



Shane N. White  
Telephone: (510) 987-9303  
Fax: (510) 763-0309  
Email: shane.white@ucop.edu

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

July 25, 2018

**MICHAEL T. BROWN**  
**PROVOST AND EXECUTIVE VICE PRESIDENT**  
**UNIVERSITY OF CALIFORNIA**

**Re: Approval of UCSD's Pre-proposal for a School of Public Health**

Dear Michael:

In accordance with the *Universitywide Review Processes For Academic Programs, Units, and Research Units* (the "Compendium"), the Academic Senate solicited input from the Coordinating Committee on Graduate Affairs (CCGA), the University Committee on Planning and Budget (UCPB), and the University Committee on Educational Policy (UCEP), regarding the UCSD pre-proposal to establish a School of Public Health.

The Senate's three Compendium Committees are unanimous in their view that UCSD's pre-proposal is worthy of continued development. Their reviews are attached. We look forward to reviewing the full proposal in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Shane N. White".

Shane N. White, Chair  
Academic Council

Encl

Cc: Chancellor Khosla  
Academic Council  
Senate Director Baxter  
UCSD Academic Senate Executive Director Rodriguez  
UCSD Academic Senate Associate Director Hullings

# UNIVERSITY OF CALIFORNIA

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COORDINATING COUNCIL ON GRADUATE AFFAIRS (CCGA)  
Karen Duderstadt, Chair  
[karen.duderstadt@ucsf.edu](mailto:karen.duderstadt@ucsf.edu)

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

July 24, 2018

**SHANE WHITE, ACADEMIC COUNCIL CHAIR**

**RE: Pre-proposal for UC San Diego School of Public Health**

Dear Shane,

CCGA (The Coordinating Committee on Graduate Affairs) has recently received a preproposal to establish a School of Public Health at the UC San Diego campus. Per the Compendium, CCGA is asked to review proposals for new schools and colleges within the University.

Consistent with Bylaw 40, the charge of CCGA is to act for the Academic Senate in the approval of new programs for established graduate degrees, and review proposals from Graduate Councils for the establishment of new graduate degrees that require approval of the President, to whom The Regents have delegated authority of approval, and submit recommendations thereon to the Assembly [see SOR 110.1 and Bylaw 116.C ].

CCGA appointed a Lead Reviewer for the pre-proposal, Onyebuchi Arah, CCGA Vice Chair. His report and recommendations are attached.

CCGA approves the pre-proposal with the caveat that attention should be given to the areas brought forward in the Lead Reviewer's report. The committee looks forward to seeing the development of the full proposal from the San Diego campus.

Sincerely,

A handwritten signature in cursive script, appearing to read "Karen Duderstadt".

Karen Duderstadt, Chair  
CCGA

cc: Robert May, Academic Senate Vice Chair  
CCGA  
Hilary Baxter, Academic Senate Executive Director  
Jocelyn Banaria, Academic Senate Associate Director  
Michael LaBriola, Academic Senate Analyst  
Ray Rodriguez, UCSD Academic Senate Executive Director  
Lori Hullings, UCSD Academic Senate Associate Director

## CCGA's Review of the Pre-Proposal for the UCSD School of Public Health

CCGA has reviewed the recent pre-proposal from the University of California San Diego (UCSD) to establish a School of Public Health (SPH) in the AY 2019-2020. The proposed SPH is expected to bring together many of the existing public health research and academic programs and resources that are currently fragmented across UCSD and house them in one school within the UCSD Health Sciences.

The pre-proposal makes strong arguments in favor of why ~~the~~ UC needs at an SPH at San Diego. A crucial justification given is the need for scalable synergy between the current but disparate public health infrastructure and activities at UCSD. The expected synergy will allow UCSD to increase the visibility of its public health research, teaching and services; research grants; community outreach, philanthropy, and the interdisciplinarity and the reach of existing but fragmented academic programs in San Diego County and beyond. A new SPH at UCSD is seen as important in addressing the statewide and national shortage of public health professionals.

As a first financial option, it is anticipated that the UCSD SPH can be created using existing resources without resorting to new State-funded faculty FTE positions or funds. A new dean and some administrative staff will be needed. UCSD Health Sciences will use its resources to support this transition. The pre-proposal states that there is much enthusiasm among faculty, administrators and students for a new SPH which will be created using the voluntary transfer of FTEs from or splitting of FTEs with other units at UCSD. UCSD has relevant experience in and lessons from using this 'existing resources' option from establishing the Skaggs School of Pharmacy and Pharmaceutical Science. As a second financial option, UCSD could receive a philanthropic gift of \$25M or more to establish the new SPH.

