



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

December 22, 2006

**RORY HUME**

**PROVOST AND EXECUTIVE VICE PRESIDENT-ACADEMIC AND HEALTH AFFAIRS**

**Re: Proposed Guiding Principles for Professional School Fees**

Dear Rory,

The Academic Senate has completed its review of the Proposed Guiding Principles for Professional School Fees. As you know, the Regents have discussed this item, but their final determination is awaiting completion of the Senate's review. The Academic Council sent the proposal out to standing committees and divisions for comment this fall, and discussed the results of their review at its December 20, 2006 meeting. Although we note some support for the effort as a whole, the Senate responses raise a number of substantive concerns. Therefore, the Academic Council cannot endorse the proposed principles as written.

The comments we received reflect a range of opinions, concerns, and recommendations, and I refer you to the enclosed individual committee and divisional responses for details. I offer here a summary of some of the most important and representative comments from the review.

**Sources of funding (Bullet 1)**

The language of the first bullet would, as UCLA comments, leave open the possibility that professional schools should rely on professional school fees as the primary source of support. By way of clarifying that "professional schools should continue to receive increments in public funding, and fee increases should not invite and then compensate for public funding cuts as has been recent practice," UCPB recommends that the wording of Bullet 1 be revised as follows: "Increases in professional school fees should not be the sole source of increased support, but rather one of several funding sources, including State funds, that support the growth of academic programs of the professional schools." UCSF opines that raising fees should not be relied upon as a means of funding either financial aid or faculty salaries.

**Use / distribution of fee revenues (Bullets 2 and 5)**

A number of responses to Bullet 2 showed an underlying lack of confidence in administrative discretion over new revenues. In a pointed example, UCPB reported that "administrators appear to have created so much distrust among faculty - via opaque budgetary practices - that at least half of us preferred an outright ban on normal administrative discretion over new fee money to any form of potentially more equitable cost sharing." Thus, the language in Bullets 2 and 5 was not found sufficiently committal, specific, or transparent regarding how fee revenues would be deployed.

- Replacing the word “should” with “must” in Bullet 2 would provide assurance that the revenues from increased professional school fees would go to financial aid and that fees would be returned to the source professional schools.
- The San Francisco division recommends that student fees not be distributed to the Chancellor, but directly and proportionately back to the Schools, and that Bullet 2 be revised accordingly.
- Bullet 2 should also add language specifying that one-third of increased revenue will go to financial aid, which includes both fellowships and loans, and that funds will be reserved for lower income and underrepresented students. (See the UCLA, San Diego, UCSF, CCGA, and UCPB responses.)
- Bullet 5 would allow chancellors to “request approval of a supplemental increase in the fee for a particular program” to enhance quality and financial aid. Since, as is pointed out in the UCI response, this seems to offer a large loophole, the language providing for a possible supplemental increase should be worded much more cautiously and specify how that supplement can be applied.

### **Criteria for setting fees (Bullets 3 - 6)**

The proposed principles seem to work on the assumption that fees should be set as high as the market will bear, and say nothing about what UCPB calls “unique needs and features of *public* professional schools.” UCPB and San Diego voiced opposition to open-ended fee increases, which UCPB characterizes as a “high-fee model for UC’s professional schools.” UCPB recommends a set of four guiding principles for fee increases, which include the notions that peer institution fee rates should act as a ceiling for UC’s fees, and that decisions about fee increases should be driven by academic planning. While recognizing that professional schools should be given more latitude with their fees, UCPB advises that the high-fee model not be adopted without open discussion and the full exploration of long-range public funding solutions.

Other Comments on setting fees (Bullets 3 -6):

- Fees should be transparent, predictable, and fully justified, and they should be set in consultation with both the administration and faculty of the individual schools, based on peer data. (See UCLA comments).
- The reference to “salary and non-salary price increases” in Bullet 5 is too vague and should be clarified (UCSF).
- The Santa Cruz division notes that “the relationship (if any) between inter-institutional comparability of professional fees and comparability of faculty salaries” needs clarification. They also question whether UC is in a position to say it can competitively recruit high-quality professional-school faculty on a continuing basis.
- The list of factors for determining fees (Bullet 3) should include the faculty-student ratio, since this plays a key role in the quality of academic programs (San Diego). The list should include, as well, the income-earning potential of the profession (Davis), and a more concrete expression of commitment to recruiting high-quality junior faculty and providing competitive support (UCSF).

