



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

March 9, 2020

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

Re: UC Washington Center Current State Assessment Report

Dear Michael,

As you requested, I distributed for systemwide Academic Senate review the Current State Assessment Report for the UC Washington Center (UCDC). Eight Academic Senate divisions (UCB, UCD, UCM, UCR, UCSB, UCSD, and UCSC) and three systemwide committees (UCAF, UCEP, and UCORP) submitted comments. These comments were discussed at Academic Council's February 26, 2020 meeting and are attached for your reference.

We understand that UCDC is a systemwide academic program offering a credit-bearing, experiential learning program in Washington, DC that can accommodate up to 276 residential students per quarter term. The UCDC program combines classroom instruction with a part-time internship in Washington. UCDC enrolls students from all nine undergraduate UC campuses as well as several non-UC universities. UCOP is the sole administrator, owns the 11-story building that houses UCDC, and has full budgetary and management responsibility over the building.

Senate reviewers noted that UCDC has been a transformative experience for many students and also enhances the University's visibility and reputation in the nation's capital. They expressed strong support for the continued existence of a UC program in Washington that has high quality teaching, research, and advocacy programs.

The report notes that UCDC faces challenges related to its funding sources, facilities management, and administrative operations, and needs a more sustainable funding model to remain financially viable. However, because the report does not include sufficient detail about these financial challenges or a clear accounting of spending, many reviewers were frustrated by the impossibility of undertaking a full assessment of UCDC's financial health. One reviewer calculated that UCDC spends \$41,000 per student FTE, but still has substantial projected deficits. If those calculations are accurate, Council suggests that the UCDC Governing Board focus future efforts on an analysis of the operational issues that produce these costs and make recommendations for meaningful cost reduction, as appropriate. In addition, there was strong support for the recommendation that UCDC remain under the aegis of UCOP, as distinct from being hosted on one UC campus. While there was strong support for UCDC to remain within UCOP, a number of reviewers recommended additional research into the possible budgetary and

administrative benefits for transitioning the administrative oversight of UCDC to a campus, or to a joint campus-UCOP oversight structure.

Currently, UCDC is exclusively an undergraduate program, and reviewers noted that it is important for UCDC to increase its connections to the University's graduate education and research missions. Council strongly supports new pathways for graduate students to conduct research and complete internships through UCDC. Council also agreed with reviewers that UCDC should broaden its curricular offerings beyond political science and related fields.

Reviewers are concerned that, in recent years, as many as one quarter of the students living at UCDC were from a consortium of non-UC universities. Council recommends that UCDC explore options for unwinding the consortium, and ensuring that all UCDC beds are filled with tuition-paying UC students. Significant outreach to the campuses will be needed to accomplish this.

Many reviewers also noted that all students—that is, those reflecting the diversity of the UC system and those with a wide range of backgrounds—should have access to UCDC. However, the report provides no demographic information about UCDC students, making it difficult to determine the program's success in diversity, equity, and inclusion. There was particular concern about the accessibility of UCDC to lower income students, given that the additional cost of at least \$2,000 to participate in the program, versus remaining at their home campus, is not insignificant. Council requests demographic information about UCDC participants and also recommends a full DEI analysis of the program. Reviewers also suggest that UCDC explore the possibility of offering paid internships to make the program more viable for students who would normally need to work part time to make ends meet. Council also encourages UCDC to explore options for allowing students from quarter-system campuses to participate in 14-week internships.

UCDC is a systemwide academic program and reviewers expressed concern that UCDC courses and instructors are not reviewed by Senate committees. This means that UCDC offerings are not being treated as academic programs in relation to shared governance and academic oversight. Reviewers recommend instituting a course approval process similar to that used for regular campus courses or for Extension courses. Additionally, the Academic Advisory Council of UCDC should schedule meetings to ensure the participation of its UCEP representative since this scheduling conflict has meant a lack of strong Senate engagement and responsibilities for shared governance in this specific case. Finally, reviewers feel there would be value in a more systematic assessment of the quality of students' academic and internship experiences, similar to that of program reviews conducted at UC campuses.

In sum, Council values the UCDC program greatly, and offers these comments in the spirit of improving it so that it better serves both graduate and undergraduate students in a more effective way. Please do not hesitate to contact me if you have additional questions.

Sincerely,



Kum-Kum Bhavnani, Chair
Academic Council

cc: Chief of Staff to the Provost Peterson
Academic Council
Senate Directors



320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

February 19, 2020

KUM-KUM BHAVNANI
Chair, Academic Council

Subject: Comments on the Current State Assessment Report and Proposal for Future State, for the UC Washington Center

Dear Kum-Kum,

On February 10, 2020, the Divisional Council (DIVCO) of the Berkeley Division discussed the *Current State Assessment Report and Proposal for Future State*, for the UC Washington Center (UCDC). The Committees on Academic Planning and Resource Allocation (CAPRA); Courses of Instruction (COCI); Diversity, Equity, and Campus Climate (DECC); Graduate Council (GC); Research (COR); and Undergraduate Council (UGC) reviewed the report and provided comments (see attached). DIVCO supports the presence of a UC program in Washington, D.C., and the discussion in DIVCO and the committee reports highlight some areas of concern.

CAPRA questions if the Washington Center would be more effective at attracting students and more cost-effective if it was managed by a campus. CAPRA also comments that the report is too lengthy and too broad to allow members to review it thoroughly, and suggests shorter reports for future reviews.

COCI's main concern includes the anxiety students have with the application of the program's credits toward their undergraduate degree and their major. DIVCO suggests that a "pre-petition" procedure, similar to study abroad courses. Students would obtain approval from their major program regarding the UCDC courses prior to going to Washington, D.C. This will improve time-to-degree rates.

DECC encourages that demographic statistics are collected and reported to verify that the UCDC participants reflect the population of the UC system. This information will apprise UCDC administration if all students have access to the program. In addition, DECC describes the concern of financial aid for the program and additional expenses that may deter students from applying to UCDC.

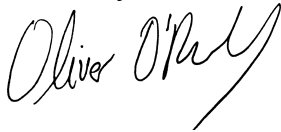
Both GC and COR comment that there is a lack of graduate education and highlighted that graduate students were included in the original 1999 business plan. This is a

missed opportunity for graduate research, research fellowships, and teaching assistantships for the undergraduate program. In addition, broader research can be encouraged and can be expanded from public policy to the museums, National Archives, and National Institutes of Health. GC describes that the UCDC website mentioned a law program, but is not included in the report. Additionally, COR suggests to expand the role of UCDC to host UC Berkeley faculty when they are in Washington D.C. This can provide an opportunity to learn about current Berkeley research through a series of lectures for minimal resources.

UGC is concerned with the uncertain financial logic, especially with many beds unfilled. Also, UGC questions the proposal to routinize 14-week internship, when most UC campuses are on a quarter system.

Thank you for the opportunity to comment. Please see the enclosures for additional information and suggestions. If you have any questions, please don't hesitate to contact me.

Sincerely,



Oliver O'Reilly
Chair, Berkeley Division of the Academic Senate
Professor of Mechanical Engineering

Enclosures (6)

cc: Paul Fine, Chair, Committee on Academic Planning and Resource Allocation
Robert Ashmore, Chair, Committee on Courses of Instruction
David Ahn, Chair, Committee on Diversity, Equity, and Campus Climate
John Battles, Chair, Graduate Council
John Colford, Chair, Committee on Research
Jonah Levy, Chair, Undergraduate Council
Sumei Quiggle, Associate Director staffing Graduate Council and Undergraduate Council
Deborah Dobin, Senate Analyst, Committee on Academic Planning and Resource Allocation; and Committee on Research
Sumali Tuchrello, Senate Analyst, Committee on Courses of Instruction
Linda Corley, Senate Analyst, Committee on Diversity, Equity, and Campus Climate



February 5, 2020

PROFESSOR OLIVER O'REILLY
Chair, Berkeley Division of the Academic Senate

Re: CAPRA comments on Systemwide Review of the UC Washington Center

At its February 5th meeting, CAPRA discussed the Systemwide review of the UC Washington Center. Members discussed the report in the context of the larger review of UCOP programs, and noted that the Washington Center was formed by a merger of campus-based programs just 10 years ago. CAPRA strongly supports the presence of a UC program in Washington, DC, and commends the program for the teaching, research, and advocacy programs it offers. The questions at hand, from the committee's perspective, are whether the Washington Center would be more effective at attracting students and more cost-effective if it were managed by a campus instead of by UCOP. A possible model for the latter would be the UC Education Abroad Program, which is systemwide but administered by UC Santa Barbara. CAPRA members speculated that if the UCDC were housed at a campus, it might be easier to increase UC student participation in the program and recruit more faculty to be involved.

The report is lengthy and thorough (in CAPRA's opinion, too lengthy and broad to allow members to review it thoroughly and be effective in giving constructive feedback), and the writers have clearly outlined and explained the current situation, challenges, and possible options for the future. CAPRA members don't feel that they are able to provide input that would be helpful to those with much greater and more thorough understanding of the issues. Thus, the committee defers to those at UCOP and on the campuses, who are closer to and more knowledgeable about the issues involved, to make a determination on the future of the Center.

