



Robert C. May
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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*

July 8, 2019

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

Re: Current State Assessment Report for UC Center in Sacramento

Dear Michael,

As you requested, I distributed for systemwide Academic Senate review the State Assessment Report for the UC Center in Sacramento (UCCS). Seven Academic Senate divisions (UCD, UCI, UCM, UCR, UCSB, UCSD, and UCSC) and three systemwide committees (UCPB, UCEP, and UCFW) submitted comments. These comments were discussed at Academic Council's June 26, 2019 meeting and are attached for your reference.

Senate reviewers agree that the UCCS is a great asset to the UC system, not only in terms of the educational and research opportunities it makes available to faculty and students interested in State politics and public policy issues, but also in the many ways the Center enhances UC's visibility and reputation in the State Capitol. The Assessment Report provides strong evidence that UCCS' high-quality education, research, and public engagement programs work together to provide value to the University that is greater than the sum of its parts.

However, the Assessment Report also makes clear that UCCS will soon face a financial crisis unless significant changes are made to its financial structure and status that put its budget on a more sustainable path. The funding UCCS receives from UCOP and the revenue it generates from tuition and fees are insufficient to meet the current projected trajectory for costs, and the Center is expected to begin running annual deficits in fiscal year 2020-21. The Report outlines a potential path to financial health and sustainability based on a large enrollment increase, a significant (nearly 150 percent) increase in the UCOP subsidy, and additional fundraising.

Council supports these proposals for stabilizing and strengthening UCCS' financial and administrative structures, to help UCCS remain a strong and effective systemwide academic program. Council also expects that a greater level of systemwide support should increase the systemwide character of UCCS, and we join with other Senate reviewers in encouraging the University to promote more diverse and inclusive participation in the program so that undergraduates, graduate students, and faculty from a broader range of UC campuses and backgrounds have the chance to engage with policymakers and public policy issues. Council members are particularly strong about the need to for UCCS to increase graduate student participation and graduate fellowship support.

Senate reviewers also made a number of other comments, observations, and suggestions for clarifying the recommendations made in the report and for strengthening UCCS that we invite you to consider.

Thank you for the opportunity to comment on the State Assessment Report and for your efforts to lead the comprehensive assessments of other systemwide academic programs housed at UCOP. The Senate looks forward to working with you as you continue to assess how these programs will continue to support the UC mission of teaching, research and public service.

Please do not hesitate to contact me if you have additional questions.

Sincerely,

A handwritten signature in brown ink, appearing to read "R. C. May".

Robert C. May, Chair
Academic Council

cc: Academic Council
Senate Directors



DAVIS DIVISION OF THE ACADEMIC SENATE
ONE SHIELDS AVENUE
DAVIS, CALIFORNIA 95616-8502
(530) 752-2220
academicsenate.ucdavis.edu

June 19, 2019

Robert May
Chair, Academic Council

RE: UC Center Sacramento Review

Dear Robert:

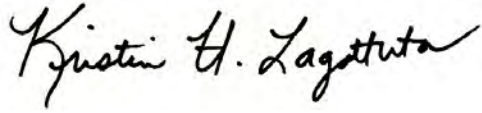
The UC Center Sacramento (UCCS) Review was forwarded to all standing committees of the Davis Division of the Academic Senate. Four committees responded: Graduate Council (GC), Planning and Budget (CPB), Undergraduate Council (UGC), and the Faculty Executive Committee of the College of Letters and Science (L&S).

Committees think UCCS is of great value to the UC system and agree overall with the current and future state assessments of UCCS. Committees offer the following recommendations:

- UCOP should offer funds to UC Davis to compensate for UC Davis' in-kind benefits. CPB also supports additional funding from UCOP to grow student enrollment at UCCS, thus stabilizing UCCS' financial position.
- Noting that many graduate students are interested in science policy, GC believes that "three fellowships per year may be too small...strong consideration should be given to increasing the number of fellowships." Moreover, UCCS could help "coordinate internships between graduate students and government agencies in Sacramento."
- UGC supports the proposed governance structure but recommends that the Systemwide Academic Senate "have a primary role in determining the composition of the Academic Advisory Committee (AAC)," and the AAC should provide regular reports to CCGA, UCEP, and/or Academic Council.
- CPB recommends that UCCS build synergies with the new UC Davis Office of Public Scholarship and Engagement, as well as Aggie Square.
- Multiple committees called for expanded outreach and messaging about educational opportunities at UCCS.