### **The impact of increased fees:**

- The Berkeley and San Francisco divisions had concerns about the potential impact of higher fees on the ability to recruit the best graduate students. Berkeley recommends that “a rider [. . .] be attached to these principles requiring a study that looks at the impact of professional school fee increases on schools and departments’ ability to attract top students.”
- The San Diego division notes that the proposed principles could be seen as an attempt to privatize parts of the University, “based on the presumptive future ability of particular students

to re-pay financial-aid obligations.” This approach would fragment professional schools from other parts of the university.

- The San Francisco division believes that “continued increases in student fees can negatively affect diversity and enrollment levels of underrepresented populations of California scholars.”

#### **Additional Comments**

- The proposed principles attempt to encompass the wide variety of professional schools at UC; UCLA’s response suggested that the various types of graduate students and professional students be distinguished and policies developed that address the different categories of professional schools.
- The Riverside division endorsed the principles in full; finding them to be useful statements that will help the UC System avoid in the future some of the problems that have occurred in the past.

In summary, the Academic Council feels that principles meant to guide fee increases for UC’s professional schools must be viewed through the wider lens of a coherent long-term funding strategy appropriate to UC’s status as a public institution. Such a strategy would fully take into account the ramifications of: 1) greater dependency on private resources, in this case, student fees; and 2) allowing fees to vary significantly from campus to campus. We believe that raising fees should not be an automatic means of replacing public funding. In addition, we agree with UCPB that UC policy development at present seems to be going in two directions. On the one hand, the concept of the ‘power of ten,’ along with a number of systemwide programs, promotes “the model of a relatively unified public university” (UCPB). On the other hand, policies such as the current proposed guiding principles work against the notion of a cohesive system and instead pave the way for establishing differential fee structures among the campuses. We urge that any measures that may lead to a high-fee, market-driven model for professional schools (or for UC in general) be discussed in the context of a vision of UC as a whole and UC’s mission as a public institution.

How professional school fees are determined and allocated has significant budgetary, planning, and academic implications for the university and the public. I want to thank you for the opportunity to bring this proposal before the campus and systemwide Senate bodies, and trust that this input will be considered in finalizing a set of Guiding Principles for Professional School Fees that support good academic planning and further the UC mission.

Sincerely,



John B. Oakley, Chair  
Academic Council

Copy: Academic Council  
María Bertero-Barceló, Senate Director

Enclosures: 9

J0hgf



COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)  
Reen Wu, Chair  
rwu@ucdavis.edu

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December 11, 2006

JOHN OAKLEY, CHAIR  
ACADEMIC COUNCIL

**RE: Proposed Guiding Principles for Professional School Fees**

Dear John,

At its November meeting, CCGA discussed the 'Proposed Guiding Principles for Professional School Fees', which is out for systemwide review. Overall, members found the principles to be thorough and complete, representing a sound policy that contains the correct level of specificity.

CCGA acknowledges that fee increases have largely been used to offset budget cuts in the recent past, thereby generating little additional revenue for the schools. As a result, the committee is concerned that the quality of the schools and their programs, as well as their ability to maintain access through additional financial aid, may be at risk. Therefore, members applaud these principles as an important step forward to regain the footing that some of these schools may have lost in recent years. On this last point, committee wants to stress that it is very important for these new fee increases to guarantee at least a 33% return to aid for graduate students in the professional schools.

If you have any questions, please let me know.

