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SANTA BARBARA • SANTA CRUZ

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*

January 28, 2016

AIMÉE DORR
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA

Re: Approval of Master's Degree in Social Science program at UC Los Angeles

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 Los Angeles' proposal to establish a new Master's Degree in Social Science program.

Because this is a new degree, and the Assembly of the Academic Senate is not meeting within 30 days of CCGA's approval, the Academic 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,

Handwritten signature of J. Daniel Hare in blue ink.

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

January 11, 2016

ACADEMIC COUNCIL CHAIR DAN HARE

Dear Dan:

At its December 2015 meeting, the Coordinating Committee on Graduate Affairs (CCGA) voted unanimously to approve UCLA's proposal to establish a Master's Degree in Social Science (MaSS) program. The program will be administered as an Interdisciplinary Program within the Division of Social Sciences at UCLA and housed in the division, and will be a self-supporting, one-year professional degree program (SSGDP) requiring 36 units. It will provide analytical training for research in the social sciences and target students considering pursuing doctoral study in a social science discipline who need further preparation, students entering careers for which a terminal Master's and training in social science research methods is useful, and mid-career students seeking training in social science methods and research design. It is also intended to attract international students. Such programs are not common nationally, although the University of Chicago, Columbia, and NYU each offer similar, successful Master's programs.

Four review letters from experts in the field (2 UC and 2 non-UC) were solicited by the CCGA lead reviewer, and all comment very positively on the content, appropriateness, and quality of the proposed curriculum. The year-long program is coursework intensive and includes a substantial capstone research paper, and is comparable in coverage and rigor to the similar Master's programs at the University of Chicago and Columbia University. The UCLA campus is notably well staffed with internationally renowned faculty across the Social Sciences, who will oversee the program and participate in its delivery. Some concerns were raised about accommodating students with strong quantitative backgrounds who have limited knowledge of the social sciences, and the predominance of required courses and small number of electives, although the reviewers concluded that personalization of the curriculum to match the academic training of matriculating students can be handled as the program evolves. Reviewers also raised questions about the allocation of revenues from the program, given that this will be an Interdepartmental Program; the incentive structure for faculty participation in the program; the small return to financial aid; and the sustainability of ladder rank faculty participation in the program. The University Committee on Planning and Budget (UCPB) echoed some of these concerns; and raised additional ones about how program governance will be managed by an IDP, the maintenance of campus space used by the program and the opportunity costs of such space usage to future programs, the rigor of the market analysis conducted by the proposing program, and the stated international student demand for the program.

The proposing program was asked to provide a response to the concerns enumerated by reviewers and UCPB. With respect to allocation of revenues and governance of the program, they stated that 13% of revenues will be returned to participating faculty and departments in order to support their teaching and research interests (in addition to the direct compensation of faculty participating in teaching), with the remainder used to support the maintenance and growth of the MaSS program and future program

initiatives of the Social Sciences IDP. The proposers also underscored that participating faculty will be involved in program oversight, that a faculty advisory board will review all aspects of the program, and that a Chair, appointed for 3 year terms, will report directly to the Dean of Social Sciences. The costs of facilities are covered, according to UCOP policy, in the per student campus charges detailed in the proposal. With respect to the low return to financial aid, the proposers pointed out that program fees are lower than those set by comparable programs nationally (this is confirmed independently in the review letters), that the one year vs. two year program substantially reduces costs for students, and proposed to increase the allocation of funds for financial aid in Y1 and Y2 by \$10,000 to \$35,000 annually, and to increase the amount in Y3 by \$50,000 to \$100,000 annually. They are also working with Campus Development to build an endowment fund for return to financial aid via UCLA's current Centennial Campaign. With respect to the desirable use of ladder rank faculty because of their stellar reputation but related sustainability issues due to possible overload teaching, the proposers state that only 4 ladder rank faculty a year (in addition to the Program Chair and Academic Director) out of 270 in the Division of Social Sciences will be needed to teach core courses in the program. Over twenty faculty members have stated an interest in teaching in the program and the proposal itself was developed by a group of faculty. Review letters independently confirm the stated market demand for the program, although continued attention to student recruitment and placement is deemed advisable, including hire of its own placement personnel as it grows to critical mass.

