

# UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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SANTA BARBARA • SANTA CRUZ

Mary Croughan  
Telephone: (510) 987-9303  
Fax: (510) 763-0309  
Email: [mary.croughan@ucop.edu](mailto:mary.croughan@ucop.edu)

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

October 24, 2008

## **ROBERT D. GREY INTERIM PROVOST**

### **Re: UC Irvine Proposal to Establish a Master of Public Policy Degree Program**

Dear Bob:

At its September 24, 2008 meeting, Academic Council voted to approve the establishment of a Master of Public Policy (M.P.P.) degree program at UC Irvine, which is a new degree title for the Irvine campus and will require approval by The Board of Regents. The Coordinating Committee on Graduate Affairs (CCGA) also recently approved this degree program. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 60 days of CCGA's approval) must approve new degree titles.

The UCI MPP will use the distinctive strengths of the Irvine campus in policy-related fields to provide an education in public policy that allows graduates to participate in the full range of policy activities, including analyzing, developing, implementing, and advocating for policy solutions. UC Irvine's strength in public policy draws on faculty throughout campus. In recognition of the need to build the program on a strong interdisciplinary base, the proposal includes a plan for coordination in the intellectual direction of the program and for equitably sharing resources. The proposed program will also complement existing M.P.P. programs at UC Los Angeles and UC Berkeley, which turn away several hundred applicants each year.

However, CCGA's review did highlight significant concerns over resources for the program. Consequently, CCGA received a revised proposal from the program proponents that addressed these concerns. The revised proposal commits additional resources to the program and acknowledges that its minimum needs are greater than originally described. The proposal now includes four new teaching FTEs, a full-time program manager, a full-time student services assistant, a full-time staff position to support the summer internship program, and several administrative support personnel. Appropriate office space for a Director is now included as well.

CCGA has now completed all steps in its review. This program has Council's approval and we commend it to you. For your information and records, I am enclosing CCGA's transmittal letter approving this proposal, as well as the lead reviewer's final report. Please let me know should you have any questions or concerns

Sincerely,

A handwritten signature in black ink that reads "Mary Croughan". The script is cursive and fluid, with the first name "Mary" and last name "Croughan" clearly distinguishable.

Mary Croughan, Chair  
Academic Council

Copy: Academic Council  
Martha Winnacker, Senate Director

Encl. 2



COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)  
Bruce Schumm, Chair  
schumm@scipp.ucsc.edu

The Assembly of the  
Academic Senate  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, CA 94607-5200  
Phone: (510) 587-6138  
Fax: (510) 763-0309

July 16, 2008

**MICHAEL T. BROWN, CHAIR  
ACADEMIC COUNCIL**

**RE: Proposal for a Master of Public Policy Degree Program at UC Irvine**

Dear Michael:

The Coordinating Committee on Graduate Affairs (CCGA) at its meeting on June 3, 2008, voted to approve the proposal for a Master of Public Policy degree program at UC Irvine contingent on the receipt of a letter of commitment for additional resource needs as stipulated by CCGA. I have reviewed the letter of commitment from UCI dated July 18, 2008 with Professor Jacobson, the lead reviewer, and on behalf of CCGA, am pleased to approve the proposal.

As you know, CCGA's approval is the last stop of the Academic Senate side of the Systemwide review and approval process except when the new degree title must be approved by the President, under delegated authority from The Board of Regents. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 60 days of CCGA's approval) must approve new degree titles. This program has CCGA's approval and we commend it to you.

Respectfully submitted,

Bruce Schumm  
Chair, CCGA

cc: CCGA  
Executive Director Martha Winnaker

Enclosure (2)

## **Review of UC Irvine Proposal for a Master of Public Policy Degree Program**

July 2008

**Lead CCGA Reviewer:** Gary Jacobson (UC San Diego)

### **Program Objectives**

UC Irvine proposes to establish a two-year Master of Public Policy (M.P.P.) degree program that will educate leaders in policy development, implementation, innovation, and analysis in the public, private, and nonprofit sectors. A fundamental objective of the proposed M.P.P. is to offer a degree that uses the distinctive strengths of the Irvine campus in policy-related fields to provide an education in public policy that allows graduates to participate in the full range of policy activities, including analyzing, developing, implementing, and advocating for policy solutions. If approved, recruitment will begin in the 2008-09 academic year. The first class, targeted at 15 students, will enroll in fall 2010 and grow to a total of 60 students in-residence within five years.