Respectfully submitted,

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

Reen Wu  
Chair, CCGA

cc: CCGA  
Executive Director Bertero-Barcelo



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET  
Christopher Newfield 2006-2007 Chair  
[cnewf@english.ucsb.edu](mailto:cnewf@english.ucsb.edu)

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December 13, 2006

**JOHN OAKLEY**  
**ACADEMIC COUNCIL CHAIR**

**Re: Proposed Guiding Principles for Professional School Fees**

Dear John,

At its meeting on December 12, 2006, the University Committee on Planning and Budget finalized its position on the Proposed Guiding Principles for Professional School Fees. UCPB endorses the core objective of the proposed principles, which is to restore the financial conditions of educational quality. The Guiding Principles clear the way for using increased fee income to offset in part the effect that deep funding cuts have had on their ability to fund appropriate salary levels, cover cost increases, repair damaged educational and research programs, and in general re-build the top-quality programs that the state historically expects. Sympathetic as we are to the motive behind the Guiding Principles, UCPB does not endorse their overall method of mitigating the damage of past budget cuts, which is to establish a high-fee model as a permanent policy.

The particular shape of these new funding proposals are an understandable reaction to recent cuts in public funding. The document offers six Guiding Principles, but these boil down to three:

1. professional school fees should not be the “the sole source of support” for these schools’ academic programs, but should continue to rest on state General Funds and other sources (Bullet 1).
2. Future fee increases at professional schools should go to the professional schools and not to the general campus (Bullet 2).
3. Professional schools should have the discretion to raise fees as necessary and to market levels, and have the ability to offset these increases with increased financial aid (Bullets 3-6).

Our comments fall under those three categories.

1. We recommend that the wording of Bullet 1 be clarified to read as follows: “Increases in professional school fees should not be the sole source of increased support, but rather one of several funding sources, including State funds, that support the growth of academic programs of the professional schools.” This means that professional schools should continue to receive increments in public funding, and fee increases should not invite and then compensate for public funding cuts as has been recent practice.
2. In our meeting, this proposition was controversial. Faculty from professional schools cited

experiences of Chancellors diverting professional school funds for reasons and destinations unknown. On the other hand, faculty from general campuses did not want professional schools to have a “firewall” between themselves and the overall campus budget process that other units cannot enjoy. Administrators appear to have created so much distrust among faculty - via opaque budgetary practices - that at least half of us preferred an outright ban on normal administrative discretion over new fee money to any form of potentially more equitable cost sharing. We support the existing guideline (Bullet 2) with many concerns and little enthusiasm.

3. Bullets 3-6 affirm the professional schools’ authority to move to set their own fees, with a norm established by a market of peer institutions. Although UCPB acknowledges the need for fee increases, we approve of selected, limited increases driven by specific academic objectives and short-term funding needs, and not a shift to regular, open-ended fee increases which is tantamount to the introduction of a high fee model for UC’s professional schools.

We recommend the following principles to guide fee increases:

- A. Effective tuition levels at peer institutions should not be a target but a ceiling on UC tuition increases.
- B. academic planning should drive revenue decisions, including decisions about fee increases.
- C. Any comparison group should include public as well as private universities (as acknowledged in Bullet 4). Fee calculations should refer to effective fees paid by students on average (nominal fees minus average return-to-aid) and not to nominal fee levels.
- D. Since professional schools rightly continue to expect to receive augmentations in state general funds, these schools should endorse augmentations in public funds and help the University achieve levels of state funding appropriate to its multiple missions.

UCPB’s discussion of the Guiding Principles reflected the fact that the University community has not analyzed and reached coherent conclusions about the long-term policy implications of replacing flat or falling public funds with private resources, including high fees. Current OP policy is somewhat contradictory: on the one hand the concept of the “Power of Ten” in tandem with various system wide planning initiatives attempt to revitalize the model of a relatively unified public university. On the other hand, this model of the public university is weakened by documents such as the Guiding Principles, which institutionalize the ability to charge high fees at levels that vary across the system. Stop-gap measures in response to emergency cuts may in this way become permanent policy, and without serious debate in the Senate or in the university as a whole. We note that the Guiding Principles are entirely silent on the unique needs and features of *public* professional schools. They are also silent on the shortcomings of the previous funding model beyond the fact that during times of budget cuts this model does not yield enough money. The same is true of the University as a whole, which also labors under an inadequate funding model. If the professional schools wish to fix their funding model by moving to high (and differentiated) fees, why shouldn’t the rest of the University follow? What is special about professional education that would prevent the rest of the University from solving its budget problems in the same way?

