professional degree programs should fulfill a demonstrated workforce or academic need, and/or serve a non-traditional population, such as full-time employees, mid-career professionals, international students, or students supported by their employer. This is a necessary standard to consider any proposal; to be approved the proposed program must also be fiscally sound and meet the standards of quality, oversight and non-interference with core General Fund-supported academic programs stated in these Guidelines."

Items c. and d. should be omitted from this section. They are methods of delivery and while they may describe many SSPs, they are not necessarily criteria. We suggest that it would be more appropriate to state elsewhere in the document that SSPs are ordinarily scheduled during evenings or weekends, or online, in order to not conflict with core programs.

We hope that these thoughts will assist the Executive Committee in its formulation of our Division's position on the proposed revision of SSP guidelines.

Respectfully,

David Lopez
Chair, UCLA Council on Planning and Budget

cc: Andy Leuchter, Vice Chair, Academic Senate
        Robin Garrell, Immediate Past Chair, Academic Senate
        Jaime Balboa, Chief Administrative Officer, Academic Senate
        Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
        Members of the Council on Planning and Budget

M E M O

Date	**December 22, 2010**
From	**Andrea Fraser**
	Chair, Faculty Executive Committee
	School of the Arts and Architecture
To	UCLA Academic Senate
	Jaime Balboa, CAO
RE	**SOAA FEC Response to proposed revisions to Policy on Self-Supporting Graduate Programs**

The Faculty Executive Committee of the School of the Arts and Architecture reviewed the proposed revisions to the Policy on Self-Supporting Graduate Programs as requested. At our November 19 meeting, we voted that we can not endorse the revised policy without further revision, as detailed below.

In his letter accompanying the revised policy, Provost Pitts emphasizes that the aim of the revisions is to facilitate the establishment of self-supporting degree programs. These are seen as an important source of income in a period of declining state funding. Secondarily, Provost Pitts notes the need for greater accountability and transparency in the creation and administration of these programs.

The proposed revisions serve the first of these aims by eliminating "part-time" and "professional" as qualifiers of the programs that may be established under the policy, and by requiring programs to meet only one rather than all of four criteria. With these changes, virtually all non-doctoral graduate programs would be eligible to pursue self-sufficiency.

However, our committee found that the revisions do very little to further accountability and transparency in the creation and administration of self-supporting degree programs. The paragraphs detailing accountability for publicity and marketing, faculty salaries, and oversight of academic quality have hardly been changed. [In particular, see 11.C.2., 11.C.4., and the paragraph on "Faculty FTE" under "Implementation Guidelines."] Anecdotal evidence of abuses in these programs indicates that the existing mechanisms of accountability have not been sufficient. We believe that these mechanisms must be strengthened in proportion to the flexibility provided by the new policy and to the expansion of these programs that is likely to result from that flexibility.

In addition to these reservation, we also are concerned that paragraph 11.C.5., exempting programs administered through UC Extension from obtaining fee approval from the President, constitutes an enormous loop-hole that potentially allows programs covered by

the policy to function outside of the public service mission of the UC system, of which accessibility is a key component.

Paragraph 11.C.5 also begs the question of the relationship between UC Extension and the campus units housing self-sufficient graduate programs that UC Extension may administer. Anecdotal evidence suggests that many campus units do not feel that this relationship is equitable and that UC Extension takes a high percentage of fees that are out of proportion to the services it provides. We feel that the revised policy must include further review and clarification of the role of UC Extension for these programs.

More broadly, our committee noted that the revision of the Policy on Self-Supporting Degree Programs is only the most recent of a steady stream of policies and reports that have been put before the FECs in the past few quarters, which revolve around the relationship between curricular and program issues and various strategies to cut costs and generate revenues. These include a number of proposals relating to on-line and remote instruction; the Anderson School proposal for self-sufficiency; and issues of graduate and undergraduate professional degree fees. With these policies and reports, we have been asked to comment piecemeal over months on what are, in fact, core issues of the purpose and structure of the UC system, which is being transformed bit by bit from a public university system into an increasingly privatized collection of programs existing under very different economic and institutional conditions. The fragmentary nature of our review of this transformation may be not only a symptom of the fragmentation of the UC system; it also may be enabling that fragmentation. This transformation raises fundamental issues of pedagogy, including the integrity of degrees, the identity of departments, schools, and the university itself, as well as of the ethics of faculty engagement with students both in class and on-line. The SOAA FEC suggests that the Academic Senate initiate a more holistic discussion about these changes that will establish the long-term goal of maintaining the University of California as an integrated public university system that is the greatest institution of higher education in the world.

UCLA MEMORANDUM

College Faculty Executive Committee
A265 Murphy Hall

January 3, 2011

To: Ann Karagozian, Chair
        UCLA Academic Senate

From: Raymond Knapp, Chair
        UCLA College Faculty Executive Committee

Re: **College FEC response to the "Review of Policy on Self-Supporting Part-Time Graduate
        Professional Degree Programs"**

Thank you on behalf of the College Faculty Executive Committee for the opportunity to review and
opine on the Academic Council's proposal to revise the Policy on Self-Supporting Part-Time
Graduate Professional Degree Programs. We discussed the proposal at our November 19, 2010
meeting after Professor Steven Nelson, Chair of the Graduate Council, introduced the proposal and
offered background. On December 9, 2010, a formal vote to endorse the comments of this letter
was conducted electronically (11 approve, 0 oppose, 1 abstain). The following summarizes the
FEC's concerns and attempts to capture the tone of our discussion. **At present, the FEC cannot
endorse the revisions to the policy unless the following issues are addressed:**

1. The list of four criteria (see Section 2A) for identifying graduate programs that would be
    eligible to operate under a self-supporting model confuses the perceived *need* for the
    program (criteria one and two) with *method or style of instruction* (criteria three and four).
    As written, the mode of delivery stands on an equal footing with the need for a program,
    which should be given priority; moreover, the proposed policy leaves open the possibility
    that any graduate program—regardless of academic benefit or style of instruction—could
    be offered under a self-supporting model.