The proposed program will complement existing M.P.P. programs at UCLA and UC Berkeley. Both programs turn away several hundred applicants each year. The proponents believe many of these candidates are well qualified and could be easily served by another UC campus. Placement opportunities for graduates are particularly good in growing areas of the economy such as health care, security and legal services, with a large number of job opportunities for students in Orange County, the state and beyond.

UC Irvine's strength in public policy draws on faculty throughout campus. In recognition of the need to build the program on a strong interdisciplinary base, the proposal includes a plan for coordination in the intellectual direction of the program and for equitably sharing resources. The proposed administrative structure is designed to draw together faculty from the Schools of Social Ecology and Social Sciences. The program will address several gaps in current public policy graduate education, including a broadening the focus of public policy studies beyond the traditional emphasis on analytics, to include political, organizational, managerial, and social aspects of policy development, implementation, and advocacy and exposing students to the use of multiple methods in policy analysis and the policy process. These traits position the Irvine M.P.P. to be a national leader in public policy thought, education and scholarship.

### **Summary of Program Review**

Three reviewers assessed the M.P.P. proposal including one external reviewer from the University of Chicago's Harris School and two others from the Berkeley and UCLA campuses.

Their comments were generally consistent. The three reviewers feel that establishing an M.P.P. program at UCI is a good idea because of the large pool of qualified students; very good job prospects for graduates; sufficient demand to justify a new degree program; strong core faculty and high interest among the faculty; the intellectual resources at UCI to sustain such a program; the numerous opportunities for collaboration across schools and divisions UCI provides; and the proposed program is innovative enough to distinguish itself from others, but not too innovative.

All the reviewers believe that the basic curriculum is sound and generally appropriate, although they raised number of questions about specific curricular details that should be considered by the program's designers. That said, all three reviewers noted one major shortcoming in the program

is that there are no requirements for real-world experience, e.g., workshops in which students undertake projects for real clients or a required internship for students in the program. The proposal says very little about what students will do in the summer between their first and second year. One reviewer wondered about the program's plans to collaborate with local and state agencies to develop internship opportunities. Perhaps because of this oversight, there were no letters in the proposal offering support from prospective local employers in the public or private sectors who would provide internship and employment opportunities for graduates.

All three reviewers expressed serious reservations about the program's governance structure. The program will be run by a director who reports to two deans and will be overseen by a committee composed of core faculty drawn equally from departments in the Schools of Social Ecology and Social Science. It will be housed in Social Ecology, whose Dean and staff will have primary responsibility for administering it.

Among the potential problems mentioned with this arrangement were:

- The current governance scheme and proposed “directorship” model will likely lead to constant bickering given its uncertain locus of responsibility and the lack of a stand-alone deanship. A major weakness of the proposal cited is that it does not call for a separate school or department program replete with faculty whose loyalties are naturally aligned.
- The issue of dual responsibility was evidently raised earlier in the process at the campus level and in response, the Dean of Social Ecology, was designated the lead dean. In the short run, it may not be feasible to improve on this structure and the Memorandum of Understanding – it is unlikely that resources would be available for a new deanship or stand-alone school or department. The reviewers suggested that it may be essential for the long run if the goal is to develop a UC quality program.
- Joint faculty appointments produce coordination issues and disincentives to develop curricula that will emphasize the distinctly professionalizing norms of a policy school and dual loyalties that will, given the usual academic incentives, favor home departments at the expense of the M.P.P. program. Problems with “cluster” hiring committees necessary for joint appointments, self-serving departments and lowest common denominator appointments were also noted.
- With respect to resources, one reviewer characterized the budget for the program as “woefully inadequate” and noted that “to be successful, it will need a budget to support greater contact with the outside world, outstanding counseling for the students, resources to recruit students, and the like.” The same reviewer noted that “investing significant sources to attracting good students, ensuring that they have a positive experience in the program, and then placing them in desirable jobs is money well spent” for a program trying to establish itself. The proposal does not address the need for staff to manage internships and student placement activities.
- One reviewer also argued that shared space was a problem. M.P.P. students – as pre-practitioners – are quite different from other master's degree students and Ph.D. students and therefore will need a separate location to bond and differentiate themselves from other types of graduate students.