CCGA reviewed the pre-proposal for academic rigor, financial viability, need for the school, and fit within the UC system and California, pointing out some issues along those issues that ought to be addressed in preparing a full proposal.

### A. Academic Rigor

The academic rigor of the degree programs to be offered by the new SPH will depend largely on its ability to integrate and support the existing high-quality programs which it will inherit from across UCSD and its collaboration with San Diego State University (SDSU). The degree programs that will move to the new SPH are:

- Bachelor of Science in Public Health (BSPH) Program;
- Master of Public Health (MPH) Program;
- Master of Science (MS) in Biostatistics Program (proposed and under review);
- UCSD/SDSU Joint Doctoral Program (JDP) in Public Health;
- PhD Program in Biostatistics;
- Master of Advanced Studies in the Leadership of Healthcare Organizations (MAS-LHCO);
- UCSD/SDSU Joint Doctoral Program (JDP) in Interdisciplinary Research on Substance Use (IRSU)

Crucially, the existing public health programs that will not move are: the Bachelor of Arts in Global Health (BAGH), the Global Health Minor, and the recently proposed Master of Arts in Global Health (MAGH), administered by the Department of Anthropology. In addition to maintaining and building new collaborations with other public health programs that will not move, the new SPH will need to build new degree programs in line with its ambition and to meet CEPH (Council on Education for Public Health) criteria. UCSD has world class faculty with demonstrated excellence and rigor in their research and training programs, and expertise in most of the established public health disciplines. Given these observations, UCSD's world class academic programs in the health sciences and the anticipated plans laid out in the pre-proposal, CCGA is confident that the new SPH will pursue academically rigorous programs that will surpass CEPH accreditation requirements.

*Issues to consider in full proposal:*

First, the full proposal should give detailed assurances and commitments from the faculty and administration about the of faculty FTE transfers and joint/split appointments as these will be consequential for the rigor of the programs in the new SPH. Second, the full proposal should also address how the new SPH's ability will achieve critical mass in its academic programs given its anticipated small size of its MPH program, the core degree and pipeline program required of any SPH (there are challenges faced by modest sized public health programs that should be anticipated and addressed; lessons from UC Berkeley should be helpful here, for example). Third, how will the new SPH help prevent future fragmentation of public health programs that might originate elsewhere at UCSD especially given the global health programs that will remain outside the SPH? Fourth, the proposal should address the lack of a joint MPH degree program with SDSU is in contrast to the existing UCSD/SDSU joint doctoral program in public health. Finally, specific details should be given on how to integrate admissions, courses, advising, transfer and other requirements across the various degree programs that will move to create synergy and coherence, if necessary.

**B. Financial Viability**

Please see UCBP's evaluation of the financial viability.

*Issues to consider in the full proposal:*

See UCBP memo.

More details on potential philanthropic gifts to support the SPH should be given.

**C. Need for the School**

The pre-proposal makes a compelling case for why UCSD needs an SPH. UCSD excels in many public and global health areas that are currently housed in various parts of the university. These will benefit from the synergy and the scale that a new SPH can stimulate in terms of extramural funding, student recruitment and training, faculty recruitment and retention, and collaboration. It can effectively pool existing public health activities and resources to address local and regional

public health by capitalizing on successful partnerships that UCSD has in Southern California, nationally, and globally. It can uniquely integrate traditional and non-traditional or emerging public health areas such as climate change and health, mental health and addictions, and healthy aging and longevity science, the expertise for which are currently available but appear fragmented across UCSD. A new SPH at UCSD will also help to address the ongoing and expected national and local shortage of public health professionals.

*Issues to consider in the full proposal:*

The full proposal should describe how it will attain the scale needed to address these needs. For example, how will the small MPH student pipeline be leveraged to address these needs?

**D. Fit within the UC System and California**

UCSD argues that the new SPH will complement existing SPHs within the UC (UCLA and UC Berkeley) by offering traditional and non-traditional public health areas. By integrating existing public health activities, expertise and resources at UCSD, the new SPH will increase the public health critical mass within the UC that would otherwise not exist. UCSD expects the UC SPHs to enjoy the type of collaboration and synergy currently enjoyed by divisional health systems in the UC. The new SPH will have the support of one of its closest public health partners, SDSU. It will also enjoy crucial relationships with San Diego community and state, national and global partners that will help embed it securely within San Diego, California and beyond. It will also have a unique place in California especially given UCSD's proximity to the border and its long relationship and history with local communities that have unmet needs.