2. The revised policy must clearly address the larger philosophical question of whether a part-
    time self-supporting graduate program is curricularly the same, albeit pedagogically
    different, from a regular, full-time graduate program, or if not, is the part-time self-
    supporting graduate program fulfilling an unmet academic need. This is particularly
    important when programs seek to identify transfer opportunities and/or cross-enrollment
    paths between programs (see Section 2C).

3. Self-supporting programs that operate under an "alternative schedule" and do not align
    with the current academic calendar will negatively affect student eligibility for campus
    services, medical insurance, and liability coverage. Moreover, non-conforming calendar
    programs will create problems with visa compliance, payment and academic deadlines,
    certification for VA benefits, grade collection and degree awarding. The FEC recommends
    all self-supporting graduate programs be required to conform to the academic calendar of
    the University, or if not, impact statements be obtained from administrative offices on
    campus that provide critical student services (e.g. Registrars Office, Financial Aid Office,
    Ashe Center, Dashew Center for International Students and Scholars, etc.).

4. While the proposed revisions state "regular and self-supporting programs must separately account for their resources," the FEC would like clarification regarding what administrative entity would be responsible for monitoring how programs keep state-support and self-supporting funds separate (if this is indeed possible). If the responsibility resides at the departmental level, the policy must articulate a set of guidelines or principles that direct departments to develop a self-audit/compliance capability. The FEC believes it is critical that self-supporting graduate programs do not place state-funded programs at risk.

5. The proposed revised policy states "self-supporting programs should be established by academic departments and staffed with ladder-rank faculty on the same basis as state-supported programs" (see Section 2C). The requirement that ladder-rank faculty be involved in the instruction of self-supporting programs is laudable, but it seems likely there will be an adverse effect on state-supported programs. For example, if departments choose to mount courses on an overload teaching schedule, the question of sustainability arises. Or, if departments hire ladder faculty specifically to teach in a self-supporting graduate program, the University runs the risk of becoming the financial guarantor of salaries and benefits should the program fail to reach self-sufficiency or is closed. While the FEC understands that self-supporting programs offer revenue opportunities for departments, we remain concerned about the potential negative impact self-supporting programs will have on graduate and undergraduate instruction.

6. The FEC feels the role of University Extension must be further clarified. Many Senate Regulations governing the administration of graduate programs outline rules concerning enrollment, residency, and scholarship requirements. Moreover, the Graduate Division has established rules about time-to-degree and leaves of absence. If Extension is expected to assist in the administration of self-supporting programs, what are the University's expectations concerning the enforcement and monitoring of these policies?

7. The FEC understands that systemwide policies are necessarily abstract if they are to have application across campuses; however, the proposed revisions raise serious unanswered questions about the long-term consequences of redefining *part-time* graduate *professional* programs to include self-supporting *academic* programs. Before the FEC can consider the benefits and costs of moving and/or creating graduate programs under a self-supporting model, we must have a clearer understanding about the effects the proposed revisions will have on both graduate and undergraduate degree programs.

Our membership appreciates the consultative process and understands this proposal is a work-in-progress. We welcome an opportunity to opine on future drafts or responses to the issues raised in this letter. In the meantime, you are welcome to contact me at knapp@humnet.ucla.edu with questions. Kyle Stewart McJunkin, Academic Administrator, is also available to assist you and he can be reached at (310) 825-3223 or kmcjunkin@college.ucla.edu.

cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
     Lucy Blackmar, Assistant Vice Provost, Undergraduate Education Initiatives
     Kyle Cunningham, Senior Policy Analyst, Academic Senate
     Jisoo Kim, Principal Policy Analyst, Academic Senate
     Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
     Steven Nelson, Chair, Graduate Council
     Joseph Watson, Chair, Undergraduate Council

UCLA *Memorandum*

Faculty Executive Committee, UCLA School of Theater, Film and Television

January 5, 2011

Ann Karagozian, Chair
Academic Senate Executive Office
University of California, Los Angeles
3125 Murphy Hall
Los Angeles, CA 90095-1408

Dear Ann:

On behalf of our FEC Chair, Joe Olivieri, and as the FEC Coordinator, we wanted to inform you that the FEC's final response for the proposal paper called "Policy on Self-Supporting Graduate Programs,"was the Committee endorses the policy revisions as written.

If you should have any questions, please feel free to contact me at 310-825-3758. Thank you.

Sincerely,

Michele Medina
TFT's FEC Coordinator
School of Theater, Film and Television

UCLA *Undergraduate Council*

January 4, 2011

To: Professor Ann Karagozian, Chair
        UCLA Academic Senate

From: Professor Joseph B. Watson, Chair
        UCLA Undergraduate Council

Re: Undergraduate Council Response to the Senate Item for Review: Policy on Self-Supporting Graduate Professional Degree Programs

On behalf of the Undergraduate Council, I am writing to inform you that the Council reviewed and discussed the proposed revision of the 1996 Policy on Self-Supporting Part-Time Graduate Professional Degree Programs and its Implementation Guidelines at the December 3rd meeting and that the Council agreed that the following concerns should be conveyed:

1) It should be ensured that the proposed revision does not dilute state-supported programs in any way by taking away faculty time and commitment.
2) As proposed, self-supporting graduate degree programs would only have to meet one or more of the four criteria listed (See Section II-A-1). Self-supporting graduate programs should require stronger criteria in order to maintain rigor.