Overall, based on the submitted materials, reviewer comments, and the program response to them, CCGA finds the proposed Master's Degree in Social Science program to be academically rigorous and of high quality, with an adequate number of highly qualified faculty to deliver the program. The facilities and budgets appear sufficient, and the proposers and reviewers have made a strong case that a robust applicant pool and placement prospects for them exist. The success of the closest established program at the University of Chicago bodes well for the MaSS program at UCLA, and CCGA is pleased to support its development.

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 Los Angeles campus, CCGA submits it for formal approval by the Assembly of the Academic Senate. For your information, I have included the CCGA Lead Reviewer'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
Shane White, UCPB
Hilary Baxter Academic Senate Executive Director
Michael LaBriola, Academic Council Analyst
Kimberly Peterson, Academic Planning Analysis Manager
Chris Procello, Academic Planning and Research Analyst

Date: January 4, 2016
From: Kenneth Kletzer, Lead Reviewer
Re: Proposed degree program at UCLA - Master of Social Science (MSS)

Description of proposed degree program

The Division of Social Sciences at UCLA proposes to establish a Master of Social Science (MSS) degree program. This program would be a self-supporting program (SSGDP) one-year professional degree program requiring 36 units. The program expects to enroll about 50 students each year beginning in the third year of the program. The program will be administered as an Interdisciplinary Program within the Division of Social Sciences at UCLA and housed in the division.

The proposed program will provide analytical training for research in the social sciences. The courses will cover both qualitative and quantitative methods of research used widely in contemporary social science research. The curriculum consists of 7 common requirements plus 2 electives. The capstone requirement for the degree consists of the Major Research Paper which must be approved by an instructor in the MSS program and by two outside UCLA faculty members. The program targets three groups of potential students: students who are not adequately prepared for or uncertain about pursuing doctoral study in a social science discipline; students entering careers for which a terminal MA and training in social science research methods is useful; and mid-career students seeking training in social science methods and research design. The proposed program is also intended to attract international students. The proposal does not address whether mid-career students are likely to be attracted to a full-time program.

Similar programs in methods of social science are uncommon, although the University of Chicago, Columbia, and NYU each offer successful MA programs. The MA in Social Sciences at Chicago enrolls from 150-240 students per year in a one-year program, and the MA in Quantitative Methods in Social Sciences at Columbia enrolls about 55 students per year in both a one-year and a two-year program.

Four external review letters (solicited by the lead reviewer for CCGA) all comment positively on the content, appropriateness, and quality of the proposed curriculum. Some concerns are raised about accommodating students with strong quantitative backgrounds who have limited knowledge of the social sciences. The reviewers conclude that personalization of the curriculum to match the academic training of matriculating students can be handled as the program evolves. One reviewer commented on the predominance of required courses and small number of electives.

Relationship to other UCLA programs

The on-campus reviews of the proposal considered the relationship to the other programs at UCLA, particularly the Master of Public Policy. The MPP program prepares students for careers in public policy. The proposed MSS program will prepare students to pursue doctoral programs in the social sciences or provide quantitative and qualitative skills for private or public sector careers involving social science research. The programs offer very different curricula, and it is unlikely that a MSS program will impact applications or enrollments in the MPP program. The proposed program is similarly unlikely to compete with the Master in Public Health.

Relationship to programs at other UC institutions

The UC system does not have a similar program.

Faculty and other resources

The IDP will be administered by a Chair drawn from the ladder-rank faculty in the Division of Social Sciences and a non-ladder-rank Academic Director. The Chair will teach one course in the MSS program per annum, and the Academic Director will teach two courses per annum. The Academic Director is appointed to a dedicated full-time position and will not be drawn from the ladder faculty of the division. The four additional required courses will be taught by adjunct faculty, lecturers, or ladder-rank faculty. Participation by ladder-rank faculty will be on an overload basis, compensated per course. Two of the core courses, MSS 200A and B (Social Science Research and Perspectives), will include guest lecturers from the UCLA faculty who will be compensated in research funds. The capstone Major Research Paper will be evaluated by three faculty members, one of these will be the instructor for MSS 220 (Research Design) and the other two will be appointed from the Division of Social Sciences faculty at large. The outside faculty reviewers will be compensated with research funds.