Thank you for asking CAPRA to comment on this report.

With best regards,

Paul Fine, Chair
Committee on Academic Planning and Resource Allocation



320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

January 23, 2020

OLIVER O'REILLY
Chair, Berkeley Division

RE: UCDC Program Review

Dear Oliver,

At its meeting on January 17th, the Committee on Courses of Instruction (COCI) discussed the systemwide review of the UC Washington Center (UCDC) program and associated Huron Report. Members only had one suggestion for improvement.

It has been the experience of several COCI members that students participating in the UCDC program occasionally face a degree of avoidable anxiety related to the application of the program's credits toward their Berkeley degree. While it is well understood that courses completed in UCDC will be credited towards a student's overarching UC degree unit requirements, credit towards their individual major and/or minor programs is often less transparent. It was suggested that the Berkeley campus utilize a "pre-petition" procedure, such as the one used for study abroad courses that are not originated at Berkeley. Students would need to get approval from their major and/or minor program to use specific UCDC courses for program credit prior to embarking on the program. Ensuring in this way that students do not end up needing to duplicate similar work in the UCDC program and here in Berkeley might serve to alleviate some student concerns, and perhaps to some degree improve overall time-to-graduation numbers.

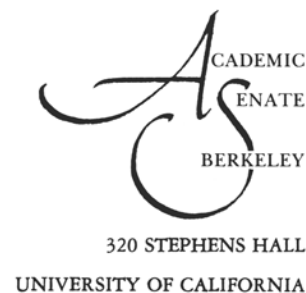
Please do not hesitate to let me know if there are any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert Ashmore'.

Robert Ashmore, Chair
Committee on Courses of Instruction

RA/st



February 6, 2020

PROFESSOR OLIVER O'REILLY
Chair, 2019-2020 Berkeley Division of the Academic Senate

Re: DECC's Comments on the UC Washington Center Review

As requested, Committee on Diversity, Equity, and Campus Climate (DECC) reviewed and discussed the documents reviewing the UC Washington Center at our meeting on January 30, 2020. The committee is supportive of the program, and are heartened to see efforts to improve and extend it. Faculty members related anecdotes of their own students who participated in the program and came back with so much energy and enthusiasm.

We noticed that no demographic statistics for the program are reported. We think it is important to verify that the population of participants reflects the population of the UC system to ensure that all students have access to the program.

We also have concerns with the financial aid for the program. It is true that the costs are similar to the costs of attending a home campus. However, the reports mention that there are additional expenses like airfare and clothing for internships. They also mention that these expenses have been a concern for students, and have deterred some students who might otherwise have been interested in UCDC. These seemingly small expenses are even more important to lower-income students, and as an equity issue we encourage the system to add additional costs like airfare and clothing in computing financial aid need for students in this program.

Sincerely,

A handwritten signature in dark ink, appearing to read 'DAhn'.

David Ahn
Chair, Committee on Diversity, Equity, and Campus Climate

DA/lc



February 5, 2020

OLIVER O'REILLY
Chair, Berkeley Division

*Re: Graduate Council comments on the Current State Assessment Report
and Proposal for Future State for the UC Washington Center*

Dear Chair O'Reilly,

At our February 3 meeting, the Graduate Council (GC) discussed the UC Washington Center Report, focusing on the proposed vision statement and Provost Brown's recommendations as they pertain to graduate education.

Vision Statement for UCDC and how it pertains to graduate students

The original vision for UCDC outlined in the 1999 business plan included opportunities for graduate students in the form of research fellowships and teaching assistantships for the undergraduate program. The TAs were supported for the 2010-11 year, pulling about one from each of the UC campuses, but this funding tapered off and is nonexistent right now. Currently the focus is exclusively on undergraduates.

Provost Brown's proposed vision statement:

Vision:

The University of California Washington Center (UCDC) will be the University of California's footprint in the nation's capital, furthering this world-leading public university's presence in the national public policy community and providing a world-class academic environment in which University of California students, in a uniquely residential setting, learn from the nation's public servants how to be trustworthy and effective civic servants.

This vision's specific focus on national public policy misses the broader benefit that UCDC could serve in advancing what UCOP offers our graduate students, which in the DC area is far broader than national public policy. For example, UCDC could provide a foundation for supporting graduate students doing research at the National Museums, National Archives, internships at the National Institutes of Health, US Patent & Trademark Office, National Science Foundation, Endowment for the Humanities, etc. Many UC graduate students spend time in DC as part of their scholarship and data collection (e.g., 1-3 weeks for data collection at a national museum or 3 months for an internship). UCDC could provide a UC DC-based

resource in terms of affordable housing accessible to key archives and agencies that would greatly facilitate their efforts.

The Provost's Recommendations as they pertain to graduate students

One of Provost Brown's main recommendations is to focus on serving only UC students. This shift would open up significant opportunities for graduate students; GC suggests that some proportion of UCOP's contribution be used to support graduate students who have a need to carry out some of their graduate school work in Washington DC (e.g., research, professional development).

Provost Brown's suggestions as they pertain to graduate students are listed in Table 32. He has three recommendations:

- 1) Establish teaching assistantships
- 2) Establish residential assistantships
- 3) Establish graduate fellowships

Generally speaking, GC supports all three of these, but we feel that there is a bit of a missed opportunity in the specific wording and framing.

Summary of our recommendations

We see a significant amount of possibility for UC to support our graduate students with the UCDC/UC Washington Center. We recommend that the graduate student training component be represented in the advisory committees to help identify where these opportunities lie, and how to utilize UC's GSI program. We recommend that the disciplinary focus be allowed to broaden for the graduate level, and be aimed at providing support for UC graduate students who are in DC for short-term research trips and internships. At the very minimum, opening up the unoccupied residential units to UC graduate students on short-term trips to DC would provide significant support to our students while also bringing in funds to the housing/residential part of the UCDC program. We are keen to see other opportunities be developed, and would be interested to work with UCOP to develop ideas for how to better utilize the UC Washington Center for UC's graduate students.

More specifics on our recommendations

- 1) **Bring in a graduate student-training perspective to the leadership at all three levels:**
 - a. Include a Dean or Associate Dean of the Graduate Division from one of the UC campuses on the **Governing Council**, as the emphasis right now is on undergraduate education, administration, and political science as an academic discipline. (Representatives from 9 of the 10 campuses, UCSF is not involved)
 - b. Consider adding someone who could represent TAs/GSIs on the **Academic Advisory Committee**, as they could help identify ways to integrate these positions into UCDC's undergraduate mission. Utilizing within-UC

personnel (graduate students) would likely reduce the administrative burden of recruiting and hiring/paying instructors in DC.

- c. Each of the 9 UCs involved in UCDC have a **campus faculty director**. This person is primarily drawn from the discipline of political science. Consider adding an assistant/associate faculty director on each campus from the humanities and/or the sciences, as this would help to draw graduate students from those parts of campus to the UCDC resource and help to develop new ideas for the utilization of the UCDC program.

- 2) As part of the report's recommendation to evaluate the size, structure, and responsibilities of the internship team (page 117/160), **we recommend investing in a DC-located staff person to serve as a point of contact for graduate students** pursuing internships and research trips to the DC area. Over the longer-term, this staff person could identify ways that graduate students could be more integrated into UCDC as time goes on.

- 3) Specific opportunities for graduate students:

- a. Hire UC GSIs to teach a seminar in exchange for housing and a stipend. Much like the undergraduate students, this would then give the graduate student 4 days a week to do their research in the DC area and be supported through their teaching (as if they were at their home campus). *This is in line with a recommendation already in the report, ID 18 in Table 32 (page 97/160) but frames it around the opportunity to do other professional development activities in DC while using a GSI for support.*
- b. Broaden the concept of the type of graduate students who could serve as residential part-time staff. As currently envisioned, this focuses on Masters students interested in doing an internship with the Association of College and University Housing Officers. The graduate student interest in these part-time residential staff positions is likely more broad.
- c. Allow graduate students with short-term research in the DC area to stay in the housing when there is space available, either at a very reduced rate or for free. (For example, the UCDC building has trouble filling residential rooms during the Winter term, but this is a time when UC grad students may benefit from being in DC for their short-term research projects and could use the empty/hard-to-fill space, as campuses don't always fill their quotas.)
 - i. There are two UCDC scholarships for undergraduates. These provide \$1,500 to \$2,500 to about 15 undergrads per year. One fund-raising opportunity might be to support a fellowship that graduate students could apply for to cover their housing costs while doing research in DC.

Question

The UCDC.edu website has a page dedicated to the “UCDC Law Program” that “offer[s] law students a [four-month]...opportunity to learn how federal statutes, regulations, and policies are made...in the nation’s capital.” The website notes that 15-35 students participate in this. However, this program does not seem to appear in the report.