*Issues to consider in full proposal:*

How will the new SPH differentiate itself from the SPHs at UCLA and UC Berkeley to be competitive and truly complementary in terms of degree programs offered? The pre-proposal already mentions several specialization and priority areas that could help set it apart; the full proposal should go into the specifics of how these will be realized and with what resources. The full proposal should also obtain letters of support from the SPHs at UCLA and UC Berkeley.

**RECOMMENDATION:** CCGA commends UCSD on this strong pre-proposal and recommends that the issues raised under the sections on academic rigor, finances, need and fit be addressed in a full proposal to be submitted in the next phase of the review process. CCGA looks forward to receiving and reviewing the full proposal promptly.



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)  
Joshua Schimel, Chair  
[josh.schimel@lifesci.ucsb.edu](mailto:josh.schimel@lifesci.ucsb.edu)

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

July 12, 2018

**SHANE WHITE, CHAIR  
ACADEMIC COUNCIL**

**RE: Pre-proposal for School of Public Health at UC San Diego**

Dear Shane,

The University Committee on Planning and Budget (UCPB) has reviewed UC San Diego's pre-proposal to establish a School of Public Health (SPH). UCPB finds that the pre-proposal provides appropriate and adequate detail for this review stage, and satisfactorily addresses the four Compendium review categories for new schools: academic rigor, financial viability, need, and fit within the UC system and the segments. As such, UCPB supports the pre-proposal and looks forward to evaluating the full proposal when it is ready.

UCPB also identified several issues we hope the final proposal will address and clarify. They are detailed in the enclosed report and include clarification about the costs that higher level units outside the SPH will carry, such as those required for faculty start-ups and facilities maintenance. We also note that the long-term health of the SPH may depend on future philanthropy and/or revenue generation. The pre-proposal anticipates a total philanthropic need of \$100 million, to establish an endowment and construct a building, but does not detail a specific fundraising plan to meet that need. We hope the final proposal will address the extent to which the development office will make the SPH a fundraising priority, and the extent to which the SPH will be able to draw on additional resources and revenue generation possibilities.

In addition, we believe it is important for the UCSD SPH to receive the support of other UC Schools of Public Health and to coordinate philanthropic efforts with them. UCPB hopes to see letters of support from internal UCSD departments as well as other UC campuses in the final proposal. This appears to be a growing area of interest across the UC system, yet it remains likely that there is a finite capacity for such units. Can we coordinate and balance interests of individual campuses in this area to minimize competition, and maximize benefits for the system and the State?

Finally, the committee was somewhat concerned about the feasibility of the target opening date of 2019-20, as we are just receiving a pre-proposal now. It would be helpful for the final proposal to include a clear rationale for the accelerated timeline.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Josh Schimel", is displayed within a light gray rectangular background.

Joshua Schimel, Chair  
UCPB

Encl.

cc: UCPB  
Executive Director Baxter

## **UCSD School of Public Health Pre-proposal UCPB Review, July 2018**

UC San Diego has prepared a pre-proposal to establish a School of Public Health starting in FY2019-20. (The document provided by UCSD is titled a proposal, but the project is at the pre-proposal stage.) There is a potential question about the proposed timeline to launch the school in FY2019-20, given the full process of Senate review.

The pre-proposal gives a sufficient statement of rationale and level of planning for UCPB to give a positive assessment for it to go forward. As outlined by the Compendium, comments are provided on each aspect of the proposal, addressing strengths as well as gaps.

### **Background**

Three rationales are given for creating the School: providing a focus at UCSD for teaching and research in the changing field of public/global health, including leveraging regional opportunities and the campus's cross-disciplinary strengths; bringing together educational and research programs that are currently fragmented, providing additional support for participants, opening the door for School-level accreditation, and raising its overall education and research profile; and allowing for moderate expansion in educational programs to address the national and statewide shortage of public health professionals. The aim is to use the strength represented by the School to grow philanthropy and grants and contracts, and to become a top-five school of public health nationally in the next decade.

The School would be part of UCSD Health Sciences and report to the Vice Chancellor for Health Sciences, alongside the School of Medicine and the Skaggs School of Pharmacy and Pharmaceutical Sciences.