The Undergraduate Council thanks you for the opportunity to opine on the proposal. If you have any questions regarding the concerns raised in this letter, please feel free to contact me (x57587; jwatson@mednet.ucla.edu) or Academic Senate Principal Policy Analyst Jisoo Kim (x51194; jkim@senate.ucla.edu).

Cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
        Kyle Cunningham, Senior Policy Analyst, Academic Senate
        Jisoo Kim, Principal Policy Analyst, Academic Senate
        Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
        Steven Nelson, Chair, Graduate Council

January 10, 2011

TO: Executive Committee, UCLA Academic Senate

FROM: Steven P. Wallace, PhD
     Chair, UCLA School of Public Health
     Faculty Executive Committee

RE: Policy on Self-Supporting Part-Time Graduate Professional Degree Programs

Thank you for soliciting our input on the proposal referenced above that Provost Pitts has provided to the Academic Senate for feedback. Overall, our FEC unanimously endorses the document contingent upon the following revisions (6 endorse with revisions, 0 endorse without revisions, 0 opposes policy change):

- Amend II.A.1. The current proposal requires only one of the four criteria to be met. At a minimum, any new degree program should meet criteria a. "fulfill a demonstrated higher education and/or workforce need." Self-supporting programs should, in addition, meet one of more the other criteria (b-d: non traditional students, alternative delivery mode, alternative schedule).

- Amend II.C.1. The current language allowing courses to enroll both state and fee paying students in the same class at the same time without restriction will be problematic in terms of accounting of state resources. It would make the use of resources more transparent if each campus (or School, or other unit) developed a system of tracking student units to assure that the total units taken cross-type (self-supporting in state-supported and vice versa) balanced within 10% (or similar range) of the number of exchanged units. If there is an imbalance, then the unit should be required to restrict the cross enrollment from the oversubscribed students sufficiently to bring it into balance.

- The role of Academic Senate faculty in the design and oversight of the academic program (admissions, curriculum, etc.) should be made more explicit.

UCLA *Graduate Council*

January 19, 2011

Ann Karagozian, Chair
UCLA Academic Senate

Dear Ann,

At its meetings on November 19 and December 10, 2010, the Graduate Council reviewed the revised policy on self-supporting degree programs. As you know, the Council requested an extension of the deadline to respond in order to consider the proposed revisions to the UCOP policy in the context of the recent report of the UCLA Task Force on Self-supporting Degree Programs and Certificate Programs, which it was able to review at its meeting on January 14, 2011. Despite the three occasions for discussion, the Council did not formally vote to endorse the proposed revisions due to the general consensus that policies and procedures for self-supporting programs are currently lacking clear consideration of the potential threat to existing, traditional programs. The Council feels that a much larger philosophical discussion needs to take place concerning the issue, only a piece of which is framed by the revised policy.

The Council's discussions are summarized below, which raise additional issues to consider as the University moves forward with expanding the policy on self-supporting programs. The Council acknowledges that the policy revisions are in response to the increasing number of inquiries about self-supporting programs and the need for policies to be broad enough to cater to diverse populations and programs. The UCLA Graduate Council has already received a number of these inquiries and is aware of at least one proposal in the College of Letters and Science that will likely be submitted for CCGA review by the end of the academic year.

The Council appreciates being included on the review of these policy revisions, as records show no such request was made before the original policy was implemented in 1996. Although Council members are resistant to expanding self-supporting graduate program offerings, they acknowledge the political and financial motivations of doing so. The Graduate Council is concerned about saturating the market with self-supporting programs and ultimately not being able to maintain the quality of education for which UC is celebrated. Due to such concerns, the Council cautions the administration about the potential for conflicts when encouraging implementation of self-supporting programs in an era where financial motivations may trump academic priorities; such a situation presents a precarious dilemma that calls for an even closer scrutiny of entrepreneurial programs that many in the academic community feel may threaten the foundation of the University of California.

With respect to the revised policy, Council members questioned what was meant by "regular faculty participation" in the self-supporting programs and whether this provision assumes that faculty will be teaching on an overload basis or on a buy-out basis. If the latter, Council registers its concern about the impact this would have on the faculty's involvement with traditional students and proposes that the policy be more specific about these distinctions. Nonetheless, if the former is the intent, the Council questions the ability of faculty to maintain a long-term commitment to teaching on an overload basis and the potential for negatively impacting both their research and their accessibility by traditional students. In other words, the wider the proliferation of these programs, the less likely faculty are to be able to uphold the status quo, which is already threatened by State budget cuts.

Additionally, despite the provision that the policy will not apply to PhD Programs, which the Council strongly endorses, there is nothing in the policy that prohibits self-supporting programs from feeding into PhD programs. Council members felt that such a provision should be noted and that self-supporting programs only be approved as terminal degree programs to avoid unnecessary confusion. The Council also felt that any proposal for a new self-supporting program should be able to explicitly identify its target audience and provide clear justification for a "demonstrated need" of the curriculum before it will be given serious consideration. Towards this end, members noted that the policy could provide, or at least recommend, procedural guidelines for proposals, including a provision for a detailed business plan to which the program is to be held accountable. Members commented that the revised provision (II.A.1) is too vague and that self-supporting programs should have a configuration of the stated criteria, as opposed to just one, to ensure stronger differentiations from traditional programs.