### **Site Visit Findings – May 27, 2008**

There is a strong commitment to the M.P.P. program from all involved, from the faculty who indicate their willingness to participate in it, through the deans, and up through the senior administrators. I probed this pretty hard and received consistent answers from everyone. The program's start-up resources and initial four FTEs are not at risk and will be protected from any budget cuts arising from the state's budget crisis. Senior administrators see the program as a major part of Irvine's plan to expand the proportion of graduate students on campus. It is the only substantial new graduate degree program in the works that is not part of UCI's health sciences subdivision and has no competition in that regard.

The faculty in the two schools who expressed their intention to teach in the program were deemed to be serious about this, i.e., not merely doing favors to friends by expressing interest. Some, I was told, are positively passionate about teaching in such a program. No one anticipated any problem getting faculty to teach the proposed courses, although negotiation with department chairs would be necessary in some cases.

The deans, program director, and faculty all said they largely agreed with the comments and advice they received from the three outside reviewers (whom they regarded as a distinguished and appropriate group). In particular, they agreed that:

- Resources had to be available for student services – recruitment, managing internships, and job placement. The senior administrators promised resources commensurate with those of other high-ranked M.P.P. programs would be added as the program grows. Deans and faculty would have been happier with a larger up-front commitment of new staff for this purpose, but all recognize that more investment in this will be necessary than is mentioned in the proposal.
- Practical experience through internships either in the summer or during the year has to be a central part of the program. This component was evidently in an earlier draft of the M.P.P. proposal but was dropped when its designers sought to pare back its projected cost. The School of Social Ecology already manages an extensive internship operation for undergraduates and graduate students in their urban planning program and has the necessary connections with government and private and non-profit sector organizations to make an internship program work. They view this as very important to the program's success as such internships regularly lead to job offers. There was some embarrassment expressed that this component had been left out of the proposal; once mentioned, the uniform response was "of course."
- The governance structure (headed by two deans, with a steering committee evenly divided between the schools, plus the director, with the Social Ecology dean as the lead dean) is by no means ideal and may be replaced in the longer run, but is the best that can be arranged, given resource constraints.

The governance problem arises from the unusual arrangement that, for historical reasons, gives UCI effectively two separate social science divisions. The intellectual resources (faculty expertise) required for the program are evenly divided between the two schools. The original plan for the M.P.P. was initiated by Social Ecology and was to be housed in that school. But faculty in the Social Sciences were reluctant to commit to a program over which they had no control, so the joint arrangement was worked out to share governance.

So far, the administrators involved, including the programs director, say that it has worked smoothly. The search this year to fill two faculty positions resulted in two offers (one rejected, one pending) everyone seemed happy with, both procedurally and substantively. Expenses that have been incurred have been shared by the two schools through informal negotiation between the deans, with no problems to date.

Space will be allocated for the program and its students. A new building is under construction that will be shared by Social Ecology and Social Sciences and is about a year from completion. The space in it has not yet been allocated, but the deans agree that the M.P.P. program will be housed either in this new building or in space freed up in buildings that currently house Social Ecology and Social Sciences faculty are moved to the new building.

In sum, all of the key stakeholders I spoke with were committed to making the M.P.P. program succeed, optimistic about its prospects and responsive to the criticisms/suggestions of reviewers.