The plan for constituting the School relies mostly on existing resources. Based on internal consultation with faculty, it is estimated that about 105 faculty will elect to shift their primary appointment to the School within UCSD Health Sciences, or to seek secondary or joint appointments. The main base for these faculty is currently the Department of Family Medicine and Public Health (FMPH) and the Division of Global Public Health (GPH) within the School of Medicine. Among these individuals there are 30 state FTEs, and roughly \$160M in research grants and contracts. There will be options for fractional (joint/split) appointments. The School could seek additional joint FTEs through the UCSD Chancellor Initiative, but no additional faculty hiring is proposed to bring the new School into being. Degree programs associated with these faculty would move into the School. Resources associated with the faculty would also move with them within UCSD Health Sciences. The transition practices used in creating the Skaggs School of Pharmacy and Pharmaceutical Sciences in 2000 are offered as a model, and agreements with other deans and administrative leadership are being developed.

A new dean would be appointed and a modest number of additional administrative positions would be created. The financial and space resources of UCSD Health Sciences would be used to make the transition. No new funds or additional faculty FTEs are requested from the state in order to create the School. UCSD is pursuing a \$25M donor gift that would provide some



support for the establishment of the school and its financial plan. The pre-proposal gives two options for the SPH financial plan depending on the outcome of this prospect.

### A. Academic rigor

The academic rigor of the new School's programs appears assured. The School of Public Health would bring together existing and proposed degree programs in Public Health (BSPH, MPH, Joint Doctoral Program UCSD/SDSU), Biostatistics (proposed MS, PhD), Leadership of Healthcare Organizations (MAS-LHCO), and Interdisciplinary Research on Substance Use (Joint Doctoral Program UCSD/SDSU). Some new degree programs are envisioned. Degree programs in Global Health (BA, Minor, proposed MA) would remain outside. Accreditation would be sought for the new School on the minimum timeline. An additional concentration in the MPH program and a second PhD program will be required for accreditation. The pre-proposal suggests that an accredited SPH with this coherent set of degree programs would attract greater numbers of top students and faculty.

There are strong prospects for high academic quality if the School of Public Health can effectively synergize with other UCSD programs, including information technology, data science, management, bioengineering, pharmaceutical sciences, and the natural and social sciences. The School will make use of regional relationships and resources, such as research programs relevant to San Diego County, Veterans Affairs Health Care, and Military Medicine. A point of continued strength is UCSD's partnership in public health fields with San Diego State University's Graduate School of Public Health, with its foci in community engagement, community-based participatory based research, and issues of health equity and environmental health.

### B. Financial viability

The proposers provide an overview of financial planning at the School level that is adequate for the pre-proposal stage. Most aspects are well-described at the schematic level and appear sound. To evaluate the plan's overall strength, it will be helpful to document what costs are covered outside the School's plan or at a higher level (such as support for faculty start-up costs and facilities maintenance), what broader resource generation infrastructure is available (such as support for large grants and contracts development in this area), and what growth opportunities can be pursued (such as philanthropy and grants and contracts growth).

The plan leverages existing resources, and financial planning for growth is described as incremental and modest (in the more conservative plan, 27% growth in school revenues over the first 4 years of operation, from \$10.8M in FY19/20 to \$13.7M in FY22/23, excluding grants and contracts). Some questions remain about funding models for start-up costs necessary to recruit new faculty, and the level of philanthropy that would be required to achieve the School's more ambitious goals (e.g., a new building).

Two financial plan options are presented, with and without the hypothetical \$25M donation spanning 10 years (9 years of current use funds, plus establishment of an endowment). Both financial plans show a small surplus in the out years (by year 4, \$182K without donation, \$606K

with). The donation would be used for add-in support for educational programs, research pilot grants, community engagement, and public relations and outreach. Some faculty start-up funding is included in both options, but it appears to be quite limited (unless there are other relationships with higher administrative offices that will carry the bulk of the start-up costs). Having a strong resource plan to recruit faculty will be essential for the school's academic success.

If the donation is not secured, it may be concerning that some basic operational elements (such as an outreach/PR coordinator and a management services officer for the portfolio of degree programs) appear to be dependent on philanthropy at the start. The proposal is to proceed with the School's establishment in either scenario (with or without the gift), and slow down the School's development if needed. To grow to support these operational elements as the current-use funds from the hypothetical donation transition out, it will be essential for other revenue streams to grow.