Sincerely,

A handwritten signature in cursive script that reads "John J. Battles". The ink is dark and the signature is written in a fluid, connected style.

John J. Battles
Chair, Graduate Council



February 3, 2020

PROFESSOR OLIVER O'REILLY
Chair, Berkeley Division of the Academic Senate

Re: COR comments on Systemwide Review of the UC Washington Center

At its January 29th meeting, COR discussed the Systemwide review of the UC Washington Center. Members noted that research doesn't seem like a high priority of the Center; this makes sense, given that the Center is focused on undergraduate education, and there is not a graduate student presence there.

The committee suggests that it might be useful, without a lot of additional resources, to expand the role of the Center to host UC Berkeley faculty when they are visiting the area. That could provide an opportunity for students and even the public to learn about current Berkeley research through a series of occasional lectures.

Thank you for asking COR to comment on this report.

With best regards,



John Colford, Chair
Committee on Research



February 7, 2020

PROFESSOR OLIVER O'REILLY
Chair, Berkeley Division of the Academic Senate

*Re: UGC comments on the UC Washington Center (UCDC)
Current State Assessment Report and Proposal for Future State*

Dear Chair O'Reilly,

The Undergraduate Council (UGC) discussed Provost Michael Brown's "UC Washington Center Current State Assessment Report and Proposal for Future State" at its February 4, 2020 meeting. UGC is happy to see that UCDC has maintained a high-quality undergraduate academic and internship program. UGC is also pleased that UCDC is thinking about how to improve its organization and put the program on a financially sustainable path. One issue that emerged is that the Brown report covers many different aspects of the program and UGC members found it difficult to determine which were the most important recommendations and which were more tangential. Still, UCC had a lively discussion, and members agreed on several points.

1. UGC concurs with the Brown report that more needs to be done to offset the costs associated with participation in the UCDC program, such as travel to and from DC, local transportation, cold weather, and business attire. For many students, these additional costs make it difficult to participate in the program. UGC encourages improvement in financial aid, in particular, reconsideration of the terms of the Presidential Fellowship, which currently simply replaces existing loans for students who have more than \$2,500 in aid. For students most in need of support, this award should be additive.

2. UGC endorses the Brown report's recommendation to separate the Building and Housing Services team into discrete teams, one focused on UCDC's physical plant and building operations, and the other on student housing, orientations, and co-curricular programming.

3. UGC supports the gist of the proposed Vision Statement but would modify the ending to draw more attention to the role of internships in the program and drop the somewhat condescending suggestion that students need to be taught “how to be trustworthy.”

Keep: “The University of California Washington Center (UCDC) will be the University of California’s footprint in the nation’s capital, furthering this world-leading public university’s presence in the national public policy community and providing a world-class academic environment in which University of California students, ...

Drop: “... in a uniquely residential setting, learn from the nation’s public servants how to be trustworthy and effective civic servants.”

Replace with: “... living together in an ideally situated residential setting, undertake internships in leading DC institutions and learn from renowned practitioners and public servants.”

Suggested version: “The University of California Washington Center (UCDC) will be the University of California’s footprint in the nation’s capital, furthering this world-leading public university’s presence in the national public policy community and providing a world-class academic environment in which University of California students, living together in an ideally situated residential setting, undertake internships in leading DC institutions and learn from renowned practitioners and public servants.”

4. UGC is concerned about the financial logic of the Brown report’s recommendations. The report notes that the UCDC program does not enroll enough students to fill all 276 beds at its residential facility. Although the 50 or so students from non-UC universities who live in the UCDC dorm pay rent, they do not pay tuition. The Brown report recommends filling all of the beds with UC students, which would pretty much balance UCDC’s budget. At the same time, the report notes that the quota system requiring each UC to provide a certain number of students each semester (or pay for them even if they do not attend) is a source of tension and recommends eliminating this system. While sympathetic to the argument that the quota system is problematic, UGC believes that the time to eliminate it would be once all the beds have been filled by UC students. To do so now risks expanding the program’s operating deficit.

5. UGC is not entirely sure how to evaluate the proposals of the Brown report to transition to a single host campus and the question of whether to have that campus be UC or a local DC university (e.g., George Washington, in very close proximity to UCDC, or Georgetown). UGC understands the case for administrative simplification and avoiding duplication of certain administrative systems, but members feel that we do not have enough information about how this administrative reform would work to offer a solid opinion. UGC members lean toward partnering with one of the local universities for student services, as opposed to with a UC located 3,000 miles away. Again, though, we do not have a clear enough sense of how the new organizational arrangement would work to feel confident of our judgment. Finally, UGC is concerned about the financial risk that a UC could potentially incur if it assumed responsibility for the program, especially if the quota system were repealed. The (as yet unspecified) details of the financial arrangement would be crucial to the success of the reform.

6. UGC would like clarification about the proposal to routinize 14-week (or longer) internships for all UC students. Most DC internships run for one semester (14 weeks), but 7 of the 9 UCs are on the quarter system (10 weeks), and these students are harder to place. The Brown report recommends adopting the 14-week standard for all students, but does not specify how students on the quarter system are supposed to handle this requirement. Would they have to spend two quarters in DC? Would they be expected to miss the beginning and/or end of the quarters in their home institutions in order to be in DC for 14 weeks while being away for only one quarter? UGC believes that it is critical to address this issue before requiring students to commit to 14-week internships. UGC is concerned that such a requirement, in combination with the elimination of quotas, might lead to a substantial drop in the number of UC students participating in the program, undermining the program's finances.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jonah Levy".

Jonah Levy

Chair, Undergraduate Council



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February 18, 2020

Kum-Kum Bhavnani
Chair, Academic Council

RE: UC Washington Center Review

Dear Kum-Kum:

The *Current State Assessment Report and Proposal for Future State* for the UC Washington Center (referred to as UCDC) was forwarded to all standing committees of the Davis Division of the Academic Senate. Four committees responded: Graduate Council, Planning and Budget (CPB), Undergraduate Council (UGC) and the Faculty Executive Committee of the College of Letters and Science (L&S).

Committees commend the programmatic value of UCDC. UGC recommends two improvements. First, UGC notes that the process for academic program review at UCDC is unclear; there would be value in a more “systematic assessment of the quality of students’ academic and internship experiences,” similar to that of program reviews conducted at UC Davis and other campuses. Second, UGC recommends that UCDC continue to improve its internship program since it is so crucial to UCDC’s programming and students’ experiences; the internship database and increased staffing are good first steps. Graduate Council supports the report’s recommendations for graduate student opportunities, provided that “the most relevant graduate programs (e.g., Political Science, Public Policy) are enthusiastic about this future opportunity.”

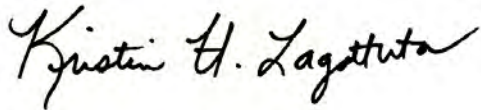
CPB analyzed UCDC’s financial situation. CPB notes that the report’s financial charts and tables are inconsistent (CPB’s detailed analysis is enclosed). To rectify this, CPB recommends that UCDC “present one cohesive financial projection with all revenues and expenses included, otherwise it is difficult to understand the magnitude of the surplus or deficit.” CPB concurs with the report’s conclusion (page 0107) of the need for a “stable, sustainable funding model if UCDC is to remain financially viable in its current state.” Accordingly, CPB agrees with all future suggestions in Table 34 (page 0108) but specifically recommends that “simplifying [UCDC’s] accounting structure, both to improve collective understanding and administrative efficiency, is an appropriate and relatively low effort place to start.”

Lastly, CPB and L&S commented on UCDC’s administrative structure. CPB believes there is merit in a campus administering UCDC either jointly with, or instead of, the UC Office of the President: “A campus is a natural home to administer academic, advising, articulation requirements, and other student services,” writes CPB. “However, UCDC has significant capital cost obligations, and its idea

of generating additional revenue by filling all beds with UC students would take significant outreach and effort. Thus, while transitioning to a host campus could create academic and administrative synergies, it should be cost neutral for the campus; a host campus should not be expected to provide extensive in-kind services. UCOP could provide funds to a host campus to ensure cost neutrality.” L&S recommends leaving UCDC as a systemwide program.

The Davis Division appreciates the opportunity to comment.

Sincerely,

A handwritten signature in black ink, reading "Kristin H. Lagattuta". The signature is written in a cursive, flowing style.