Council members also noted that there have been several instances of professional, "part-time" students experiencing difficulties with accessing campus services availed to traditional students that are able to be on campus during normal business hours. In many cases, self-supporting programs will be administered on evenings and weekends, making it seemingly difficult, if not impossible, to provide the same level of services offered to students enrolled in day programs that are conducted during the workweek. On the converse, the revised policy has no provisions for "regular" students interested in courses offered through self-supporting programs. Members expressed concerns about the lack of such a provision and, furthermore, the potential for self-supporting programs to pose a cost barrier for access by regular students. Members noted the multitude of increases in professional school fees in recent years and how such increases may erect prohibitive barriers to lower-income students, especially considering the lack of faculty input with respect to fees charged for self-supporting programs.

Council members noted the provision for UNEX-administered self-supporting programs to require no Senate or UCOP approval of program fees, which struck the Council as being potentially problematic, especially if a program's motivations are solely financial in nature. Such a situation may encourage excess and discourage access, which defies the tenets on which the University of California was built. Members felt that the policy could be revised to emphasize program revenues' return-to-aid (in Section II.A.2), as detailed in Section II.G.7. Council members also expressed concerns about UNEX's role with administering these programs, which it has yet to do at the graduate level at UCLA. Given the number of unknowns about UNEX's proposed role with these programs, the Graduate Council recommends a collaborative process with UNEX and other administrators to assess the capabilities of UNEX and a clear determination about its role versus the roles of the Graduate Council, Graduate Division and Registrar's Office with the administration of graduate programs. Council members felt that the policy lacked specificity with respect to oversight of self-supporting programs and that it should explicitly identify the divisional Graduate Council and CCGA as the authorities for approving such programs.

The Council also discussed self-supporting programs at its peer institutions, including Columbia and Penn. The Council noted that these programs carry prestige but that the students are not regarded as highly with respect to their academic qualifications as those in "regular programs." Graduate Council members acknowledged that such distinctions are currently made at UCLA and that expanding the policy to include MA and MS programs (heretofore considered purely academic programs) will only create more classes of students than already exist, thus compromising the UC's reputation and the outside perception of the quality of our university's graduate education.

Last the Council expressed concerns about UCOP's ability to conduct periodic audits of all self-supporting programs in the UC and recommends formalizing procedures at the divisional level that require reports and detailed budgets on an annual basis to ensure greater oversight and accountability of these budding programs. Given the potential for the proliferation of these programs in the coming years, the Council strongly asserts that financial transparency must be evident in the administration of these programs and that there should be a phase-in period during which time full analyses of a program's finances should be conducted to ensure that the program's goals are being met. It purports that approved programs should

be closely monitored during the first years of their existence to ensure that there are no negative impacts on the program's traditional degree programs. If such impacts are noted, the program should be discontinued immediately.

Please feel free to contact me via the Council's analyst, Kyle Cunningham, at kcunningham@senate.ucla.edu, if you have any questions or require clarification about this response.

Best regards,

Steven Nelson, Chair
UCLA Graduate Council

cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
         Dorothy Ayer, Executive Assistant, Academic Senate
         Kyle Cunningham, Sr. Policy Analyst, Graduate Council

UNIVERSITY OF CALIFORNIA, RIVERSIDE

CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY OFFICE BUILDING, RM 225

MARY GAUVAIN
PROFESSOR OF PSYCHOLOGY
RIVERSIDE, CA 92521-0217
TEL: (951) 827-5538
E-MAIL: MARY.GAUVAIN@UCR.EDU
SENATE@UCR.EDU

December 20, 2010

Daniel Simmons
Professor of Law Chair,
UC Systemwide Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Dear Dan:

**RE: REQUEST FOR SYSTEMWIDE REVIEW OF POLICY ON SELF-SUPPORTING
PART-TIME GRADUATE PROFESSIONAL DEGREE PROGRAMS**

The above request was distributed to the Committee on Planning and Budget and the Graduate
Council. Both committees voted unanimously to support the revisions of the Policy on Self-
Supporting Part-Time Graduate Professional Degree Programs and its Implementation Guidelines.

Sincerely yours,

Mary Gauvain
Professor of Psychology and Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Sellyna Ehlers, Director of UCR Academic Senate office

ACADEMIC SENATE
Santa Barbara Division
1233 Girvetz Hall
Santa Barbara, CA 93106-3050

senate.reception@senate.ucsb.edu
(805) 893-2885
http://www.senate.ucsb.edu

Henning Bohn, Chair
Deborah Karoff, Executive Director

January 12, 2011

Daniel Simmons, Chair
Academic Senate

RE: Systemwide Review of Policy on Self-Supporting Graduate Programs

Dear Dan,

The Santa Barbara Division conducted a broad review of the revisions to the Policy on Self-Supporting Graduate Programs that included the following groups: Council on Budget and Planning (CPB), Graduate Council (GC), Council on Research and Instructional Resources (CRIR), Diversity and Equity Committee (D&E), the Committee on International Education (CIE), and the Faculty Executive Committees for Letters and Science (L&S FEC), College of Engineering (COE FEC), Education (GGSE FEC), College of Creative Studies (CCS FEC), and the Bren School (Bren FEC). All groups agree that the policy needed revision and are grateful for the work that went into the revised policy.

There is general concern that the new criteria in the proposed policies on Self-Supporting Graduate Programs (SSP's) are too broadly construed. The four criteria listed in Section II.1.A. confound the rationale for offering a SSP (workforce need, non-traditional population) with the method (on-line, alternative scheduling) by which it can be offered. The latter two criteria should be removed as criteria for program development; in reality both A.1.c and A.1.d. offer possible frameworks as to how the course or program may be offered but they do not really address an educational reason or justification for developing a SSP.

Graduate Council notes that the revised, broad criteria allows for any program to be developed leading to greater privatization of the university and calling into question the overall mission of UC as a public institution. Related to the overall mission of UC and given the expected population that SSP's will serve, Graduate Council feels very strongly that there should not be populations denied access to SSPs due to lack of funding.