Two of the four external reviewers raise concerns that sufficient ladder-rank faculty participation may not materialize for overload teaching and research paper evaluation under the IDP structure. The planned approach pays ladder-rank faculty per service rendered. Faculty may not realize collective benefits to participation in an IDP self-supporting program in contrast to a department sponsored program. One possibility is that the program devolves to an adjunct lecturer staffed one. A strong positive for the proposed program to all four reviewers is the strength of UCLA's faculty in the social sciences who could be teaching in it.

The proposal states the new program will use existing space. The IDP should need some dedicated space, at the very least for the Academic Director. Career placement will rely on the UCLA Career Center.

Chronology of review process

The proposal was submitted to the CCGA on April 30, 2015, and the lead reviewer was assigned at the meeting of May 6, 2015. The first reading of the proposal did not reveal any need to request revisions or additions.

The lead contact for the proposal was Juliet Williams, Associate Dean of Social Sciences. Williams was asked to provide suggestions of possible reviewers for the proposal on June 12, 2015. Suggestions were received June 16, 2015. The Dean of Social Sciences at UCLA, Alessandro Duranti, contacted the lead reviewer for CCGA on August 4, 2015 taking up the role of lead contact for CCGA.

A total of 6 potential reviewers were contacted until 4 reviewers accepted. Two of there were internal (from UC campuses other than UCSD) and two were from outside the UC system. All four reviewers accepted between July 10, 2015 and July 15, 2015. The first review was received on July 29, 2015 and the last on October 27, 2015. All four reviewers have administrative experience, three as deans of various ranks and one as director of a similar program. All four have career-long experience teaching social science methods and advising graduate students.

The proposal was discussed at the CCGA meetings of October 7, 2015 and November 4, 2015. Because the UCLA MSS program is proposed as a SSGDP, the chair of CCGA asked University Committee on Planning and Budget (UCPB) to review the proposal. A review from UCPB was received on November 3, 2015 and discussed that the CCGA meeting of November 4, 2015.

The lead reviewer contacted Dean Duranti with a round of questions based on the discussion at the CCGA meeting on October 7, 2015, the four review letters, and the draft letter from UCPB on November 2, 2015. A response to the questions from Dean Duranti was received on November 10, 2015.

CCGA discussed the proposal at its meeting of December 2, 2015. The Committee had no remaining concerns about the proposal or the proposed program. By unanimous vote of the eligible members of the CCGA the establishment of the degree was approved.

Adequacy of the proposed program (assessed with respect to CCGA's review criteria)

Quality and academic rigor of the program

The program offers an excellent curriculum in analytical methods of social science research. All of the external reviewers found that the proposed courses and requirements meet the quality standards of the University of California. The program is comparable in coverage and rigor to the similar Master programs at the University of Chicago and Columbia University. It differs some by balancing training in quantitative and qualitative research skills. The year-long program is coursework intensive and includes a substantial capstone research paper. CCGA is confident that the curriculum meets the standards of rigor, quality, and coherence of purpose for a UC quality program. CCGA was enthusiastic about the curriculum coverage and rigor.

Adequacy and expertise of the faculty

The UCLA campus has an internationally renowned faculty across the Social Sciences. The program will take advantage of the UCLA faculty to lead the program (as Program Chair), although participation by ladder-rank faculty in the IDP will depend on the incentives offered for overload teaching. The UC's experience with SSGDPs outside the business schools to date is short, so that projections regarding the success of per-course payment for attracting ladder faculty to teach in SSGDP cannot be made. As noted by the outside reviewers, the proposal relies on the participation of regular faculty appointees teaching courses and advising the capstone research paper compensated on an overload basis.