Kristin H. Lagattuta, Ph.D.
Chair, Davis Division of the Academic Senate
Professor, Department of Psychology and Center for Mind and Brain

Enclosed: Davis Division Committee Responses

c: Hilary Baxter, Executive Director, Systemwide Academic Senate
Michael LaBriola, Assistant Director, Systemwide Academic Senate
Edwin M. Arevalo, Executive Director, Davis Division of the Academic Senate

January 13, 2020

TO: Academic Chair Lagattuta

RE: UC Washington Center Review

Graduate Council discussed the content and recommendations included in the report "*UC Washington Center Review*." The UC Washington Center (UCDC) is currently an undergraduate program. Therefore, the content of the review largely falls beyond the purview of Graduate Council. However, one of the recommendations for the future included in the review is to expand the program to include a small cohort of graduate students. Specifically, it is recommended to:

- 1) Establish Teaching Assistantships to provide graduate students with instructional experience in this unique academic context
- 2) Establish Residential Assistantships to provide graduate students with experience as housing officers (e.g., hiring students in Higher Education Masters programs internships through the Association of College and University Housing Officers);
- 3) Establish Graduate Fellowships to allow graduate students to study at UCDC and conduct research in the nation's capital.

Most members of Graduate Council expressed support for this potential expansion of UCDC if there is evidence that the most relevant graduate programs (e.g., Political Science, Public Policy) are enthusiastic about this future opportunity.

Kristin Lagattuta

Chair, Davis Division of the Academic Senate

RE: UC Washington Center Review

The Committee on Planning and Budget (CPB) discussed the *Current State Assessment Report and Proposal for Future State* for the UC Washington Center (referred to as UCDC). The document is thorough and captures well the administrative complexity of UCDC.

CPB discussed the possibility of a campus administering UCDC either jointly with, or instead of, the UC Office of the President (UCOP). This idea has merit: a campus is a natural home to administer academics, advising, articulation requirements, and other student services. However, UCDC has significant capital cost obligations, and its idea of generating additional revenue by filling all beds with UC students would take significant outreach and effort. Thus, while transitioning to a host campus could create academic and administrative synergies, it should be cost neutral for the campus; a host campus should not be expected to provide extensive in-kind services. UCOP could provide funds to a host campus to ensure cost neutrality.

We agree with the conclusion on page 0107: “Future projections and the above considerations underscore the need for a stable, sustainable funding model if UCDC is to remain financially viable in its current state.” However, the conflicting financial charts and tables muddle this reality. Figure 26 (page 095) includes a debt service line item and shows a range of projected surpluses and deficits, whereas Figure 32 (page 106)—the “net position”—excludes debt service and substantial facility costs (as noted below the figure), thus showing a growing annual surplus. Lastly, there is Table 55 (page 0143), which appears to show the same surplus as Figure 32. Likewise, Table 55 appears not to include debt service and, while it has a facility costs line item, presumably does not include the additional \$4.7 million in facility costs mentioned on page 106. Table 55 mentions none of this context.

UCDC should present one cohesive financial projection with all revenues and expenses included, otherwise it is difficult to understand the magnitude of the surplus or deficit. While all suggestions in Table 34 (page 0108) could improve UCDC’s financials, simplifying the accounting structure, both to improve collective understanding and administrative efficiency, is an appropriate and relatively low-effort place to start.

To: Kristin Lagattuta, Chair, Davis Division of the Academic Senate

From: Katheryn N. Russ, Chair, Undergraduate Council

Date: January 31, 2020

Re: Undergraduate Council (UGC) response to the Request for Consultation: UC Washington Center Review

The Undergraduate Council has discussed the RFC for the UC Washington Center Review. As you know, the review was undertaken by UC Office of the President in part on the recommendation of the UC Davis Special Academic Programs (SAP) Committee, which undertook its own reviews until 2016. Therefore, we take as a guide the UC Davis SAP report to inform our reading of the new UCOP review of the UC Washington Center, as well as the minutes from the November 2017 UCEP meeting where UCEP members discussed the review process.

First, UGC notes the rich variety of courses and the overall value of having an internship experience with government, nonprofit, and private institutions in Washington, DC, supported by weekly seminars and academic engagement with government, think tanks, and lobbyists. The complexity of administrative issues that the Center handles in order to serve campuses on different quarter/semester systems and with different approaches to articulating course credits is remarkable. The Council also appreciates the attention to sustainability and thoughtful logistical organization to provide the highest quality services possible, and supports the new effort to populate the housing unit with UC students. On a personal note, I myself have heard from individual students in my classes who found their time at the Washington Center transformative to their studies and plans for the future.

Two key issues arise of interest to UGC. First, the process for academic program review is unclear. Typical program review of a major at UC Davis would include a detailed assessment of student performance and experience in the program. Although this program is more the size of a minor than a major, its importance for students from throughout the UC system and its somewhat transitional circumstances over the last few years suggest the value of a more systematic assessment of the quality of students' academic and internship experiences. Along these lines, there is very little information available on the background of instructors, other than their affiliation. Brief bios, course outlines, or summaries of student evaluations could be valuable tools to document the high quality of programming. UGC wonders if the UCWC Academic Advisory Committee receives these types of materials as part of their oversight role.

Second, there has been some concern about the challenges involved in securing internships, which are crucial to successful completion of the program. The report notes that the Washington Center has taken the laudable step of publishing a database of 900 internship opportunities and increasing staff for the internship team to assist with placement. These are wise steps and should be helpful. UGC hopes that the new staff is able to coordinate with UCWC representatives on the individual UC campuses so that this process, while always challenging in a competitive environment like the DC labor market, does not pose additional challenges through incomplete communication with students as they prepare for their trip.

UC Washington Center Review

FEC: College of Letters and Science Committee Response

January 31, 2020

The L&S FEC discussed this. It views the Washington Center as very valuable and recommends leaving the Center as a systemwide program.

February 19, 2020

Kum-Kum Bhavnani
Systemwide Academic Senate Chair

Re: UC Washington Center Review

Dear Chair Bhavnani,

Thank you for providing the Academic Senate with the opportunity to comment on the UC Washington Center Review.

The Executive Board of the UCLA Academic Senate concluded that the UC Washington Center (UCDC) held much promise for undergraduate and graduate students as well as faculty. However, UCDC seems to fall short in terms of breadth of curriculum, program innovation, and academic oversight. The budget spending did not seem clearly accounted for (especially the IT spending), the inability of the Center to fill its beds with UC students was concerning, and the administrative structure seemed excessive.

Members did want to see UCDC flourish. Members recommend broader curricular offerings, which appear primarily focused on political science and related fields. Students in fields ranging from Art History to scientific policy would benefit from access to resources in Washington DC. Moreover, members suggested a number of avenues for innovation: internships, certificate programs, teaching opportunities, or dissertation research opportunities for graduate students; and faculty sabbaticals that allow for research or leadership development at institutions ranging from NSF and NIH to the Library of Congress or the Smithsonian Museums.

Lastly, as UCDC is an academic program it would benefit from greater academic oversight in the form of more Senate faculty participation on its advisory committees or governing Councils. Members were deeply concerned that there was little, if any, Senate presence on the Governing Boards and that the Academic Advisory Board appears to be marginal to the actual direction of the Center. Given that UCDC is an academic program it should be under the oversight of the Systemwide Senate in a much deeper and more effective way.

Once again, we appreciate the opportunity to opine on this issue. As is the divisional practice, we have appended all of the committee responses we received prior to the deadline to submit our response.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Meranze', with a stylized flourish at the end.

Michael Meranze
Chair, UCLA Academic Senate

Encl. CPB to EBUC Washington Center Review2420.pdf
GC Response to UC Washington Center review.pdf
Luskin FEC Comments on UCDC Program.pdf
UC_Washington_College_FEC_Response_Senate_2-6-20.pdf
UgC to EB re UCDC Review.pdf

Cc: Hilary Baxter, Executive Director, Systemwide Academic Senate
Joseph Bristow, Immediate Past Chair, UCLA Academic Senate
April de Stefano, Executive Director, UCLA Academic Senate
Mary Gauvain, Vice Chair, Systemwide Academic Senate
Michael LaBriola, Assistant Director, Systemwide Academic Senate
Shane White, Vice Chair/Chair Elect, UCLA Academic Senate

February 4, 2020

Michael Meranze, Chair
Academic Senate

Re: UC Washington Center Review

Dear Professor Meranze,

At its January 27, 2020 meeting, the Council on Planning and Budget (CPB) reviewed the UC Center Washington Review Report.

After a brief overview and discussion, CPB members raised the following concerns:

- Is it reasonable to maintain a residential program in DC?
- What could those funds be used for if not for the UC Center Washington?
- Could the current program be expanded to serve additional students by including a graduate program?
- What are the priorities for UCLA with regard to such a program?
- Are the finances being properly managed?

The Council supports the work of the Center and the goal of encouraging student to pursue their policy interests although we are surprised the Center does not appear to be able to fill its slots with UC students. Given the growing interest among students in policy such as health care and climate change, we find the lack of demand to be surprising.

However, given our charge, we focus our comments on ways in which the program can be improved from the budgetary standpoint. To this end, there were some concerns raised that there was perhaps insufficient detail regarding some of the financial challenges facing the center since the last review. We would have appreciated a more complete description of the financial circumstances; as such it is difficult to assess fully the Center's financial health or to make suggestions for improvements. For example, the numbers describing the servicing of the nearly \$28 million debt on the building, do not provide any detail regarding interest rates. Given the historically low interest rates, the debt service numbers appear high. It may be worth examining the possibility for refinancing given that this debt service obviously represents a large expense on the books. Similarly, although there is scant information, it is likely that

auxiliary units such as parking could be leveraged to augment the Center's income, particularly given that budgetary pressures the Center appears to be under.