UCPB notes that the high-fee model in professional schools may act as a pilot for the rest of the system. This could result in the following consequences: to increase the fragmentation of the university system; weaken the academic planning appropriate to public professional schools; and erode taxpayer support for an institution that is decreasingly perceived as oriented toward public service and broad access. UCPB recommends that professional schools be given more latitude with

their fees, but that the high-fee model not be adopted without open discussion and the full exploration of long-range public funding solutions.

Sincerely,

Christopher Newfield  
UCPB Chair

Copy: UCPB  
Executive Director Bertero-Barceló



December 7, 2006

JOHN OAKLEY  
Chair, Academic Senate

*Subject: Proposed Guiding Principles for Professional School Fees*

On December 4, 2006, the Divisional Council (DIVCO) of the Berkeley Division discussed the Proposed Guiding Principles for Professional School Fees, and the comments of the Committee on Academic Planning and Resource Allocation (CAPRA), Committee on Educational Policy (CEP), and Graduate Council. DIVCO endorsed the recommendations.

In supporting the recommendations, DIVCO noted that the proposed principles do not conflict with the principles for professional school fees developed by the Berkeley campus. Graduate Council raised concerns about the potential impact of higher fees on Berkeley's ability to recruit the best graduate students and recommended that "a rider should be attached to these principles requiring a study that looks at the impact of professional school fee increases on schools and departments' ability to attract top students. This study should be conducted every two or three years and should also be ongoing because a negative impact might not be apparent in the first few years."

Sincerely,

A handwritten signature in black ink, appearing to read 'William Drummond', written over a light gray rectangular background.

William Drummond  
Chair, Berkeley Division of the Academic Senate

Cc: Calvin Moore, Chair, Committee on Academic Planning and Resource Allocation  
Clair Brown, Chair, Committee on Educational Policy  
Ilan Adler, Chair, Graduate Council  
Linda Song, Associate Director staffing Graduate Council  
Diane Sprouse, Senate Analyst, Committee on Academic Planning and Resource Allocation  
J. Edward Connery, Senate Analyst, Committee on Educational Policy





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December 5, 2006

John Oakley, Chair, Academic Council  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, CA 94607-5200

**RE: Proposed Guiding Principles for Professional School Fees**

At its November 21, 2006, meeting the Irvine Division's Senate Cabinet endorsed the proposed guidelines based on positive reports from the Irvine Graduate Council and the Council on Planning and Budget. While we found the proposal reasonable and thorough, we offer the following comments that could help to clarify the intent and aid the implementation of these guidelines.

1. The manner in which all professional fees are expended must be transparent to students, faculty, and administrators.
2. Fees should be set by individual professional schools, based on peer data.
3. Having predictable fees would be important for students' planning.
4. The proposed guidelines for setting fees allows chancellors to "request approval of a supplemental increase in the fee for a particular program" to enhance quality and financial aid. This seems to constitute a large loophole in an otherwise defined policy, especially if it is not specified what this supplement affects.
5. We strongly recommend that some funds be reserved for lower income and underrepresented students.
6. Some additional financial support should be available to students pursuing professional degrees who choose less lucrative careers in public interest professions, not-for-profit sectors, and underserved communities.

A handwritten signature in dark ink, reading "Martha McCartney". The signature is fluid and cursive, with a large loop at the end.