The Davis Division appreciates the opportunity to comment.

Sincerely,

A handwritten signature in black ink that reads "Kristin H. Lagattuta". The signature is fluid and cursive, with the first name "Kristin" being the most prominent part.

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, Principal Policy Analyst, Systemwide Academic Senate
Edwin M. Arevalo, Executive Director, Davis Division of the Academic Senate

May 21, 2019

Kristin Lagattuta

Chair, Davis Division of the Academic Senate

RE: Review of UC Center Sacramento (UCCS)

The Committee on Planning and Budget (CPB) reviewed the Current State Assessment Report of, and the Future State Proposal for, UC Center Sacramento (UCCS). We recognize UCCS' value both for students and for UC's engagement with state policymakers, thus we support additional funding from UCOP to grow student enrollment at UCCS and to make it more financially stable. Likewise, we support providing UC Davis with additional funding to compensate its administrative and academic support of UCCS.

In addition, we recommend that UCOP, UC Davis, and UCCS leadership consider how to leverage synergies between UCCS and UC Davis' new Office of Public Scholarship and Engagement, as well as Aggie Square. Such synergies could lead to greater visibility and support for UCCS, in turn improving students' experience (through additional internships and potential residential opportunities) as well as UC's relationships with state policymakers.

CPB appreciates the opportunity to comment.

May 24, 2019

TO: Academic Senate Chair Kristin Lagattuta

RE: UC Center Sacramento (UCCS) Review

The Academic Planning and Development subcommittee (APD) of Graduate Council (GC) met on May 2, 2019 to discuss UC Center Sacramento Review. There was strong support for increasing the UCCS scope to include more and larger programs for graduate students as suggested throughout the report. There are many graduate students in the science programs interested in science policy and the UCCS program has the potential to develop impactful programs for these students. Three fellowships per year may be too small given the potentially large number of graduate students across the entire UC system interested in science policy. Thus, strong consideration should be given to increasing the number of fellowships. A potentially low-cost way of increasing graduate student opportunities at the center would be for UCCS to help coordinate internships between graduate students and government agencies in Sacramento. If there was a designated point person on each campus for the center, this might better facilitate graduate student participation. Finally, it was not clear what efforts are being made to inform undergraduate and graduate students about the educational opportunities available at the center.

TO: Kristin Lagattuta, Chair of UC Davis Academic Senate

FROM: Leo Bernucci, L&S FEC Chair 2018-19

REF: **UC Center Sacramento Review**

DATE: May 7, 2019.

The L&S Faculty Executive Committee (FEC) discussed the *UC Center Sacramento Current State Assessment Report* during our 6 May 2019 meeting. It is the general opinion of the FEC and also that of Dean Spiller that the *Center* represents a great value to the entire UC system.

Concurring with what has been noted in the report, the FEC believes that an equivalent support model established for UC Santa Barbara, regarding the UC Education Abroad Program (UCEAP), should be applied to the *UC Center Sacramento*. UC Davis contributes significant in-kind benefits to *UCCS*, which could be valued at nearly \$95,000 (roughly 6.8% of *UCCS*'s annual operating budget. This percentage is equivalent to that the UC Education Abroad Program pays to UC Santa Barbara). The UC Office of the President should offer funds to UC Davis to cover these in-kind benefits to match systemwide programs and ensure accountability and success.

We as a committee also recommend that this public career program be widely publicized, including among the STEM student population, with the goal that more students enrolled in science major programs will also participate in *UC Center Sacramento* activities in the near future.

Thank you.