CPB also addresses the access issue in relation to financial aid. They suggest that in spite of the statement in Section II.G.7 that a SSP must have an articulated plan for financial accessibility and student financial support, the revised language falls short of requiring SSPs to dedicate a portion of their revenues to return-to-aid. If the rationale for an SSP is simply to make money, this makes sense.

However, if we take the educational rationale for establishing such a program seriously, then accessibility to this program should not be restricted to those who can afford it. CPB recommends that the language be changed to require a portion of the revenues to be "invested" in financial aid mechanisms. This requirement is consistent with the UC mission in education and public service. In addition, it would make SSPs more aligned with the rationale provided in the policy.

Concern was expressed on the part of a few groups that the proposed policy might jeopardize State funding as it will appear that UC can fund itself should SSP's be successful. CPB states: "While the enhancement of programs may appear to be a positive outcome, CPB is concerned that this source of revenue could be used to justify a further reduction of the state's contribution to the UC budget. This would clearly be an unwanted outcome in general terms. However, it is also important to recognize the inherent potential for funding inequities between the various campuses. Specifically, ….some campuses have programs/ departments that could reasonably be expected to support SSPs and some do not, while other campuses may not be viable for such programs because of their location. Thus, there is potentially a great deal of harm to the system-wide nature of UC because of the disproportionate funding that would occur if SSPs become a significant component of campus budgets. UCSB is one campus that would be particularly disadvantaged in such a situation." GC notes that an analysis written by the Berkeley Graduate Dean suggests that the resources "gained" from the successful development of a SSP may result in larger overall losses for an entire campus.

The Education FEC applauds the effort to revise the policy and make it more consistent with current practices on many campuses. At the same time, they believe there is "a downside to the policy expansion and increased flexibility: the policy blurs the current distinction between regular on-campus graduate degree programs and self-supporting programs, complicates quality assurance review processes, and makes cost analyses a careful enterprise for the administration and the Senate (divisional and systemwide levels)." Cost analysis seems especially challenging given that "campuses (administrations and Senate divisions) will have to carefully cost out the expense of processing approvals and monitoring quality <u>without</u> that effort leading to burdening these programs with expenses that they cannot carry. That is, it will be important for campuses to consider the difference between <u>mixing</u> state-support dollars and resources and <u>leveraging</u> existing campus resources to generate fungible revenues." The level of scrutiny that may be required to avoid using State funds seems potentially problematic.

CPB supports the revision about not using State funds for any SSP's however, "Council is skeptical that the revenue generated from such programs would be sufficient to cover all of the costs as indicated, without making the program fees unreasonably high. This excludes fields where professional salary levels are not high, whether or not there is an educational need or rationale for an SSP program."

CIE notes that international students are mentioned briefly as a non-traditional population (item II.A.1.b), without rationale or discussion of the ramifications for other UC international programs or agreements. What are the financial implications for all campuses if international students paying out-of-state tuition were diverted to SSPs? Would the policy have an impact on UC's ability to attract international students to current graduate programs?

All reviewing groups agree that the faculty should be selected based on the usual appointment process and that all SSP programs need to be approved by various administrative agencies and by the Divisional Senate review bodies. The ongoing management of SSP's by the Graduate Divisions on each campus is appropriate. The Education FEC suggests that the statement about quality of students in Section II.C.1. should be clarified so as to explain if this section relates to admissions standards or performance standards for enrolled students. In Section II.C.2., the Education FEC finds that it is unclear whether ladder rank faculty are mandated (given the word "should" in first sentence) to teach in

SSP's or are allowed to do so if they are interested. Again, there could be a negative impact on UC's core mission and a potential drain on limited faculty resources if this were required.

Thank you for the opportunity to comment.

Sincerely,

Henning Bohn, Chair
Santa Barbara Division

CC: Martha Winnaker

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO   SANTA BARBARA • SANTA CRUZ

OFFICE OF THE ACADEMIC SENATE

9500 GILMAN DRIVE
LA JOLLA, CALIFORNIA 92093-0002
TELEPHONE: (858) 534-3640
FAX: (858) 534-4528

January 19, 2011

Professor Daniel Simmons
Chair, Academic Council
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

Subject: Draft Revision of the 1996 Policy on Self-Supporting Part-Time Graduate Professional
            Degree Programs

Dear Dan,

In response to your request of November 3, the San Diego Division sought and received comment from the appropriate Divisional committees on the Draft Revision of the 1996 Policy on Self-Supporting Part-Time Graduate Professional Degree Programs. The Senate Council discussed the Draft Revision at its meeting on January 10, 2011.

Council members and other reviewers recognized that aspects of the existing 1996 Policy are outdated and need revision and understand the need for endeavors aimed at expanding post-baccalaureate educational opportunities, which are important in helping California's work force further develop professional skills. Reviewers were especially aware of the need to explore innovative ways of raising revenue given the current fiscal climate. Nonetheless, serious reservations were expressed about the proposed revisions.

Specific comments from reviewers and Council members included the following:
- The Graduate Council (GC) opposed deleting the term "professional" from the title and language of the policy because this blurs the boundaries between regular academic programs and self-supporting programs. In addition, GC was concerned that, as a whole, the proposed revisions go too far in removing distinctions between regular academic programs and self-supporting programs. GC was not opposed to deleting the term "part-time".
- Many reviewers expressed concern about the impacts that an increased number of self-supporting programs would have on the allocation and distribution of faculty efforts and other academic resources. Despite best efforts to the contrary, a proliferation of self-supporting programs could well drain resources from state-supported programs, especially in departments or programs that do not currently have sufficient faculty or physical facilities to teach all interested undergraduates. Requiring faculty in such departments to teach self-supporting programs as "off-load" might decrease the chances that the core teaching mission would suffer, while allowing the department to attempt to raise revenue via these programs.
- Close Senate oversight of self-supporting programs was viewed as essential to protect the core research and teaching missions, particularly when sagging salaries may induce faculty to accept compensated overload teaching on a regular basis.