We also suggest that the Center is ideally suited to attract the attention of alumni. There are thousands of UC alumni living and working in DC who might well serve as intellectual as well as financial resources for the Center. Perhaps a more aggressive role for Development would be helpful.

Although there is little detail, it does appear that there are likely to be opportunities to be more fiscally prudent with respect to the management of the Center.

Thank you for the opportunity to review and comment on the report. If you have any questions for us, please do not hesitate to contact me at mcgarry@ucla.edu or via the Council's analyst, Elizabeth Feller, at efeller@senate.ucla.edu or x62470.

Sincerely,

A handwritten signature in cursive script that reads "Kathleen McGarry".

Kathleen McGarry, Chair
Council on Planning and Budget

cc: Evelyn Blumenberg, Vice Chair, Council on Planning and Budget
Joseph Bristow, Immediate Past Chair, Academic Senate
April de Stefano, Executive Director, Academic Senate
Elizabeth Feller, Analyst, Council on Planning and Budget
Shane White, Vice Chair/Chair-Elect, Academic Senate
Members of the Council on Planning and Budget

January 30, 2020

To: Michael Meranze, Chair
Academic Senate

From: Andrea Kasko, Chair
Graduate Council

Re: UC Washington Center Review

At its meeting on January 10, 2020, the Graduate Council reviewed and discussed the UC Washington Center Review.

Council members were very supportive of the recommendation to provide opportunities for graduate and professional students and faculty to participate in opportunities for internships, professional development, research, and policy analysis in Washington DC. The Council would encourage the UC Washington Center and the UC Office of the President to conduct a needs assessment for graduate and professional development opportunities at the UC Washington Center. These efforts should most importantly include identifying the role that the UC Washington Center could play at the graduate level, including, but not limited to, integration with graduate program curricula, researching and teaching assistantships, and professional development and internship experience for graduate students. Council members expressed the need to incorporate mention of graduate students in the UC Washington Center mission statement and consider rebenching of the budget to receive state support.

Thank you for the opportunity to review and comment.

UCLA MEMORANDUM

FACULTY EXECUTIVE COMMITTEE
College of Letters and Science

A265 Murphy Hall
Box 951571
Los Angeles, California 90095

To: Michael Meranze, Chair, Academic Senate

Fr: Jeffrey B. Lewis, Chair, College Faculty Executive Committee

Date: February 6, 2020

Re: **College FEC response to the review of the UC Washington Center (UCDC)**

Thank you for the opportunity to comment on the recent State Assessment Report on the UC Washington Center. The College FEC considered the report at its January 24, 2020 meeting. The assessment report is lengthy and addresses issues related to all aspects of this unique and fascinating unit of the University system. We will focus on the report's recommendations that are related to the academic programs of the Center and on how to maintain the excellent educational opportunity that the Center has provided to UCLA undergraduates since the program launched in 2001.

The report documents a large number of structural challenges that the Center's academic programs face. Some of those problems are clearly exogenous and while the report highlights them, it offers relatively little in the way of solutions. Chief among these is the increasing difficulty of placing students from quarter-system campuses in top internships during the Winter and Spring quarters. This is identified in the report as a leading and growing impediment to increasing enrollments. This squares with our local experience at UCLA where it appears that we will substantially miss our enrollment quotas this Winter and Spring quarter for the first time due to the inability of students to find internships. Unless this problem can be solved, more creative reengineering – such as concentrating quarter-system students in the Fall and semester-system students in the Spring – may be required. Such radical approaches are not contemplated in the report, which we found generally lacking in its attempts to seriously and creatively grapple with the decade-old challenges that it so well documents.

The report also makes clear that many of the Center's challenges are endogenous to the Center itself. We agree that having the Center operate as a sort of quasi-autonomous campus is very challenging for the Director. The Director is both the operational head and academic head of the Center, which is daunting and leaves little time for the Director to develop a strategic plan to maximize the intellectual return on the System's investment in the Center. Hiring a chief operating officer could help in this regard and could allow the Director to pursue many of the broader objectives set forth in the Center's original business plan, such as fostering research and graduate education – missions that seem to have been largely abandoned since the budgetary retrenchments occurring around 2010.

The report's suggestions for potentially altering the Center's funding model may also be sensible. However, the scope of the operating expenses that appear on the Center's ledger are so much broader than is typically associated with an academic or research unit that it is hard to assess what a reasonable approach to funding would be. Whatever changes are made (for example, abandoning the quota system or severing ties with consortium partners) must be carefully thought out so as not to inadvertently lead to

future budgetary uncertainty and shortfall by creating disincentives for campuses to actively participate in the Center's funding. It appears that that retrenchment in support over the last decade has made it difficult for the Center to maintain the provision of a strong academic program.

Budgetary constraints appear to have detracted from the fostering of a scholarly community at the Center and to a de-emphasis on classroom learning relative to the focus given to experiential learning. Further moves in that direction are not desirable. The core logic of having the UC Washington Center is to provide an excellent classroom and scholarly experience in concert with experiential learning. Any draw down of that commitment undermines the argument for maintaining the center, as well as UCLA's interest in having its students participate in it. For example, we could simply place students in Washington internships from campus and deliver a "classroom" component via online coursework directed by a faculty member on campus in Los Angeles.

Beyond the problems imposed by the Center's budgetary and funding model, the report highlights numerous challenges to the administration of the Center's academic programs including predictable problems associated with delivering all of the services provided by a modern university on a very small scale. These problems are exacerbated by the need to accommodate the variety of academic calendars and university rules that apply to students from different UC campuses and consortium partners. Coordination between local campus resources and staff and the Center is raised as an additional difficulty. Much of this appears to stem from the consolidation of the separate campus programs that operated under the Center's umbrella during the first decade to the single program that has been in place for the last decade. It has been UCLA's position that this consolidation was ill-conceived and we have continued to operate our Quarter in Washington Program much as we did prior to the consolidation under special dispensation from the Center (dispensation that is under continuing threat). One important possibility not taken up in the report is the unwinding of the consolidation. Many of the academic problems outlined in the report would be addressed directly by having each campus teach its own core seminar and having each campus take more responsibility for its own students (as UCLA has always done). On the other hand, further consolidation is likely to undermine the tremendous value that UCLA students have received from the program over the last 20 years.

In summary, we find the report to be overly cavalier in some of its recommendations, such as the recommendation to wean the Center from the need for consortium partners, and too timid in others. Indeed, on the central motivating question of placing the Center under the direction of a single campus, the report makes no single recommendation. In practice, given the costs and budgetary uncertainty, it seems unlikely that any campus would wish to take the Center on, so perhaps this question is moot. In other areas, the scope of options considered is too narrow. Deconsolidation is one option that merits consideration. Shutting the Center down is another.

The Center has provided UCLA undergraduates a truly transformative educational opportunity, but given the current budgetary circumstances that we face (far different from those of the late 1990s when the Center was established), we must ask if the resources required to operate a tiny satellite quasi-campus on the other side of the country can be justified or if the available resources can sustain a program that provides the scholarly excellence that the University of California demands. Assuming that the answer is that the Center is an investment worth making, it must be resourced at a level that provides a rich academic experience that goes well beyond residential life and internship placement.

As always, our membership appreciates the consultative process and welcomes the opportunity to participate in the discussion of important matters like this. You are welcome to contact me at jblewis@ucla.edu with questions. Leigh Harris, Director of Curricular Initiatives, is also available to assist you; she can be reached at (310) 794-5665 or lharris@college.ucla.edu.

cc: Lucy Blackmar, Assistant Vice Provost, Undergraduate Education Initiatives
April de Stefano, Committee Analyst, Undergraduate Council
Valeria Dimas, Executive Assistant, Academic Senate

Date: February 5, 2020
From: Laura Wray-Lake, Chair, Luskin Faculty Executive Committee
RE: Comments on UC Washington Center Review

The Luskin School of Public Affairs Faculty Executive Committee was asked to comment on the UC Washington Center Assessment Report. The UCDC Program is undoubtedly a valuable resource for Luskin students and faculty, and a great asset of the UC system. Below are some of our reflections and recommendations after reviewing the materials provided.