The success of the program may depend on lecturer appointees. Because the MaSS is an IDP, the Dean of Social Sciences should pay careful attention to staffing to ensure that students enrolling in the self-supporting program have access to UCLA faculty and receive instruction from outstanding scholars. CCGA is satisfied with Dean Duranti's response to its question regarding teaching faculty (Comment 4 below).

Adequacy of facilities and budgets

The proposal states that no new facilities are needed. The program will need modest office space in the Social Sciences division. CCGA judges the budget to be appropriate and feasible. The primary concern that arose in discussion was the return to financial aid. The response of Dean Duranti to our Comment 3 below resolved this concern. The revised (per the November 10, 2015 memorandum from Dean Duranti) budget for student financial aid provides excellent support for the first three years and plans for financial aid in the steady state are sufficient.

Applicant pool and placement prospects for program graduates

The prospective applicants for the MaSS includes students seeking social science research skills for careers in market research, public administration and similar occupations. Applicants will also include students who lack adequate analytical training for Ph.D. programs in the social sciences. Enrolled students in the few similar Master programs are a mix of these two groups. The program curriculum is naturally geared for both groups; they need the same training. The market analysis of the pool of career-oriented applicants reveals good prospects for this part of the pool. The pool of students seeking to

upgrade their quantitative skills for Ph.D. study offers very good prospects for enrollments. The competing programs have higher tuition fees, but also offer significant financial aid to such students. The success of the closest established program at the University of Chicago bodes well for the MaSS program at UCLA.

Placement prospects for graduates who seek private and public careers using the quantitative and qualitative to be taught in the MaSS program are promising. The documentation of potential placements is limited but reasonable.

Reviewer concerns and proposer responses

On November 2, 2015, the lead reviewer sent comments and questions regarding four areas of concern to Dean Duranti. His response was received November 10, 2015. The comments/questions (in italics) and answers are as follows:

Comment 1 - The MaSS program is somewhat unusual for a SSP in that it is an Interdisciplinary Program not housed in an existing department. How will revenues generated by the program be allocated and to what uses?

Response –As a self-supporting program, our primary goal is not to generate revenue, but rather to create a worthwhile educational experience for enrolled students while meaningfully contributing to the enhancement of research and teaching activities in the Division. In light of these priorities, we have devised a fee structure that will guarantee that all of the program costs are covered, while providing increased support for continued academic excellence at UCLA. Towards this end, at least 13% of the revenues generated by student tuition will be returned directly to participating departments and faculty, in addition to the compensation offered to individual faculty for teaching on an overload basis; we expect that these funds will support research and teaching activities of interest to faculty and students alike. Surplus revenue will be returned to the MaSS program to support its continued growth through programmatic development, outreach efforts, and increased financial aid for students. Any surplus revenues also may be used to expand the activities and offerings of the Social Sciences IDP, for example, through the creation of new educational initiatives at the divisional level.

Comment 2 - Faculty participating in the program are to be paid for each discrete contribution made to the program (for example, paid an honorarium for each capstone research paper examined). How will this incentive scheme encourage contributing to a common purpose and the overall needs of the program? One reviewer raised the concern that pay-per-task compensation could lead to cronyism in the assignment of teaching and supervision.

Response – In recruiting faculty to teach in the MaSS program, we will seek out instructors interested in contributing to the ongoing development of the program. The design of the MaSS program requires all participating faculty instructors to collaborate in the teaching of the core courses to insure that students have a coherent and integrated learning experience. We will organize regular meetings throughout the year with all program instructors to insure continuity and communication across the courses, and all instructors will be actively encouraged to play a central role in developing the program's curriculum and broader vision. Regarding the potential for abuse, it is important to underscore that MaSS will be a self-supporting program, but not a free-standing one. All program activities, including instruction, will be overseen by a Chair, to be appointed for a term of 3-years. In addition, the faculty advisory will be charged with reviewing all aspects of the program, including teaching assignments and other compensated activities. The program chair will report to the Dean regularly, and the program itself will be periodically reviewed by various campus agencies as detailed in the proposal.

