



J. Daniel Hare
Telephone: (510) 987-9303
Fax: (510) 763-0309
Email: dan.hare@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*

November 24, 2015

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

Re: Approval of Master of Public Affairs degree program at UC Berkeley

Dear Aimée:

In accordance with the *Universitywide Review Processes For Academic Programs, Units, and Research Units* (the “Compendium”), and on the recommendation of CCGA, the Academic Council has approved UC Berkeley’s proposal to establish a new Master of Public Affairs degree program.

Because this is a new degree, and the Assembly of the Academic Senate is not meeting within 30 days of CCGA’s approval, Council must approve the program per Senate Bylaw 125.B.7.

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

Sincerely,

A handwritten signature in blue ink that reads "J. Daniel Hare".

J. Daniel Hare, Chair
Academic Council

Cc: Academic Council
Senate Director Baxter
Senate Executive Directors



COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)

Valerie Leppert, Chair
[vleppert@ucmerced.edu](mailto: vleppert@ucmerced.edu)

ACADEMIC SENATE

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

October 26, 2015

ACADEMIC COUNCIL CHAIR DAN HARE

Dear Dan:

At its October 7 meeting, the Coordinating Committee on Graduate Affairs (CCGA) voted unanimously to approve UC Berkeley's proposal to establish a new Master of Public Affairs degree program. This is a self-supporting degree program aimed at mid-career public policy professionals both nationally and globally. The MPA program focuses on leadership, management, and executive strategies to prepare graduates for a wide range of governmental, non-profit, and business executive positions in the U. S. and internationally.

The proposal differs from the UCB GSP Master of Public Policy (MPP) in several ways. The MPP program is geared at students three to five years from their undergraduate degrees and is less focused on executive strategic leadership. All four reviewers were generally in support of approving the proposal due to its outstanding faculty, its focus on leadership and executive management, the distinction from the current MPP program, and the plan for using both adjunct and tenure track faculty to administer the program.

Some concerns were expressed by the reviewers, including that the 9 week in-residence summer program could prove challenging for the targeted population of mid-career executives, the plan for full-time tenured faculty to provide the teaching for a substantial portion of the summer program during a time which faculty are traveling or focused on research, the balance between tenure track faculty and adjunct faculty and impact on quality of instruction and faculty workload, and the cost of the program for mid-career professionals even with the proposed commitment of financial support for 20% of applicants by 2018-2019 academic year.

The University Committee on Planning and Budget (UCPB) also raised some concerns for the program proposal. It was concerned about faculty overload (particularly related to delivery of a capstone course), the cost of tuition for online courses, and space requirements for an additional professional summer program. UCPB has continuing concerns about the number of self-supporting graduate professional degree programs (SSGPDP) within UC, and has requested that campus Graduate Councils review SSGPDP programs in two-year cycles.

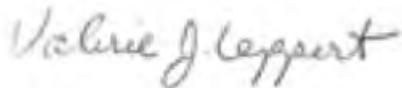
In response to these concerns, the program provided reassurances regarding the high quality of instruction, and stated that it had secured commitments for summer teaching from several ladder and adjunct faculty. It also described its extensive experience with the delivery of capstone courses for its existing programs. The program acknowledged a higher than anticipated on-line course development and delivery cost, and has adjusted its budget accordingly and is working to make use of existing on-line

courses in other programs for the delivery of some content. Space requirements are covered by rental and accounted for in the program budget. In terms of cost of the program to students, the proposers anticipate that for many, it will be covered by employers, given the target audience. Otherwise, students would also be eligible for federal loans. 10-15% of the net profit is allocated to financial aid.

Overall, CCGA was satisfied with the program's responses to issues raised by reviewers and UCPB, but does concur with the recommendation of both the UC Berkeley Academic Senate Chair and UCPB that the program be reviewed early, due to the concerns described above and the CCGA Lead Reviewer's report (attached).

As you know, CCGA's approval is usually the last stop of the Academic Senate side of the systemwide review and approval process except when the new degree title must be approved by the President, under delegated authority from the Board of Regents. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 30 days of CCGA's approval) must approve new degree titles. Given its status as a new graduate program title on the Berkeley campus, CCGA submits its approval of the Master of Public Affairs degree program for formal approval by the Assembly of the Academic Senate. For your information, I have included CCGA's final report as an enclosure. If you have any questions, please let me know.