- We strongly support developing pathways for graduate students to conduct research and complete internships through UCDC. Adding graduate students could increase enrollment in the program across the calendar year, while offering valuable opportunities to graduate students in the Luskin School and elsewhere. Of course, the question of graduate student funding is very important and should be factored into decisions about financial sustainability, as stipends for research assistantships should be offered.
- As our new Public Affairs major continues to grow, we anticipate a steady increase in interest and enrollment in UCDC from Luskin undergraduate students during the academic year. Given the program's need to fill more spots with UC students, we hope that the program can accommodate the increased demand from our students. This increased demand in UCDC from Luskin students is linked to the availability of the research seminar course. The research course is needed for students to satisfy the major's capstone requirements. Thus, it is essential that this UCLA specific course continue to be offered.
- UCDC has substantially fewer course offerings in the summer. Increasing summer opportunities would enhance enrollment.
- The concerns about affordability raised in the report are echoed by some of our students. Our students who live off campus in LA have to pay higher housing costs for the UCDC program. Due to the high number of internship hours required in DC, students cannot take on part-time work while in DC. Other costs like airfare and professional clothing make the program feel out of reach to some lower-income students. We recommend that additional funding be put toward need-based scholarships or stipends to make the program more accessible to all students.
- The question of relocating program oversight to a particular UC campus seems full of technical and logistical details that are beyond our comment. Pending an assessment of feasibility, however, the idea of linking UCDC more closely with the Luskin School of Public Affairs and to UCLA is attractive, as this program is well aligned with our School's mission.

3125 Murphy Hall
410 Charles E. Young Drive East
Los Angeles, California 90095

February 4, 2020

TO: Michael Meranze
Chair, UCLA Academic Senate

RE: Academic Calendar for 2027-29

Dear Professor Meranze,

Thank you for the opportunity for the Undergraduate Council to opine on the system-wide review of the UC Washington Center.

Council members expressed support for the program, including increasing its enrollment of UC undergraduate students. They suggested that it would be helpful for potential participants to understand better the logistics of the program (e.g. quarter term versus semester enrollment, academic year versus summer program) and its benefits (e.g., “study abroad” type experience, course credit options, unique internships or experiences in Washington DC). Members discussed financial disincentives for participation including additional expenses for students (e.g., airfare) and the relative ease by which students can find a paid internship locally. The Council also recommended marketing the program to first-year students so they can plan their curriculum in order to participate at a later point in their undergraduate program.

Sincerely,



Adriana Galván
Chair, Undergraduate Council

CC: Lené Levy-Storms, Vice Chair, Undergraduate Council
April de Stefano, Executive Director, Academic Senate



OFFICE OF THE ACADEMIC SENATE
TOM HANSFORD, CHAIR
senatechair@ucmerced.edu

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MERCED, CA 95343
(209) 228-7930

FEBRUARY 4, 2020

KUM-KUM BHAVNANI, CHAIR, ACADEMIC COUNCIL

RE: UC WASHINGTON CENTER ASSESSMENT REPORT

Dear Chair Bhavnani:

The *UC Washington Center Current Assessment Report and Proposal for Future State* was distributed to the Merced Division Committee on Academic Planning and Resource Allocation (CAPRA), the Undergraduate Council (UGC), and to the School Executive Committees for review and comment. At its February 3, 2020 meeting, Divisional Council endorsed forwarding for Academic Council's consideration the enclosed comments from CAPRA and UGC. The School Executive Committees had no comments.

For ease of access, committee comments are summarized here.

- CAPRA offers some comments regarding possible organizational structures, the high costs of the program, and recommends expanding the UCDC scholarships to increase UCM students' ability to participate.
- UGC is interested in obtaining further information regarding transitioning to a single host campus vs. remaining with UCOP.

The Merced Division thanks you for the opportunity to opine.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Hansford".

Tom Hansford
Chair, Divisional Council

CC: Divisional Council
Hilary Baxter, Executive Director, Systemwide Academic Senate
Fatima Paul, Interim Executive Director, Merced Senate Office

Encl (3)



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

DYLAN RODRIGUEZ
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February 5, 2020

Kum-Kum Bhavnani, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200


RE: [Systemwide Review] UC Washington (UCDC) Center Review

Dear Kum-Kum,

I write to provide the Riverside Division's full consultative response to the UCDC Center Review. The UCR Executive Council did not wish to provide additional comment. Standing Committees did offer substantial feedback on the review document. The Committee on Educational Policy and Committee on Diversity, Equity, and Inclusion, in particular, raised multiple issues regarding the UCDC program's financial accessibility for students who are socioeconomically vulnerable and may be working part-to-full-time jobs to support their schooling. Given the internship model of UCDC, it is worth highlighting the notion of creating paid internships that will allow many more UCR students to consider participating. I trust that you will examine the attached documents to receive the Division's full feedback.

Peace
dylan

Peace.


Dylan Rodriguez
Professor of Media & Cultural Studies and Chair of the Riverside Division

CC: Hilary Baxter, Executive Director of the Academic Senate
Cherysa Cortez, Executive Director of UCR Academic Senate Office



January 15, 2020

To: Dylan Rodríguez, Chair
Riverside Division

From: Stefano Vidussi, Chair
Committee on Educational Policy

Re: UCDC Center Review

The UCDC program is exceptional and a great asset of the UC system. We have read and review of the UC Washington Center and discussed the impact of the main recommendations on undergraduate education. We strongly support *Future Suggestion 11 – Secure Additional Student Funding*. Some issues described below were not addressed in the report and may have been overlooked in the analysis. If the administration of UCDC transitions from UCOP to a host campus, care should be taken to maintain the identity of UCDC as a systemwide program. Concerns were raised about how equitable access to the UCDC program across the campuses would be maintained if the Quota Model is eliminated. Few details were provided on what the replacement might be. If this recommendation is adopted, the new system should be fair both in access and cost allocation.

There are some issues related to the cost of participation and the gap between the total cost of staying on campus for the quarter and participating in UCDC that were not discussed in the report that make the gap even larger for some students. A significant fraction of UCR students must work part time to support themselves. For these students, participating in UCDC would require them to give up that income for a quarter. Many UCR students still live at home and commute to campus. Participating in UCDC would require an additional \$3500 beyond what they would pay to stay on campus living at home. Either of these two issues could easily prevent a student from participating in UCDC if the difference isn't covered by some other source of support.

Internships are at the core of the UCDC program. We believe there should be options for paid internships, especially for students who must cover a substantial cost gap to participate. We assume that most or all current internships are unpaid. This could be a way to share program costs with organizations that benefit from intern labor and be part of the solution to cover the participation cost gap for some students. If the number of paid internships is limited, a need-based selection could be used to allocate them.

We did not find any demographic data on the students that participate in UCDC. We would like to see demographic data as a whole and broken down by UC campus on ethnicity, gender, first generation status, low income status, and the fraction of students receiving Pell grants. A campus by campus comparison of these data for UCDC student with the data from the entire undergraduate population for a campus would give us a better understanding of whether financial and other barriers are negatively impacting access and diversity for the program.

A breakdown by major would also be interesting to see. Most internships are presumably in the areas of political science and public policy, for understandable reasons. There may be majors, such as art history, that would be well suited to the UCDC program but might not have many internship options. If that's the case, it would be beneficial to try to expand the internship options with this in mind. Having the breakdown by major would help identify which areas would benefit the most from this effort.



COMMITTEE ON DIVERSITY, EQUITY, AND INCLUSION

January 9, 2020

To: Dylan Rodriguez
Riverside Division Academic Senate

From: Xuan Liu, Chair
Committee on Diversity, Equity, and Inclusion

Re: [Systemwide Review] Report Review: UC Washington (UCDC) Center
Review

CoDEI considered the UC Washington Center Review. The committee had substantial comments and expressed concerns regarding the reports complete devoid of DEI assessment. For example, does UCDC accept diverse students? Does it provide them with a voice in Washington? The committee recommends the DEI assessment of the UC Washington Center to be included in the review.



December 18, 2019

To: Dylan Rodriguez, Chair
Riverside Division

From: Djurdjica Coss, Chair
Committee on Research

RE: Systemwide Review: [Report Review] UC Washington (UCDC) Center Review

The Committee on Research reviewed the UC Washington UCDC Center report and is supportive but would like to ensure the initiative is properly advertised to all faculty.



GRADUATE COUNCIL

January 17, 2020

To: Dylan Rodriguez, Chair
Riverside Division

From: Jason Stajich, Chair
Graduate Council

A handwritten signature in black ink, appearing to read "Jason Stajich".

RE: UC Washington (UCDC) Center Review Report

The Graduate Council reviewed the UCDC Center Review report at their January 16, 2020 meeting. The Council encourages exploration of how to include graduate students in this program so that it is more accessible for all students.



PLANNING & BUDGET

January 21, 2020

To: Dylan Rodriguez, Chair
Riverside Division

From: Harry Tom, Chair
Committee on Planning and Budget

A handwritten signature in black ink that reads "Harry WK Tom".

Re: [Systemwide Review] Report Review: UC Washington (UCDC) Center Review

Planning & Budget discussed the UC Washington (UCDC) Center Review report at their January 14, 2020 meeting. The committee believes the program is valuable and with the new financial model, seems to be financially stable. The proposed changes discussed in the report appear to be beneficial for the program.