***Comment 3** - The proposed return to financial aid is quite small (less than 10 percent). The proposal does not appear to respond to concerns about financial aid and return on investment raised in the UCLA CPB review (February 11, 2015, included with the proposal). External reviews also note that prospective financial aid is low. Can you address concerns that the allocation of funds to financial aid is too low?*

Response – We recognize that the success of our program will depend on our ability to recruit a diverse student body, and we are committed to lessening the financial strain facing our students. Here, we take a two-pronged approach. First, we have sought to address the need for financial aid by proposing fees that are substantially lower than what our competitors currently charge; our proposed tuition is at least 30% less than that of the Chicago, NYU, and Columbia programs. At the same time, the fact that ours is a 1-year as opposed to a 2-year program, as many other MAs are, significantly reduces the cost to students of obtaining the degree. Keeping our fees relatively low means that we will forgo potential revenue, but we agree that building up our financial aid funds must be a top priority of the program moving forward. In response to your concern, we propose to increase the allocation of funds for financial aid in Y1 and Y2 by \$10,000 to \$35,000 annually, and to increase the amount in Y3 by \$50,000 to \$100,000 annually. It is worth noting as well that the proposed launch of the MaSS program is set to coincide with the UCLA Centennial Campaign. We already have been working closely with our campus development officers to insure that information about the MaSS program can be included in their outreach and fundraising efforts, and they are hopeful that this program will attract interest from the donor community. Our aim in the campaign is to create an endowment that will provide individual donors and foundations with the opportunity to fund named fellowships for MaSS students, particularly URMs and other disadvantaged students.

***Comment 4** - The proposal states the desire is to have ladder faculty teach most courses other than the two taught by the Academic Program Director, but there seems to be no guarantee that an appropriate balance can be maintained as ladder faculty, with the exception of the Program Chair, will teach on overload. Some external reviewers were concerned that the program could devolve to hiring adjunct faculty impairing the benefits of drawing on the global reputation of UCLA's ladder faculty in the Social Sciences. One reviewer suggested fund-raising to endow post-doctoral teaching fellows as a superior alternative to adjunct professors.*

Response – We recognize that the successful recruitment of stellar faculty instructors will be essential to insure the academic integrity and success of the MaSS program. We are confident that we will be able to do so given that the program will need to recruit on an annual basis only 4 ladder faculty members, out of the nearly 270 faculty currently appointed in Division of Social Sciences, to each teach one core course per year (in addition to the program Chair and Academic Director teaching contributions). The fact that the MaSS proposal has been so thoroughly vetted on campus stands as further reassurance in this regard. Note that this proposal originally was developed by a faculty committee that included representatives from departments across the Division; the proposal then was discussed in departmental faculty meetings in departments in the Division; next it was reviewed by several campus committees and subcommittees, including the Undergraduate Council, the Graduate Council, the Council on Planning and Budget, and the Faculty Executive Council. Additionally, there were individual consultations with more than 20 faculty members who expressed interest in participating in the program. The feedback we have consistently received throughout this process is that the compensation the program proposes to offer for teaching core courses is considered quite generous and that many faculty would welcome the opportunity to teach in the program on these terms. Based on this feedback, we do not anticipate at this time that it will be necessary to secure funds to support post-doctoral teaching fellows. However, we certainly will keep in mind the idea of creating a dedicated endowment to guarantee that we have the highest possible caliber of instruction in the program.

Recommendation of CCGA

CCGA decided to approve the proposal. This decision was based on the unanimous vote of eligible members in attendance at the meeting of December 2, 2015.

The proposal makes a compelling case for establishing the Master of Social Sciences degree in the Division of Social Sciences at UCLA. CCGA regards the updated budget for financial aid provided in the dean's response as part of the approved proposal.

Documents supporting this final report (posted to the CCGA web resource, SharePoint)

1. UCLA – Proposal for a Master of Social Sciences, Submitted April 30, 2015
2. UCLA – Response to CCGA Questions Regarding Master of Social Sciences Proposal, November 10, 2015
3. UCPB – Review of Master of Social Sciences Proposal, November 3, 2015
4. Review Letters