Sincerely,



Valerie Leppert, Ph.D.
Chair, CCGA

cc: Jim Chalfant, Academic Council Vice Chair
CCGA Members
Hilary Baxter, Academic Senate Executive Director
Michael LaBriola, Academic Senate Analyst
Kimberly Peterson, Academic Planning Analysis Manager
Chris Procello, Academic Planning and Research Analyst
Nicholas Dirks, Chancellor, UC Berkeley
Janet Broughton, Berkeley Vice Provost for the Faculty
Henry Brady, Dean, Goldman School of Public Policy
Benjamin Hermalin, Berkeley Academic Senate Chair
Barak Krakauer, Berkeley Academic Senate Analyst

Enclosures (1)

Date: October 1st, 2015

To: CCGA

From: Karen Duderstadt, Lead Reviewer

Master's of Public Affairs Executive Degree Program Final Report

I. Description of Proposed Program

The Master's of Public Affairs (MPA) Executive Degree Program at the University of California Berkeley (UCB) is proposing a self-supporting professional program aimed at mid-career public policy professionals both nationally and globally. The MPA program focuses on leadership, management, and executive strategies to prepare the graduates for a wide range of governmental, non-profit, and business executive positions in the U. S. and internationally.

The Executive MPA is proposed as a hybrid academic model requiring one year to complete and is designed to accommodate the mid-career professional. The program is 27 credit units with 50% of the classes offered on campus during 9 weeks in the summer requiring students in-residence at Goldman School of Public Policy (GSPP). The remainder of the classes are to be taken either on-line or face-to-face depending on the student. A Capstone project is required to complete the MPA Program.

The Executive MPA targets select public policy midcareer professionals for enrollment with ten or more years of work experience who are drawn from a domestic and international pool. The initial cohort is planned for 2016 with 15-20 students entering summer 2016 with goal for a cohort of 35-40 students annually beginning in 2018-2019. The proposed Director of the Executive MPA Program will be a tenured faculty member of the Academic Senate. The GSPP Faculty Director will be appointed part-time (25% FTE) to direct the program.

GSPP has a number of executive degree programs partnering with countries in Asia and Africa and has worked to provide targeted executive training programs internationally. The proposal states there is a strong demand for the program at GSPP as there are no comparable institutions with programs on the West Coast. During the planning and market analysis for the program proposal, the Ministry of Personnel and Training in India indicated their interest in sending at least 10 students annually to the GSPP MPA program.

The proposal distinguishes the Executive MPA from the UCB GSPP Master's of Public Policy (MPP) in several ways. The MPP program is geared at students 3 to 5 years from their undergraduate degrees and less focused on executive strategic leadership. The MPP program is a 2-year in-residence full time program. The MPP program is focused more on the conceptual and theoretical frameworks for public policy and public policy analysis.

The academic fees for the MPA program are \$55,150 for the first year of the program, inclusive of tuition and campus fees. The program plans to offer a 10% discount to those organizations that want to send a large number of students. At the proposed capacity of 35 to 40 students, the GSPP MPA program proposes to generate \$500,000 in net-operate annually to sustain the program and faculty.

II. Reviewers

The lead reviewer contacted twelve potential reviewers-both those identified in the proposal and recommendations from reviewers who declined. Eight potential reviewers declined and four reviews were obtained as of September 25th, 2015. The goal for the review was three outside reviewers and one inside reviewer. Reviews were completed by:

Faculty at University of Michigan, University of Maryland School of Public Policy, University of Virginia Frank Batten School of Leadership and Public Policy, and University of California Berkeley School of Education

III. Strengths of Proposed Program

All four reviews were in support of approving the proposal with the strengths noted as the reputation of the UCB GSPP, the outstanding faculty, the program focus on leadership and executive management, and the distinction from the current MPP program, and the plan for using both adjunct and tenure track faculty to administer the program.

IV. Limitations of Proposed Program:

Concerns expressed by the reviewers included:

- The 9 week in-residence summer program which could prove challenging for the targeted population of mid-career executives.
- The plan for full-time tenured faculty to provide the teaching for a substantial portion of the summer program at a time which faculty are traveling or focused on research.
- The balance between tenure track faculty and adjunct faculty and impact on quality of instruction and faculty workload.
- The cost of the program for mid-career professionals even with the proposed commitment of financial support for 20% of applicants by 2018-2019 academic year.

V. Concerns with SSDP:

The University Committee for Planning and Budget raised some concerns for the program proposal. They were concerned about faculty overload, the cost of tuition for the on-line, and space requirements for an additional professional summer program. They have continuing concerns about the number of self-supporting professional programs (SSPD) within UC and have requested the campus Graduate Councils review SSPD programs in two-year cycles.

Recommendation and Rationale:

As lead reviewer, I recommend we approve the proposal. The reviews obtained nationally agreed with the quality of the program proposed and the administrative plan for addressing the limitations.