OFFICE OF THE ACADEMIC SENATE

9500 GILMAN DRIVE
LA JOLLA, CALIFORNIA 92093-0002
TELEPHONE: (858) 534-364
FAX: (858) 534-4528

February 20, 2020

Professor Kum-Kum Bhavnani
Chair, Academic Senate
University of California
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: UC Washington (UCDC) Current State of Assessment Report and Proposal for Future State

Dear Professor Bhavnani:

The UC Washington Current State of Assessment Report and Proposal for Future State was circulated to standing Senate committees for review. Responses were received from the Divisional committees on Diversity and Equity (CDE), Planning and Budget (CPB), Research (COR), Graduate Council (GC), and Undergraduate Council (UGC). The report and committee responses were discussed at the Divisional Senate Council meeting on February 10, 2020. Senate Council had no objections to the report. Additional comments are summarized below.

- Reviewers recommended that UCDC be overseen by an academic director.
- Reviewers suggested that stronger efforts be made to facilitate interaction between faculty scholars and policy makers to create a more intellectually robust experience.
- Reviewers concurred with the recommendation that UCDC remain with the UC Office of the President as opposed to transitioning to a host campus.
- Reviewers suggested that establishing a universal approach to securing financial aid across campuses would be a start to making UCDC more accessible to all students.

Sincerely,

A handwritten signature in dark ink, appearing to read "Maripat Corr".

Maripat Corr, Chair
San Diego Divisional Academic Senate

Cc: Steven Constable, Vice Chair, San Diego Divisional Academic Senate
Ray Rodriguez, Director, San Diego Divisional Academic Senate
Hilary Baxter, Executive Director, Systemwide Academic Senate

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ACADEMIC SENATE
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Henning Bohn, Chair
Debra Blake, Executive Director

February 18, 2020

To: Kum-Kum Bhavnani, Chair
Academic Council

From: Henning Bohn, Chair
Academic Senate

A handwritten signature in cursive script, reading "Henning Bohn", is written over the printed name.

Re: Systemwide Review of UC Washington Center

The Santa Barbara Division received comments regarding the UC Washington Center Review from its Council on Planning and Budget, Undergraduate Council, and the Faculty Executive Committees of the College of Letters and Science and College of Engineering.

The Undergraduate Council (UgC) is highly supportive of the Washington Center's efforts, and believes it offers a tremendous opportunity for undergraduate students across the system. The Council agrees with program stakeholders that all spaces at the Center should be filled with UC students. UgC recommends that the UCDC Governing Council and program administrators consider ways in which program accessibility can be improved for underrepresented and transfer students. Further, the Council suggests that the administrators coordinate with campuses to ensure that the ongoing advertising for UCDC is robust and effective campuswide.

UgC also suggested that the program would benefit from additional faculty involvement on the campuses, with respect to advising and mentoring. The Council therefore plans to seek consultation on this topic at the campus level. Finally, UgC strongly recommends that UCDC work with the campuses to streamline the grading process.

The Faculty Executive Committee of the College of Letters and Science raised concerns that the quota system may be outdated and bad for the campuses that do not meet their quotas. On the other hand, there was also a concern that eliminating the quota system might concentrate the internship opportunities among more affluent students who are able to incur the costs of the program, since the incentive to both fund-raise and recruit a broader range of students might be

reduced without the quotas. Enhanced development efforts to ensure that this program is open to all students regardless of ability to pay was a point of emphasis and might also solve the problem of filling available spaces in order to maintain financial solvency.

There appears to be relatively little summer programming currently, despite the fact that summer is a time when many students could take better advantage of this opportunity without disrupting their progress toward degrees. As mentioned in the report, for campuses like UCSB on quarter systems, internship opportunities might be limited by the shortened quarter schedule, and longer internships and academic programs that cut across two academic quarters might be explored as a possible solution to this.

A concern was raised regarding whether the academic programming in this program receives the necessary levels of Academic Senate oversight. While UC faculty who teach in the programs are vetted by the Senate, there was concern that lecturers appointed by UCDC staff may not be. Similar issues may pertain to course approvals. Perhaps moving the program to a host campus could help streamline course and instruction approvals under Senate oversight, as well as simplifying course articulation procedures.

There was general dissatisfaction with the Vision Statement. Among other things, the learning outcomes should extend beyond becoming “trustworthy and effective civic (sic) servants.” Although aspects of the program might be improved, the FEC did have the overall impression that the Washington Center does provide valuable and important experiences for students (though greater student participation in the stakeholder survey might have provided better information on this point).

The College of Engineering Faculty Executive Committee agreed that the report provided was comprehensive and well thought out, and the program impressive. However, it was noted that some of members of the Engineering community at UCSB were unaware of the program.

The Council on Planning & Budget provided the following comments:

The UC Washington Center and the UCDC Academic Program provide the opportunity for undergraduates in the University of California, from all disciplines, to study and intern in Washington, DC. Students enrolled in the UCDC Academic Program are housed in the 276-bed center. The report follows President Napolitano’s wish to explore the possibility of transitioning selected systemwide programs, including UCDC, to individual campuses.

On this point, the report proposes two options, one in which UCDC remains in UCOP and the other in which it moves to a single host campus. Council favored the first option, largely because the report unearths a host of operational and budgetary problems that are so serious that we can’t imagine a single campus being able to fix them, or wanting to undertake the job.

The program serves a small share of UC students, who go to DC, take courses, and are placed in internships. They are housed in the Center a half-mile from the White House. Courses are taught in-house, in part by faculty from UC campuses, and appear to be conventional courses on topics related to American government. 500-600 UC students attend each year. They generally stay one term, so student FTE was a bit under 200 in a recent year. This number is low and does not show the potential benefits of UC’s scale, and empty space has thus been rented to other universities in recent years.

UCDC would seem to be a program that could attract many undergraduates—UCSB alone has several thousand students majoring in directly relevant fields such as political science, economics, sociology, and global studies at any given time; in addition, the program accepts students from all majors. But UCDC's outreach, communications with campuses, registration processes, and grade crediting procedures are poor (e.g. Figure 10, p 53). The report never explains why each campus does not have a set of enrollment codes for UCDC courses to enable direct registration and grade posting.

UCDC enforces per-campus quotas ranging from 72 to 124 students per campus per year, which sometimes do not fill. Campuses appear to have to pay for spaces even when students do not occupy them. We are concerned about this wasting of campus resources to pay for empty beds just to fill quotas, beds that might otherwise be filled if better advising and registration services were available.

UCDC struck us as astonishingly inefficient. Using the report's Figure 26 (p 97), which includes debt service, UCDC spends \$41,000 per student FTE, a very large sum by UC standards. (These expenses are about double those in Figures 30-32 or Table 55, and we do not understand the differences.) In spite of this expenditure level, the program has substantial projected deficits (Fig. 26, p.95), even as it claims "that as of FY18, UCDC appears to be in a fairly secure financial position" (p 105).

UCDC also spent \$1.37 million on information technology (IT) in FY18. As far as we can tell, this does not count UCOP IT services. This means that UCDC spent around \$7,000 per year per student just on IT—without having automated course registration or grade recording. For these high expenditures, one would expect an excellent administrative experience for students. As noted, this is not the case. The report does not offer an analysis of operational issues that points credibly towards meaningful cost reduction. We do not believe that UCOP/UCDC has a grasp of operational issues or their budgeting.

Operationally, UCDC is an incredibly messy and intertwined mixture of program, facility, and operations. The staff is responsible not only for the program but also for the budget, filling rented spaces, and maintaining critical income streams. UC Academic Program management is also involved in facilities management. The core of the UCDC student experience is the internship program, and yet quarter-long stays conflict with the expectation among DC employers of a 14-week commitment. In addition, the academic program is understaffed, and its staff clearly feel overextended based on their survey responses.

On this point, UCDC employs 25 staff FTE, most of whom are employees of UCOP. The breakdown is given as 15 FTE in building, housing, business services and IT, 4 in program administration, and 4 in academic services (p 31). Though the distinctive feature of UCDC is giving California students an internship experience in the Capital, out of 25 staff, there are just two Internship Coordinators. The ratio of students to Internship Coordinators fluctuates around 100:1. This preponderance of non-academic administration in Oakland and Washington does not make UCDC a well-oiled machine, but clogs it, while apparently underserving students in its core function.

One proposed reform is a block grant funding model for each campus, which would pay UCDC \$29,000 or so per student. Without further evidence of meaningful academic or career benefits, this high price, a major premium over campus FTE funding, is not justifiable.

The Council of Planning and Budget recommends (1) that UCDC stay at UCOP; (2) that UCDC receive a top-to-bottom administrative restructuring that (3) cuts some administrative staffing and moves other staff to direct student services.



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February 18, 2020

Kum-Kum Bhavnani, Chair
Academic Council

RE: UC Washington Center Review

Dear Kum-Kum,

The Santa Cruz Division has reviewed and discussed the UC Washington Center (UCDC) Review Report. Our Committees on Affirmative Action and Diversity (CAAD), Educational Policy (CEP), International Education (CIE), and Planning and Budget (CPB) have responded. There is widespread acknowledgment of the value of UCDC, although all of the responding committees felt the Report was lacking in specificity, thus raising more questions and/or rendering comment difficult.