Martha McCartney, Senate Chair

c: Graduate Council  
Council on Planning & Budget



ACADEMIC SENATE EXECUTIVE OFFICE  
LOS ANGELES DIVISION  
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December 8, 2006

Professor John Oakley  
Chair of the Academic Senate  
1111 Franklin Street, 12th Floor  
Oakland, CA 94607

**In RE: Proposed Guiding Principles for Professional School Fees**

Dear John:

Thank you for the opportunity to opine upon the Proposed Guiding Principles for Professional School Fees. I sent the proposal to all standing committees of the Academic Senate with the invitation to opine, and specifically requested that the Executive Board, the Council on Planning and Budget (CPB), and the Graduate Council (GC) respond. I have attached the responses from CPB and GC for your information; the Executive Board's response is integrated in this letter. While the Executive Board, GC, and CPB had different reservations, they concurred that the current proposal, as it stands, is in need of revision. (GC endorsed it provisionally, while neither the Executive Board nor the CPB endorsed it).

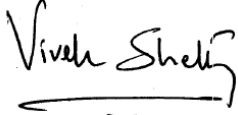
In summary, while the UCLA Division applauds the establishment of guiding principles, it cannot endorse the proposal in its current form. Numerous questions were raised which need clarification. Please allow me to enumerate them here:

1. Language should be in place that requires that a percentage of fees be returned to the source professional schools.
2. Language should be in place to distinguish between the various types of graduate students and professional students.
3. The Executive Board and CPB, respectively, suggest that different policies should be in place to address the different categories of professional schools.
4. CPB opined that professional school fees should be linked to the earning capacity of graduates.
5. CPB opined that professional school fees should be set in consultation with both the administration and faculty of the individual school at the individual campus.
6. GC and CPB, respectively, opined that professional school fees need to be justified and fully transparent, publishing the use of revenues and documenting evidence of conformity to the guiding principles.
7. GC requires assurances that no less than one-third of the revenues generated by Professional School Fee increases are returned to aid for students.
8. GC requires assurances that financial aid should include both fellowships and loans with consideration for students who plan to pursue public interest professions.

9. The Executive Board would like to see the proposal sent to the deans of the various professional schools, systemwide, for their analysis, as well.

Please extend my sincere thanks to everyone who worked on this draft proposal. We look forward to reviewing it upon its revision.

Sincerely,

A handwritten signature in black ink that reads "Vivek Shetty". The signature is fluid and cursive, with a horizontal line drawn underneath the name.

Vivek Shetty  
UCLA Academic Senate Chair

Cc: Maria Bertero-Barcelo, Executive Director of the Systemwide Academic Senate  
Jaime R. Balboa, UCLA Academic Senate CAO  
Robert Frank, Vice Chair, UCLA CPB  
Roger Savage, Chair, UCLA Graduate Council  
Linda Mohr, Assistant CAO, UCLA Academic Senate



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December 1, 2006

John Oakley  
Professor of Law  
Chair, UC Systemwide Academic Senate  
1111 Franklin St., 12th Floor  
Oakland, CA 94607

Dear John:

**RE: REVIEW OF PROPOSED GUIDING PRINCIPLES FOR PROFESSIONAL  
SCHOOL FEES**

The above guiding principles for professional school fees have been reviewed by the appropriate senate committees and we find that the document provides a useful historical summary of the complex territory of setting professional school fees on our UC campuses. We endorse the six Proposed Guiding Principles for Professional School Fees listed on page #1; and we believe that they will be useful statements for the future to help the UC System avoid some of the problems that have occurred in the past.

With all best wishes, I remain,

Yours faithfully,

A handwritten signature in black ink, reading "Thomas Cogswell".

Thomas Cogswell  
Professor of History:  
and Chair of the Academic Senate  
University of California  
Riverside 92521



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December 8, 2006

Professor John Oakley  
Chair, Academic Senate  
University of California  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

Re: Proposed Guiding Principles for Professional School Fees

Dear John:

In response to your request of October 12, the San Diego Divisional Graduate Council and Committee on Planning and Budget reviewed the "Proposed Guiding Principles for Professional School Fees." A variety of comments and concerns were raised, including:

- Currently, the language of the first bullet would leave open the possibility that professional schools should rely on professional school fees as the primary source of support. Reviewers hoped that this point actually referred to was future funding, that is, that future increases in professional school fees should not be the only source of increased funding. The current language does not indicate any constraints on the proportion of state funds relative to professional fee funds, which added to reviewers' unease.
- The use of the word "should" in the first line of the second bullet leaves to the Chancellor's discretion whether all professional school fees would be directed to professional school support. The language should be tightened by substituting the word "must" so that professional school fees are not used to subsidize other parts of the campus and the public does not gain this perception.
- The faculty-student ratio and the role this ratio plays in the academic quality of the program seem to be missing from the list of factors to be taken into account when setting professional school fees.
- Reviewers noted that setting professional school fees at rates comparable to those charged at public peer institutions implicitly sets a floor for rates. There may not be a need, however, to always charge comparable rates. Care should be taken to avoid allowing such comparisons to set both a ceiling and a floor in one rate.
- Reviewers were also uneasy with the use of a financial model that would allow supplemental fee increases to putatively charge wealthier students in order to support poorer students. Financial aid is a statewide responsibility that should be more broadly supported. Having a diverse group of students attending professional schools benefits the state in ways this document seemed to neglect to mention.

Broadly, the proposed principles could be seen as an attempt to privatize parts of the University, based on the presumptive future ability of particular students to re-pay financial aid obligations. This approach seemingly separates the professional schools from the rest of the University in a way that fragments rather than unifies. The implicit theme of "charge as much as the market will bear" also struck reviewers as wrong. In summary, reviewers remained uncomfortable with the approach and attitude of the proposed principles.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry C. Powell", with a long horizontal flourish extending to the right.

Henry C. Powell, Chair  
Academic Senate, San Diego Division



**Communication from the Task Force Reviewing and Recommending  
Divisional Response to the Proposed Guiding Principles for  
Professional School Fees  
Lisa Kroon, PharmD, Chair**

November 20, 2006

Deborah Greenspan, DSc, BDS  
Chair, UCSF Academic Senate  
Office of the Academic Senate, Box 0764

RE: Recommendations for Divisional Response to the Proposed Guiding Principles for Professional School Fees

Dear Chair Greenspan,

The Task Force Reviewing and Recommending Divisional response to the Proposed Guiding Principles for Professional School Fees, consisting of one Member of the Committee on Academic Planning and Budget (Chair) and representatives selected by the Faculty Councils of each of the four schools, met on November 20, 2006 to review these Proposed Guiding Principles and to suggest a possible response from the San Francisco Division. Norman Oppenheimer served on this Task Force on behalf of the School of Pharmacy, who is also reviewing and commenting on these Guiding Principles in his role as the UCSF representative to the systemwide University Committee on Planning and Budget (UCPB). The Task Force makes the following recommendations for a response from the San Francisco Division.

1. The first sentence of the second bullet point is currently worded to address revenue from student fee increases, but not the current fees themselves. The Task Force recommends that this sentence be modified to read as follows: "Revenue from future professional school fees and fee increases approved by the Regents should be used..."
2. Overall, the Task Force's primary concern with these Guiding Principles is the issue of distribution. The Task Force believes that funds from student fees should not be distributed to the Chancellor, but directly and proportionately back to the Schools. The Task Force recommends that the first sentence of the second bullet point be further modified to read: "Revenue from future professional school fees and fee increases approved by the Regents should be used by the Schools to maintain and enhance..." In more practical terms, the Task Force recommends that funds not be returned to the Chancellors, but to the Deans.
3. The second overall concern the Task Force has with these Guiding Principles is the issue of transparency. The campuses, administration, faculty, and students should have an idea how these fees are being used by the University of California. Included in these Guiding Principles should be the manner in which the funds from student fees are applied—proportions used for student aid and proportions used for faculty support.