Leo Bernucci, Chair

L&S Faculty Executive Committee

Undergraduate Council (UGC) has reviewed and discussed the UC Center Sacramento Current State Assessment Report. The committee appreciates the very thorough and comprehensive report and in general agrees with the recommendations in the Proposal for the Future State. In particular, UGC supports the proposed governance structure, but recommends that the systemwide Academic Senate have a primary role in determining the composition of the Academic Advisory Committee (AAC) and that the AAC should provide regular reports to one or more committees of the systemwide Academic Senate (CCGA, UCEP, and/or Academic Council). With the assurance of regular Academic Senate oversight at the systemwide level, UGC would recommend removing UCCS from the review schedule of the UC Davis Special Academic Programs Committee, a subcommittee of UGC where it is currently placed and reviewed on a regular seven year cycle. The UC Davis Special Academic Programs Committee reviewed the program in 2016-17, and at that time the committee determined the program had adequate oversight by instructors and their faculty council, however systemwide oversight does seem appropriate for this program.

June 7, 2019

Robert May, Chair
Academic Council

RE: Systemwide Senate Review of UC Center Sacramento

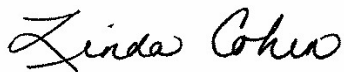
On our campus, the Council on Planning and Budget (CPB), Council on Research, Computing, and Libraries (CORCL), Graduate Council (GC), and Council on Educational Policy (CEP) reviewed the Current State Assessment Report of UC Center Sacramento. The Councils' individual responses are attached. At its June 4, 2019 meeting, the Senate Cabinet discussed the report and voted unanimously (9-0-0) to endorse the Councils' feedback.

CPB expressed concern about a lack of clarity about financial contributions to be requested from campuses, noted that the financial plan for supporting the Center does not appear to include the costs of expanding engagement with the state, and suggested that the program consider developing a more stable administrative and financial structure. CPB and CORCL both suggested that UC Center Sacramento look to the UCDC program as a model. CORCL also suggested providing funds for regular tenured and tenure-track UC faculty to spend a quarter or longer at the Center on a rotating basis, rather than hiring faculty to be permanently housed at the Center. GC is supportive of efforts to promote and advance graduate advocacy. However, GC requested clarification on their funding source, especially if each campus is expected to contribute.

As this is a Systemwide Center that provides opportunities to students from all of the UC campuses, the Cabinet does not think that having a single campus be responsible for the Center would be advisable.

The Irvine Division appreciates the opportunity to comment.

Sincerely,



Linda Cohen, Chair
Academic Senate, Irvine Division

Enclosures: CPB memo dated 5/28/19
CORCL memo dated 5/22/19
GC memo dated 5/20/19
CEP memo dated 5/6/19

C: James Steintrager, Chair Elect, Academic Senate

Steven Gross, CPB Chair

Jeffrey Barrett, CORCL Chair

Glen Mimura, GC Chair

Hugh Roberts, CEP Chair

Michelle Chen, CPB and CORCL Analyst

Michelle AuCoin, CEP Analyst

Thao Nguyen, GC Analyst

Kate Brigman, Executive Director, Academic Senate



May 28, 2019

LINDA COHEN, CHAIR
ACADEMIC SENATE, IRVINE DIVISION

RE: Systemwide Review of the UC Center Sacramento (UCCS)

At its May 8, 2019 meeting, the Council on Planning and Budget (CPB) discussed the review of the UC Center Sacramento.

Overall, the Council found the report to be admirably comprehensive, clear, and the product of broad consultation. It argues convincingly that investing in UCCS will be good for the University as a whole. Investing in the Center also aligns with UCI's strategic plan which states the goal for the campus to become "an even better partner with national, state, and local government, increasing elected officials' understanding of UCI's value and driving greater engagement with faculty, students, staff, and alumni" (p.15).

CPB expressed the following concerns:

- **Campus contributions.**

The report refers to campus contributions to support UCCS but does not specify what is being requested from the campuses. E.g., [the Center should] "receive funding from UCOP and the campuses" (p. 91), and, "we must have a strong commitment and cooperation from the campuses and the Office of the President to ensure we can collectively address the structural issues and obstacles" (p. 5). Other than the need for "commitment to increase enrollment, interest, awareness" from the campuses (p. 89), the report does not request any specific financial contributions from the campuses.