Addressing the particular question of whether UCDC should be administered by UCOP or by an individual campus, CIE and CPB both argue that UCDC operations should remain under UCOP. CIE supports this position because "this program serves all of the campuses and the Federal Governmental Relations Department." CPB opposed a move to an individual campus because "the financial obligations a campus would be assuming are unclear and geographical distances would prevent efficient integration with UCOP services."

CAAD raises concerns about equitable access to the opportunities presented by UCDC and requests the demographic breakdown of UCDC participants. To increase access, they recommend offering scholarships for costs associated with this program that would include travel and professional clothing expenses. The committee also inquired about what supportive services, such as mental health counseling, are available to students while participating in the program, and they raised questions about which campus's student code of conduct and judicial process pertains in the case of violations involving students from different campuses

Although CEP felt the Report did not warrant their review given the absence of educational policy, the committee nonetheless reviewed it and raises additional questions about how course curricula are proposed, designed, reviewed and evaluated. Their concern is that "it is not clear if these courses and instructors are being reviewed and approved by any Senate committees." They recommend that UCDC have a course approval process similar to that put in place for University Extension courses (see Senate Regulation SR 792.A and 800.A).

The Division appreciates the time and commitment of our colleagues in generating this Report. The committees unequivocally support UCDC for the valuable experience and important service it provides to UC and UC Santa Cruz students. We thank you for the opportunity to opine.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kimberly Lau', with a stylized flourish at the end.

Kimberly Lau, Chair
Academic Senate, Santa Cruz Division

Encl. Senate Committees Bundled Responses

cc: Elizabeth Abrams, Chair, Committee on Affirmative Action and Diversity
Onuttom Narayan, Chair, Committee on Educational Policy
Jeremy Hourigan, Chair, Committee on International Education
Bruce Schumm, Chair, Committee on Planning and Budget



UNIVERSITY COMMITTEE ON ACADEMIC FREEDOM (UCAF)
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December 6, 2019

**KUM-KUM BHAVNANI, CHAIR
ACADEMIC SENATE**

RE: UC WASHINGTON CENTER REVIEW

Dear Kum-Kum,

UCAF is happy to see faculty involvement in the Program in the Governing Council and the Academic Advisory Committee, as well as in the post of Executive Director. UCAF urges attention to assure that faculty make the decisions about academic matters and urges all involved to remain alert to potential threats to academic freedom. UCAF hopes that all students that pass through the programs there will be educated in the principles of academic freedom so that they can uphold them in their internships, which necessarily take place outside of the academic environment.

UCAF appreciates the opportunity to comment on this matter. Please feel free to contact me with any questions.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Schneewind".

Sarah Schneewind, Chair
UCAF



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)
John Serences, Chair
jserences@ucsd.edu

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February 7, 2020

**KUM-KUM BHAVNANI, CHAIR
ACADEMIC COUNCIL**

RE: SYSTEMWIDE REVIEW - *CURRENT STATE ASSESSMENT REPORT AND PROPOSAL FOR FUTURE STATE*, FOR THE UC WASHINGTON CENTER

Dear Kum-Kum,

UCEP discussed the *Current State Assessment Report and Proposal for Future State*, for the UC Washington Center during our meeting on February 6th. Since the opening of the UC Washington Center in 2001 and the program's consolidation in 2010, UCDC has offered innovative internships and coursework in Washington D.C., enriching many UC undergraduates' educations and connecting UC to the capital. Challenges to desired growth include securing student funding and diversity and administrative complexities posed by UCDC's remote and specialized nature, interactions with multiple home campuses, and centralized administration from UCOP.

We began by noting that further research is needed to consider the administrative reform options of keeping the Center within UCOP or moving it to a campus. The committee has a number of questions and comments that apply to both options.

This report presents no demographic data on student diversity, stating only: "Additionally, 40% of staff and 57% of Academic Advisory Council members noted that UCDC has historically enrolled a diverse population that reflects the diversity of the UC system writ-large. For these to remain true, however, UCDC needs to invest in additional student funding opportunities that increase the program's accessibility." UCEP's questions include whether there is hard data on how the Center's student pool is representative of UC's student body and how many underrepresented students and students with diverse economic backgrounds are served.

With respect to funding and financial support, UCEP notes that the cost of participation versus that of staying home results in an accessibility gap of \$2,000 or greater for some students. The housing cost difference calculation does not consider the cost gap for students who live at home while attending UC or the cost for students who live on campus and must give up continuous housing. This has implications for diversity of students and for access, especially for students who have to work. It appears that the Center places students in unpaid internships and UCEP strongly recommends that paid alternatives should be explored as well. It is also problematic that only 1% of all UC students receive a Matsui or Presidential scholarship and that financial aid and other support from campuses only partially meets the cost differential, and only does so for some students. Increasing student support by making more scholarships available and providing need-based paid internships would help to improve access.

The committee has concerns about the limited range of interest areas and majors served by the Center and recommends that expansion of the program can be achieved by broadening the scope of interest areas and majors targeted, including through the range of internships offered. Although the report lacks data, it appears that most students are political science majors which may inhibit the variety of offerings and the diversity of students who participate. For example, one could imagine many other groups of students across majors who might be attracted by programming and internships focused on health policy, environmental policy, criminal justice, education, the arts, and cultural and scientific research institutions.

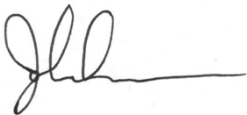
We took note of issues related to timing and bed quotas described in the report. The quarter system limits the duration of most internships to 10 weeks, while some of the most coveted internships expect a 14-week commitment from the student. The Center is encouraged to explore more options that would allow students from quarter-system campuses to participate in 14-week internships. The bed quota model that requires each campus to commit to a certain number of students and to pay for these slots whether they send students or not is not viewed favorably by the campuses. There are negative incentives built into this model and, while the report suggests changing it, a new model that will ensure that all campuses have equal access to UCDC is not proposed. A detailed analysis of alternative approaches should be conducted. In the meantime, at least allowing some averaging of quota credits over a 3- to 5-year interval might alleviate some of the current yearly pressures on campuses.

UCEP members have significant concerns about Senate oversight of the Center and the evaluation of its course offerings and instructors which are not addressed in this report. It is unclear how course quality and instructor reviews are overseen by the Senate. We understand that the Center's Academic Advisory Committee (AAC) has been "granted authority to review courses," and questions include who granted this authority, how the AAC's review functions, and to whom the AAC reports. We are dismayed that this year's AAC meetings were scheduled in direct conflict with UCEP's meetings, preventing the participation of a UCEP representative. Given UCEP's past involvement in the review and approval of the courses, the committee plans to request that the Center provide it with a list of its courses, instructors and date of review and approval by Senate faculty. The review materials provided did not contain detailed student evaluations and assessments, syllabi, examples of student work, and other materials that would be included in a typical review of an academic program.

Finally, UCEP believes that moving the Center's operations to a campus would have some positive aspects. Management by one Registrar would facilitate course registration, articulation, and grade submission as well as Title IX and Office of Student Disability and other services that UCOP cannot provide. This is likely feasible given the success of UC Sacramento which is overseen by UC Davis and given that four campuses have expressed interest in hosting UCDC. However, care should be taken to ensure that UCDC is still perceived as a system-wide program and not a program of its new home campus.

UCEP appreciates the opportunity to comment on this matter. Please contact me if you have any questions.

Sincerely,

A handwritten signature in dark ink, appearing to read "John Serences", with a long horizontal flourish extending to the right.

John Serences, Chair
UCEP



UNIVERSITY COMMITTEE ON RESEARCH POLICY (UCORP)
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Feb. 19, 2020

KUM-KUM BHAVNANI
CHAIR, ACADEMIC COUNCIL

RE: UC Washington Center Assessment Report and Proposal for Future State

Dear Kum-Kum,

UCORP discussed the "UC Washington Center Current State Assessment Report and Proposal for Future State" at its meeting on February 10, 2020. Overall UCORP members agreed with the recommendations that are outlined in the Report. UCORP was encouraged by the fact that a public policy research seminar is a core required course for UCDC students but would like to see additional research engagement for students. To this end, UCORP members thought that the Center could make more of its location in the nation's capital to strengthen efforts in both the dissemination and conducting of policy research.

UCORP members unanimously agreed with the recommendation in the report to operationalize the proposal to "connect UC faculty, research, and expertise with federal agencies and policymakers." We firmly believe that UC could be more deeply integrated into the development of research policy at the federal level, participating in public engagement, and interacting with like-minded research organizations in the Washington DC area. In this way, the UC Center could be positioned as a resource connecting policy makers with experts in the UC system and the national laboratories. As a system-wide Academic Senate committee, UCORP would be delighted to discuss how we could assist the UCDC center in any of these matters.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Baird".

Andrew Baird
Chair, University Committee on Research Policy, on behalf of UCORP 2019-2020