### **Conclusion**

With revisions made to the proposal, the resource needs of the program have increased, and now include an additional staff member to oversee the summer internship program. In reviewing the proposal, I identified, along with CCGA Chair Bruce Schumm, the following as the minimum resource needs of the program. It is for these that we requested a letter of commitment from the appropriate resource-controlling UCI administrator (lead Dean or Provost) be provided:

- Four new FTE that will contribute to teaching classes in the program;
- Full-time program manager and full-time student services assistant at build-out, perhaps phased in as suggested in the proposal;
- An additional full-time staff position to support the summer internship program; and
- Office space for Director and several administrative support personnel.

The Coordinating Committee on Graduate Affairs at its meeting on June 3, 2008, voted to approve the proposal for a Master of Public Policy degree program at UC Irvine contingent on the receipt of a letter of commitment for additional resource needs as stipulated above. After reviewing the UCI letter of commitment dated July 18, 2008, Chair Schumm and I are satisfied that the minimum resource needs of the program will be sufficiently addressed, and on behalf of CCGA, are pleased to formally approve the proposal.

CC MW  
TG  
ZZ

1 August 2008

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AUG 18 2008

COORDINATING COMMITTEE ON GRADUATE AFFAIRS

RE: UCI MASTERS IN PUBLIC POLICY

ACADEMIC COUNCIL

The proposed Master in Public Policy (MPP) at the University of California Irvine is jointly administered by the Dean of Social Ecology and the Dean of Social Science, and represents a collaboration of the faculty of both Schools and other faculty over the campus. The administration of the program as a fiscal unit will be managed through the Dean of Social Ecology.

The CCGA report on the proposed MPP commended the strong academic basis and academic conceptualization of the program. As administering Deans, we write to reiterate our support for the MPP program.

The following comments are provided in response to specific questions from CCGA.

- First, the campus has already provided an allocation of four faculty positions in support of the Master of Public Policy (MPP). Indeed, the first specific MPP faculty member recruited this last year will be joining the Economics department in January 2009. Another faculty recruitment will be continued this year from last year for a position in Social Ecology. We anticipate that a broad and deep pool of existing and new faculty members over multiple departments will participate in this multi-disciplinary program.
- Second, new space opportunities for the MPP will be available with the opening of our new joint Social Sciences/Social Ecology building, anticipated for September 2009. Suitable MPP space will either be assigned in this new building, or in space in existing buildings freed up by moves of other units.
- Third, the proposed budget of the MPP was originally developed by the faculty in direct consultation with Michael Clark, Vice Provost for Academic Planning for UCI. We have recently met with Michael Clark to discuss the current budget situation and the likely impact on the timing of new campus resources. Since the faculty and the Irvine administration originally developed the MPP budget, we believe that sufficient incremental resources will be provided by the campus in support of the program through the course of program build-out. These incremental resources, together with existing shared infrastructure, will provide appropriate support for the new program.

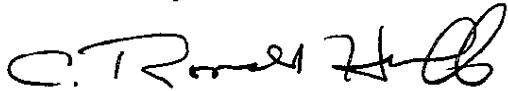


However, Vice Provost Clark has indicated that the immediate budget situation would postpone any incremental resources from the campus for the MPP in the 2008-09 budget year.

On this basis, we have determined that the planned opening of the program should be postponed until Fall 2010 or Fall 2011, pending resolution of the current budget crisis and the resumption of our projected enrollment growth and its associated fiscal support. The additional time will be in the best interests of a strong initiation of the new MPP degree program.

In the interim, Social Ecology and Social Sciences have been providing, and will continue to provide, support for program development activities within existing budgets during 2008-2009. The additional time will allow the MPP Director and Executive Board to further develop academic and internship programs and processes for student recruitment.

Sincerely,



C. Ronald Huff  
Dean, Social Ecology



Barbara Doshier  
Dean, Social Sciences

Cc: Michael Gottfredson, Executive Vice Chancellor and Provost,  
Michael Clark, Vice Provost for Academic Planning