- **Engagement with the State.**

The proposal describes a financial plan for supporting the Center while allowing for growth in undergraduate enrollment. This plan does not appear to include the costs of expanding engagement with the State. Undergraduate internships, a few graduate student fellowships, and a speaker series aren't sufficient to make good on the report's vision of UC as the "research arm of the state of California" with a "responsibility to help the Legislature and Government of California make informed policy decisions" (p. 5). Many stakeholders pointed out that UCCS needs a dedicated staff member, with experience working in the state government, focused exclusively on engaging with the capitol community. Plans to increase graduate and faculty involvement are also mentioned. Because these plans are critically important for achieving the second of the Center's two primary goals, it seems to us that they should be included in the financial plan, even if this entails requesting more financial support or slower growth in, or less funding for, the undergraduate program.

- **Unique entity.**

The review identified enough differences that the UC Center Sacramento should not be seen as a precedent for other future program.



- **Modelling UC Education Abroad (UCEAP).**

The review references the operational model set by UCEAP. This may be problematic as it is unclear that UCEAP actually works well. UCEAP did not arise from appropriate Senate consultation. The more relevant model would be UCDC.

- **Succession Plans.**

UCCS appears to be structured around the goodwill and intentions of two or three individuals. The Council suggests that the program consider developing a more stable administrative and financial structure.

The Council appreciates the opportunity to comment.

On behalf of the Council,

A handwritten signature in dark ink, appearing to read "Steven Gross". The signature is fluid and cursive, with the first name "Steven" and last name "Gross" clearly distinguishable.

Steven Gross, Chair

CC: Kate Brigman, Executive Director
Michelle Chen, CPB Analyst

May 22, 2019

**LINDA COHEN, CHAIR
ACADEMIC SENATE, IRVINE DIVISION**

RE: Systemwide Review of the UC Center Sacramento (UCCS)

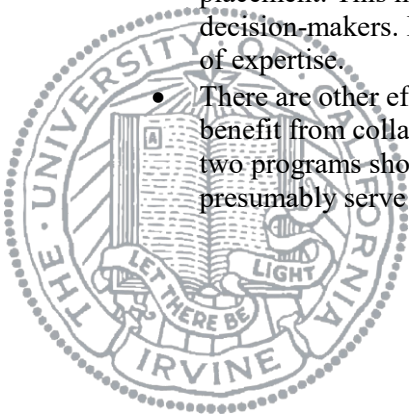
At its April 18, 2019 meeting, the Council on Research, Computing, and Libraries (CORCL) discussed the review of the UC Center Sacramento (UCCS).

First established in 2003, the UCCS is a UC system-wide unit physically located in Sacramento, CA. The unit engages in two primary activities: first, a teaching function – the UCCS enrolls undergraduates from the UC campuses to spend a quarter at the Center, learning about the policy process in the state. In addition to coursework, these students work as interns in a state policy organization. A smaller group of graduate students also spend time at the Center. Second, it has a public engagement function, inviting faculty members to describe their policy-relevant research in a public lecture. This function is enhanced by the interns, and by policy briefs prepared by UC faculty and students. The Center is supported by student tuition, funding from UCOP and the campuses, gifts, and in-kind contributions from UC Davis.

The UC Provost proposes a modest expansion of the UCCS, to be largely funded by UCOP, raising the Center's annual budget from \$778,555 to \$1,915,000, with the promise of further increases in the future. The goal would be to increase student enrollment and better connect the Center with the Sacramento policy community, in particular state administrative agencies and the state Assembly and Senate offices. The proposal envisions expansion of the internship base to many more legislative and executive offices. This should create greater visibility for UC and much greater involvement and influence of UC research within the policy process.