Revenue generation possibilities will need to depend on the initiative of the faculty and dean. Growth in research grants and contracts is desired but not quantitatively projected. Future philanthropy or revenue generation will be necessary for any additional initiatives, including new capital construction to provide co-located space. The stated expectation for philanthropy for the School (\$100M) is to reach a \$50M endowment and a minimum of \$50M toward a new building. At this stage of visioning, the potential new building in the Health Sciences neighborhood would have 83,000 ASF and an expected cost of \$60-70M. Beyond the described commitment of UCSD Health Services and campus-level development to assign staff and some level of priority, a development plan is not provided at this pre-proposal stage.

Faculty will have the choice whether to join the new school and are presented as strongly interested and committed. New faculty FTE are not requested to create the school, and a faculty build-out plan is not presented.

When faculty members transfer to the new School, funding, revenues, and costs associated with them and their programs will accompany with them (e.g., research grants, IDC return, tuition and fees, existing institutional commitments, service agreements and other taxes). Impacts on existing departments have been considered. 29 staff within FMPH and GPH are anticipated to transfer to the new School.

### C. Need for the program

Student demand and societal need for professionals in this field are well demonstrated, both in the UCSD setting and across the UC system. Existing UC Schools of Public Health are at Berkeley and UCLA. Proposed UC Schools of Public Health or Global Health are being considered at Irvine, Merced, Davis, and UCSF. It will be important for these existing and new Schools to coordinate, not only around meeting California's needs in public/global health research and trained professionals, but also around assessing and effectively using California-based philanthropy. The pre-proposal lacks letters of support from other UC campuses.

UCSD's partnership with San Diego State University's programs in public health is an asset to the proposed UCSD School of Public Health. A strong letter of support from SDSU's Vice President for Research and Dean of Graduate Affairs is provided.

#### D. Fit

Fit within the UC system is addressed above.

At the campus level, the proposal points to faculty-level enthusiasm and details strong collaborative possibilities across the campus. If these collaborations are realized, they will help the School of Public Health shape a distinctive profile that will amplify its reputation and create additional revenue-generation options. Because not all opportunities can be pursued at once, particularly with what appears to be relatively lean School support staffing, it would be valuable to get more specificity into plans for collaboration with other UCSD units.

The pre-proposal affirms that there is strong support for the School of Public Health from the campus-level administration. However, it does not address fit with an overall academic and strategic plan for UCSD. UCPB would hope to see clearer articulation of campus-level planning in a final proposal.



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)  
Ed Caswell-Chen, Chair  
epcaswell@ucdavis.edu

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

**JUNE 18, 2018**

**SHANE WHITE, CHAIR  
ACADEMIC COUNCIL**

**RE: UCSD SCHOOL OF PUBLIC HEALTH PRE-PROPOSAL**

Dear Shane,

UCEP reviewed UCSD's pre-proposal for a School of Public and the committee agrees that the School seems well justified and situated to make a major impact in the region. The pre-proposal establishes the clear need for a School of Public Health to serve UCSD medical students as well as the need for public health professionals on the local, state and national levels. UCSD has outlined a clear plan to leverage a multitude of existing assets, including the School of Medicine, the Department of Bioengineering and the Scripps Institution of Oceanography, and to build upon its relationships with San Diego State University, the Veterans Administration San Diego Healthcare System and the Navy Medical Center San Diego. Through integration and collaboration with its partners, UCSD's School of Public Health will be uniquely positioned to make significant contributions in a range of traditional and non-traditional areas of public health. UCEP was particularly impressed by the enthusiastic Letters of Support endorsing the School of Public Health.

Our committee suggests that UCSD provide additional information in two areas in order to strengthen the final proposal.

The first suggestion pertains to the First Option Financial Plan which utilizes current faculty and resources and does not request any additional funds. The pre-proposal indicates that, because the necessary resources are in place, the impact on existing programs and overall cost would be minimal. However, the question of how resources would be shifted around, not just co-opted for the new program, should be addressed in greater detail.

The second suggestion is related to the admissions requirements for the new School. Based on the pre-proposal, it can be inferred that the new School of Public Health will subsume many existing programs and thus admissions standards that are already in place would simply be inherited by the new program. However, this should be more precisely delineated, and a plan for developing some unified admissions

criteria should be in place given the likelihood that there are substantial differences between the existing admissions processes for the programs that will eventually join the School.

UCEP appreciates the opportunity to comment on this matter and looks forward to the full proposal. Please contact me if you have any questions.

Sincerely,

Ed Caswell-Chen, Chair  
UCEP