- Close Senate oversight was also seen as vital with regard to University Extension's role in self-supporting programs. University Extension has expertise and knowledge in some areas important to launching and maintaining self-supporting programs, especially marketing and promotion. The academic rationale for creating self-supporting programs and the academic content must remain within the purview of the faculty.
- The criteria listed in Section II.A.1 are so broad that any Master's program could qualify as a self-supporting program. The conversion of an inordinate number of non-Ph.D. degree programs into self-supporting programs, accompanied by rising student fees and diminishing state support, would contribute to the incipient trend toward privatization.
- Proposed criteria "c" and "d" in Section II.A.1 are modes of instructional delivery and do not constitute unique aspects that could be used for determining self-supporting status. Reviewers recommended that these two criteria be deleted.
- The Graduate Council urged that "higher education" be removed from Section II.A.1.a, so that self-supporting programs always reference a work force need.
- For disciplines that require large start-up packages for successful faculty recruitment, will these initial investment costs be considered part of self-supporting program costs if the recruited faculty will teach in the program?

The concept of self-supporting programs began with reasonable goals when first instituted, but many reviewers now fear these programs will become a major source of competition for state-supported programs and that this competition will only continue to escalate in the current financial situation. Some went so far as to assert that our core missions – as an institution and as individual scholars – are in peril in the face of imperatives to generate revenue.

Sincerely,

Frank L. Powell, Chair
Academic Senate, San Diego Division

cc: Divisional Vice Chair Sobel
         Executive Director Winnacker

UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)   Assembly of the Academic Senate
Ahmet Palazoglu, Chair   1111 Franklin Street, 12th Floor
anpalazoglu@ucdavis.edu   Oakland, CA 94607-5200
                                                       Phone: (510) 987-9466
                                                       Fax: (510) 763-0309

January 27, 2011

DAN SIMMONS, CHAIR
ACADEMIC COUNCIL

Re: SELF-SUPPORTING PART-TIME GRADUATE PROFESSIONAL DEGREE PROGRAMS

Dear Dan,

At its January 11, 2011 meeting, UCAP discussed the Policy on Self-Supporting Part-Time Graduate Professional Degree Programs and its Implementation Guidelines and identified several concerns.

One issue is that there is no contingency plan for programs that fail. This is important to address since the campus would have to pay any faculty hired for these programs as UC is legally obliged to get the students through the program. UCAP also noted that it is not mentioned that the general campus would receive any of the revenue from such programs. The committee suggested that wording be included that programs be charged for specific services provided by the campus.

Finally members emphasized the importance of integrating the students in these programs into the general campus community, especially for on-line programs.

Sincerely,

Ahmet Palazoglu, Chair
UCAP

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO   SANTA BARBARA • SANTA CRUZ

COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)
James Carmody, Chair
jcarmody@ucsd.edu

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

January 14, 2011

DANIEL SIMMONS
ACADEMIC COUNCIL CHAIR

Re: Review of Policy on Self-Supporting Part-Time Graduate Professional Degree Programs

Dear Dan:

CCGA had extensive discussions of the policy on Self-Supporting Graduate Programs (SSP) over a series of meetings during the 2008-09 academic year. Further discussions during 2009-10 resulted in Chair Farid Chehab's communication to the Academic Council dated April 14, 2010.

The Academic Planning Council considered a new draft of the SSP policy at its July 2010 meeting. That draft incorporated one of CCGA's most important recommendations – that Ph.D. programs not be constituted as SSPs. CCGA strongly recommends and urges that Ph.D. programs explicitly be excluded from the current and future SSP policies.

CCGA considered the current draft of the SSP policy at its October, November, and December 2010 meetings. These are our concerns and recommendations:

1) **Section II.A.1**
    CCGA finds the proposed criteria so broad as to be without value. The policy language states that "programs should meet one or more of the following criteria," with the very first criterion being "fulfill a demonstrated higher education need." It is difficult to image any program failing to meet this criterion, thus rendering the rest of the section effectively meaningless. CCGA recommends that the policy require that all programs meet the "demonstrated need" criterion and at least one of the others.

    The policy should also state that in reviewing SSP proposals, Graduate Councils should pay special attention to ensure that proposals document in detail how a proposed SSP satisfies the criteria in this section. Graduate Councils should also be tasked by the policy with ensuring that the evidence documenting need applies specifically to the campus in question.

2) **Section II.A.2**
    This section addresses the potential impact of the creation of new SSPs on existing graduate programs and defines what "self-supporting" means with respect to the programs costs that must be covered by tuition income. CCGA finds that these issues are both crucially important and should not be conflated into a one-paragraph treatment.

Threat to Existing Programs. As a public institution, and as the entity specifically charged with the task of providing doctoral-level education in California, one of UC's priorities should be the development, promotion, and sustenance of doctoral programs. While CCGA is concerned with the quality of all graduate programs in the University, we are especially concerned with the well-being of existing doctoral programs and the currently diminished capabilities of the University to support them at the level required to maintain their excellence. At present, and at least in the short term, the University's inability to provide adequate compensation for faculty, competitive financial support for doctoral students, and adequate day-to-day funding for instruction and research expenses puts at risk the national and international reputations (and rankings) of many existing programs while making the creation and development of new doctoral programs highly problematic. CCGA is currently discussing submitted proposals for new programs that are intellectually compelling and promising but obviously underfunded and insufficiently resourced.