The Council expressed the following concerns:

- The proposal suggests hiring additional faculty for the Center but provides little detail about the conditions of these positions or the requirements for faculty to fill them. It will presumably be difficult to hire high quality research faculty in this role if there is no clear path to tenure and regular UC advancement. Perhaps a more effective model would be to provide funds to allow regular tenured and tenure-track UC faculty to spend a quarter or longer at the Center on a rotating basis.
- The Center aims to be a research hub but does not identify how it will be involved with pedagogy and student development. UCCS may wish to look to the Humanities Research Institute (HRI) as a model for interdisciplinary cross campus collaboration.
- The proposal contains no information about the training that interns will receive before their placement. This needs to be examined in detail to maximize the value that interns will provide to decision-makers. It was suggested that the program look to graduate level students for this level of expertise.
- There are other efforts throughout the UCs that involve public engagement. The Center would benefit from collaboration with these other entities, such as UCDC. With respect to UCDC, the two programs should be carefully distinguished but also strongly cooperative as they will presumably serve similar groups of students.



- It was noted that there is limited staff support. Perhaps the Center could look to UCDC to replicate operations on a smaller scale.

Overall, the Council expressed support for this proposal with the caveats regarding recruitment of Center faculty and the training of student interns.

The Council appreciates the opportunity to comment.

On behalf of the Council,

A handwritten signature in black ink, appearing to read 'Jeffrey A. Barrett'.

Jeffrey A. Barrett, Chair

c: Kate Brigman, Executive Director
Michelle Chen, CORCL Analyst

May 20, 2019

LINDA COHEN, CHAIR
ACADEMIC SENATE, IRVINE DIVISION

RE: UC Center Sacramento

At its May 9, 2019 meeting, Graduate Council reviewed the UC Center Sacramento (UCCS) as presented in the *Current State Assessment Report* (Version 6.0 Draft) conducted and composed by UC Provost Michael Brown, February 15, 2019. This is part of a systemwide review in response to President Napolitano's desire to begin the consultation process on whether and how to transition selected systemwide programs to campuses.

Overview

The *Assessment Report* provides an extensive account of the UC Center Sacramento, a systemwide center located in Sacramento (and run in large part out of UC Davis) that reports to the Division of Academic Affairs in the UC Office of the President (UCOP). UCCS "works to enhance the UC's presence in Sacramento by engaging the state policy community and educating UC undergraduates in public service and policy." As it stands, UCCS largely provides UC undergraduates an "experiential program" organized around speaker-based events, presentations, publications, and student internships. But the *Assessment Report* also suggests adding a more robust graduate student dimension to UCCS.

The most relevant language, on page 090, is the following:

"Many stakeholders, especially campus leadership, expressed a desire for UCCS to expand its programming to include more for graduate and professional students. UCCS should expand its focus on graduate and professional students in several possible ways, including:

- Adding Teaching Assistants to support the undergraduate program;
- Expanding the Emerging Scholars Program from two to five awards per year;
- Adding a Policy Fellowship for three graduate or professional students each year to study at UCCS and present their research to the Sacramento community at the end of the year;
- Adding a Travel Fellowship for twelve graduate and professional students to travel to UCCS for two weeks to continue their research in Sacramento;
- Adding a Policy Grad Slam competition for graduate and professional students to present their policy-related research to the Sacramento community; and
- Continuing to pilot innovative programs such as the STEM Solutions in Public Policy Award competition."



With regard to additional Teaching Assistants, the Council's graduate student representatives stated that there would be significant interest for these TAs, with Center housing, to be extended to graduate students at UCI and other UC campuses.

With regard to the Policy Grad Slam competition, the Graduate Division notes that the systemwide Graduate Deans organize an annual Grad Slam event, but they have not been consulted on this matter.

Recommendation

Graduate Council voted unanimously to endorse in principle the proposed initiatives to promote and advance graduate advocacy. The Council recommends ranking these initiatives in order of their appeal and relevance for all campuses. However, the Council recommends clarification on their funding source, especially if each campus is expected to contribute support. The *Assessment Report* does not identify how funds would be raised for the initiatives. Further, because UCOP would retain supervision and oversight for the Center, and UCOP would continue to be the chief beneficiary of these programs, theirs should be the most significant and most sustained contribution.