4. In bullet point five, the Task Force finds the reference to “salary and non-salary price increases” to be too vague and recommends clarification for these price increases. The Task Force considers this to be another issue of transparency. Furthermore, the Task Force recommends that the reference to “Chancellors” here be changed to “the Schools” (... “the Schools may request approval of a supplemental increase in the fee for a particular program...”).
5. In Guiding Principle bullet point three, describing the factors to be taken into account when setting professional school fees, the Task Force is again concerned with distribution of fees collected. The Task Force recommends that this bullet point include a more concrete expression of commitment to recruiting quality junior faculty and providing competitive support. Specifically to UCSF, recruitment of junior faculty is severely disadvantaged by the cost of living factor and the inability of UCSF to provide sufficient housing support for new faculty and their families. The professional school fee structure should take into account not only factors of enrollment and faculty compensation, but also competitive student-to-faculty ratios. Currently at UCSF, the student-to-faculty ratio is not comparable among the four Health Sciences professional schools (e.g., the School of Pharmacy is 11:1 and the School of Medicine is 3.5:1); this disparity further limits schools to sustain academic quality when increasing student enrollment and should be addressed.
6. Regarding the comparable nature of UC professional school fees for California residents to the in-state rates charged by peer institutions described in bullet point four, the Task Force raised concerns regarding the amount of fees returning to the students (who are applying to these schools) in the form of financial aid. Even if UC fees were set at a lower level, it would remain difficult to recruit top students who are offered a “free ride” at our competitive institutions. In the health sciences, the current fee structure has resulted in a situation in which it is less expensive for a laboratory to hire post doctoral students than to hire graduate students. Furthermore, UC fees may, at first glance of the data, appear competitive, however this does not take into account the disproportionately high cost of living in the San Francisco Bay Area.

The Task Force offers these final observations and general philosophy regarding Guiding Principles for Professional School Fees:

1. The Task Force believes that continued increases in student fees can negatively affect diversity and enrollment levels of underrepresented populations of California scholars.
2. The Task Force has concerns regarding the use of fees paid by some students to subsidize the tuition of others. While the Task Force maintains that the subsidizing of disadvantaged and underrepresented students is important and essential, it should not be the burden of other students, but such support should come from other sources, such as the State.
3. As a general philosophy, the Task Force believes that public education by the University of California for its citizens is a necessary infrastructure of the State and that faculty salaries should not necessarily be derived from student fees.
4. The comparably high fees for UC professional schools has, at least with anecdotal data, been having a detrimental effect on the recruitment of top candidates. Further increases to professional school fees will only increase the negative impact on recruitment quality and should be avoided.<sup>1</sup>

The Task Force hopes you find this review and these recommendations helpful in forming a response from the San Francisco Division to the Academic Council.

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<sup>1</sup> Point four was added by a vote of the Coordinating Committee, December 12, 2006, as a amendment to the original Communication from the Task Force.

Sincerely,

**The Task Force Reviewing and Recommending Divisional Response to the Proposed Guiding Principles for Professional School Fees**

Lisa Kroon, PharmD, Chair of the Task Force, Member of Academic Planning and Budget

Sheila Brear, DDS, School of Dentistry

Phil Rosenthal, MD, School of Medicine

Marguerite Engler, PhD, RN, FAHA, School of Nursing

Norman Oppenheimer, PhD, School of Pharmacy





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December 5, 2006

John Oakley, Chair  
Academic Council

***RE: UCSC response on the Systemwide Guiding Principles for Professional School Fees***

Dear John,

The recommendations on the Systemwide Guiding Principles for Professional School Fees were reviewed by the UCSC Graduate Council (GC) and UCSC Committee on Planning and Budget (CPB).

We note that the third principle for setting professional school fees alludes to “market-based factors that permit University programs to recruit high quality students and faculty.” The penultimate Table of the document shows that, with the exception of Medicine and Nursing, all other Professional School areas at UC have higher fees. Yet the document also notes that there is a “chronic gap in salaries for professional school faculty,” and that faculty salaries are “well below the average of peer public and private institutions.” Thus, the relationship (if any) between inter-institutional comparability of professional fees and comparability of faculty salaries is enigmatic. Also unclear is whether UC is actually, as an institution, in the position to say that we can competitively recruit high quality professional school faculty on a continuing basis.

Sincerely,

A handwritten signature in black ink, appearing to read "Faye J. Crosby".

Faye J. Crosby, Chair  
Academic Senate  
Santa Cruz Division