CCGA is gravely concerned by the threat SSPs pose to existing doctoral programs. From our point of view, this concern outweighs all others. There is no doubt in our minds that the creation of new SSPs will result in faculty spending less time with students in existing programs. There also exists the possibility that time spent by faculty on SSP programs will be time taken away from research. Although, given UC's research-trumps-all-other-values culture, we believe that this is a remote possibility, the current budget cuts and the anticipated reductions in the number of faculty means that it cannot be ignored. CCGA recognizes that no policy language can be assured of preventing the undesirable outcome of income-producing programs damaging existing programs. Nevertheless, CCGA proposes that the policy include the following:

a) A requirement that all departments or schools proposing new SSPs provide a detailed explanation of the steps taken in designing the SSP to ensure that faculty will continue to provide the same level of support to and commitment of energy to existing graduate (and undergraduate) programs that existed prior to the introduction of the SSP (CCGA will require such an explanation);

b) In support of (a), a requirement that all departments or schools proposing a new SSP provide a document explaining how teaching assignments in the new SSP will be handled (CCGA will require this documentation). Such a document should explicitly state whether teaching in the SSP will be on an on-load or off-load basis and be accompanied by a copy of any campus policies that deal with teaching in SSPs (CCGA strongly recommends that each campus develop and publish such a policy if they have not already done so);

c) A requirement that all graduate program reviewers be tasked explicitly with evaluating the impact of SSPs on traditional graduate programs;

d) In support of (c), a provision that Graduate Councils be required to consider the suspension of admissions to any SSP that has been found, in the course of a graduate program review, to have had an adverse effect on an existing graduate program; and

e) Given that graduate program reviews occur on a 7-8 year cycle, a requirement that Graduate Councils and Deans of Graduate Divisions more regularly consider the impacts of campus SSPs on existing programs (campuses should have the flexibility to decide how best to accomplish such a consideration).

NOTE: While CCGA agrees with the principles espoused in Section C.II, we feel strongly that permanent research faculty resources should, as a priority, be directed towards serving the needs of existing graduate programs, with doctoral programs receiving the highest priority among those.

The Meaning of Self-Supporting. CCGA supports the requirement that all SSPs cover all related costs (in addition to those enumerated, such related costs should explicitly list an SSP's share of the cost of a graduate program review).

Phase-In. CCGA does not understand why an SSP should require a lengthy phase-in period during which the SSP might not be able to cover all of its costs. Given the extreme financial constraints under which many if not all graduate programs currently operate, it is difficult to understand why funds should go to supporting the establishment of an SSP over a period of years when it is difficult to identify where such funds might come from without affecting other academic programs or research. CCGA recommends that phase-in periods be severely limited as it would not likely approve any SSP proposal that entails such a phase-in.

PROPOSED ADDITION TO POLICY: Policy on the Use of Income in Excess of Cost. CCGA proposes that self-supporting programs should not only be required to meet all of their obvious costs, but that the use of any income produced in excess of these costs be explicitly prescribed by the policy. CCGA proposes that all SSPs be required to contribute a portion of their income to a fund that will provide stipend support to doctoral students.

NOTE: Many documents that CCGA has examined contain references to the fact that existing SSPs have already contributed a significant amount of support to other campus needs. However, CCGA has no information about these monies have been used.

PROPOSED ADDITION TO POLICY: Participation of Campus Planning & Budget (P&B) Committees and UCPB. CCGA is ill-equipped to consider the financial aspects of SSPs in the context of the broader planning and budget considerations facing campuses and the university as a whole; consequently, we recommend that all SSP proposals be submitted to campus P&B committees and to UCPB committees for review and comment. These reviews and comments should be provided to Graduate Councils and CCGA before their respective considerations and approvals of proposals. CCGA will require that these reviews be provided as part of the application materials for SSPs.

3) **Section G.7**
   This section responds to CCGA's concerns as expressed in Chair Chehab's April 2010 letter to Council, and CCGA is pleased that the SSP policy now has a section devoted to financial accessibility and financial aid. The proposed policy states that SSPs "must have an articulated financial accessibility goal." CCGA would like to see the policy be more explicit. CCGA recommends that proposals be required to include both such an articulated goal and documentation of why the goal in question is a suitable one for the proposed program and its target student audience. In addition, SSP proposals should propose benchmarks by which program admissions should be judged in the light of the stated goal. Approved programs should provide data to enable assessment of their success in meeting these benchmarks as part of their regular review process. CCGA does not wish to be prescriptive, but we do wish to see this issue fully addressed in both program proposals and in their evaluations by Graduate Councils and campus Senates.

Please do not hesitate to contact me if you have any questions about CCGA's comments.

Sincerely,

James Carmody, Ph.D.
Chair, CCGA

Copy: Martha Winnacker, Academic Senate Executive Director
         CCGA Members

UNIVERSITY OF CALIFORNIA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO   SANTA BARBARA • SANTA CRUZ

UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)
David Kay, Chair
kay@UCI.EDU

December 9, 2010

Dan Simmons, CHAIR
ACADEMIC COUNCIL

Re: Self-Supporting Part-Time Graduate Professional Degree Programs

Dear Dan,

UCEP declines to opine on the specific details of the policy on self-supporting graduate programs, since graduate programs fall under the jurisdiction of CCGA.

However, we raise the following broader concerns about self-supporting programs:

* Self-supporting programs may divert resources and faculty effort away from core undergraduate programs; this could reduce educational quality.
* Self-supporting graduate programs may reduce enrollment in academic graduate programs, affecting the availability of teaching assistants for undergraduate courses.
* Self-supporting programs by their nature are market-driven; demand for particular topics expands and contracts on a much more rapid cycle than the typical 40-year ladder faculty career. Ladder faculty hiring to staff self-supporting programs should be approached with caution.

Sincerely,

David Kay, Chair
UCEP

UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
Joel Dimsdale, Chair
jdimsdale@ucsd.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

January 14, 2011

DANIEL SIMMONS, CHAIR
ACADEMIC COUNCIL

RE: Review of Policy on Self-Supporting Part-Time Graduate Professional Degree Programs

Dear Dan,

The University Committee on Faculty Welfare (UCFW) has met and discussed the proposed changes to the policy on self-supporting part-time graduate professional degree programs, and we have several concerns. Our two overriding concerns at present are these: First, the committee believes that the implications of moving toward increasingly self-supporting programs have not been explored adequately, and second, the committee fears that faculty efforts could thus be redirected from mission-oriented activities.

We note that the June 11, 2010 memorandum to the UC Commission on the Future from the UC Academic Council (First Round Response) addresses many serious – and shared – concerns in the paragraph titled "Self Supporting Programs" (page 7).

At least two of UC's comparator public universities have had schools of management adopt self-supporting models – Michigan and Virginia. UCFW awaits evidence that the self-supporting model has significantly improved the quality of these schools. Indeed, assessing the current proposal requires obtaining as much information as possible about what has actually happened when schools at major public universities have taken such approaches.

A major motivation for planning for self-supporting part-time professional degree programs is to gain greater flexibility in faculty compensation, identified as essential for recruiting and retaining faculty. Such flexibility may also be achieved by creating a faculty compensation plan similar to the HSCP, an approach currently being explored. Such an approach might avoid the uncertainties of a self-supporting part-time professional degree programs strategy.

A comprehensive analysis of the effects of increased reliance on self-supporting programs on the research mission of the department or school must be performed in each and every instance of such proposed programs. Many committee members voiced the concern that some faculty may spend more time on fundraising than conducting research, for example, in order to maintain a program's self-supporting status. Similar concerns regarding trade-offs in teaching loads and service obligations were also raised. UCFW again notes that a competitive faculty compensation plan could provide greater incentives to increase research productivity without moving fully to a self-supporting program model.

Access of California students may be adversely affected as resources are shifted into self-supporting programs.

Proposals for self-supporting part-time professional degree programs must explicitly discuss three important types of financial valuation:

> The self-supporting model assumes that the program can generate sufficient revenue to cover its operating expenses, and thus meet one requirement for self-sufficiency, but the proposal does not discuss hidden support that any self-supporting program implicitly uses, such as UC's reputation, its physical plant, and other support provided by California taxpayers to the University over time. If the program was truly self-sufficient, reasonable compensation should be made in recognition of the overall asset value of existing resources being used for the self-supporting program. Thus, there remains a concern whether the University will be appropriately reimbursed by these part-time graduate professional degree programs.

> Research centers and individual research projects located off-campus pay indirect costs to the University, despite using a limited number of on-campus resources. A similar arrangement is appropriate for self-supporting programs, but the assignment and collection of indirect costs needs further specification in evaluating self-supporting programs.

> It is likely that a self-supporting program might have financial advantages to a small number of faculty leading such a program; but the impact on the larger group of faculty within a department or school may in fact be neutral or negative.

Thus, absent clearer demonstrations of how the program will enhance the UC's three-part mission of research, teaching, and service, we urge that this policy be tabled pending further evaluation and revision.

Sincerely,

Joel E. Dimsdale, UCFW Chair

Copy: UCFW
             Martha Winnacker, Executive Director, Academic Senate

UNIVERSITY COMMITTEE ON RESEARCH POLICY (UCORP)
Phokion Kolaitis, Chair
kolaitis@cs.ucsc.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

January 11, 2011

DAN SIMMONS, CHAIR
ACADEMIC COUNCIL

RE: Review of Policy on Self-Supporting Part-Time Professional Graduate Degree Programs

Dear Dan,

The University Committee on Research Policy (UCORP) has met and discussed in depth the proposed changes to the Policy on Self-Supporting Part-Time Professional Graduate Degree Programs. We have several comments and concerns about the proposed policy that are summarized in what follows.

1. The committee is concerned that the policy rewrite as to the criteria that such programs should meet (A.1, page 2) is so broad that it may, in effect, invite every graduate program to become self-supporting, a process which UCORP members likened to hastening the privatization of the University. UCORP suggests that, at a minimum, criteria A.1.a. and A.1.b. should *both* be met; in addition, at least one of the criteria A.1.c. and A.1.d. should also be met.

2. Members expressed concern about the expansion of distance learning to potentially all graduate programs (as, for example, encouraged in clause D.1.) on the basis that such a medium is inherently inadequate to foster world-class mentoring relationships and research.

3. The committee is concerned about the proliferation of degrees that do not contain a research or thesis component and wondered whether this curricular trajectory was appropriate for UC.

4. The committee objects to clause C.5., which states that "Programs administered through UC Extension shall not be required to obtain fee approval from the President." The fee approval process should be uniform for all self-supporting graduate degree programs.

5. The committee felt that clause G.7. concerning financial accessibility goal lacks specificity and falls short from meeting the CCGA recommendation that "there should be clear and adequate provisions for financial support built into any new policy."

6. Finally, members noted that severing programs from state support might further cede not only fee-setting discretion but also salary-setting discretion, and members worried that the onuses of maintaining financial independence would negatively impact faculty time and effort devoted to the research enterprise.

UCORP thanks you for the opportunity to comment on this important policy.

Sincerely,

Phokion Kolaitis, Chair
UCORP

cc: UCORP
        Martha Winnacker, Executive Director, Systemwide Academic Senate