On behalf of the Graduate Council,



Glen Mimura, Chair

c: Frances Leslie, Dean, Graduate Division and Vice Provost, Graduate Education
Ruth Quinnan, Director, Admissions and Academic Affairs, Graduate Division
Celina Mojica, Director, Academic Initiatives, Graduate Division
Kate Brigman, Executive Director, Academic Senate
Thao Nguyen, Graduate Council Analyst

June 19, 2019

Robert May
Chair, Academic Council

RE: Systemwide Senate Review: UC Center Sacramento Review

Dear Robert,

The Executive Board of the UCLA Academic Senate discussed the State Assessment Report on the UC Center Sacramento at its meeting on June 6, 2019. The Executive Board solicited comments from standing committees of the Senate, as well as the Faculty Executive Committees, to maximize faculty feedback; the individual responses received are attached.

The faculty were sympathetic to the burdens placed on UC Davis. Members agreed that potentially, the center could be an important program as well as considerable potential in public policy.

Members expressed concern, however, that the Report did not present a clear statement for adequate funding. They had hoped that the Report would have included a clearer sense of goals, funding, and organizational structure in order for faculty to provide valuable comments.

Members of the Executive Board, as well as the individual committees, expressed concerns. The following is not a comprehensive list so we urge you to review the individual memos.

- The Governing Committee appears to sideline Senate oversight; governance needs sufficient faculty.
- It is reported that the Public Advisory Committee will advise on outreach efforts; however, it is unclear if they will assist with finding internships. Several members also questioned unclear whether there is duplication of efforts.
- UCLA is not represented on the Committees (Table 18), although many others are.
- The "Future Suggestions" reads like a wish list, throwing suggestions on the page instead of finding ways to work effectively; the list is unorganized, needs prioritizing, and a roadmap for the future.

Executive Board members recommended convening a taskforce to more thoroughly address the issues and have a sense of the future.

The Executive Board appreciates the opportunity to opine. Please feel free to contact me should have any questions.

Sincerely,



Joseph Bristow
Chair, UCLA Academic Senate

cc: Hilary Baxter, Executive Director, Systemwide Academic Senate
 Sandra Graham, Immediate Past Chair, UCLA Academic Senate
 Michael Meranze, Vice Chair/Chair-Elect, UCLA Academic Senate
 Michael LaBriola, Principal Policy Analyst, Systemwide Academic Senate
 Linda Mohr, Chief Administrative Officer, UCLA Academic Senate

May 30, 2019

Joseph Bristow, Chair
Academic Senate

Re: Systemwide Senate Review – UC Center Sacramento Review

Dear Professor Bristow,

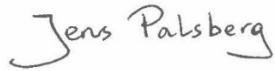
At its meeting on May 20, 2019, the Council on Planning and Budget (CPB) discussed the UC Center Sacramento (UCCS) Review.

CPB members expressed the following concerns:

- 1) Based on the report, it is evident that the UCCS program is facing a crisis in funding that must be resolved as soon as possible. Determining the best response to the funding issues requires a more clearly articulated discussion of the current state of operations and the objectives of the Center. Members were troubled by statements such as that appearing on page 17 of the *Current State Assessment Report*: "...the Center has engaged in limited formal planning and reporting of the past few years." Significant more clarity on the use of the budget and on plans for the future are needed.
- 2) In considering the future of UCCS, it would be helpful to understand how the various UC programs in Sacramento might interact. There could likely be important efficiencies gains and improvements in the quality of the experience offered to students were programs to work together to a great extent. To that end, many members questioned how an additional program like UCCS might be justified given the apparently successful programs run by other entities.
- 3) Members understood the potential importance of having a UC-wide center visible in Sacramento, not just in training students, but in working to provide policy makers with faculty and graduate student expertise on matters of importance to the state. UC's commitment to service and research should be on the forefront. However, the members also wish to underscore that there appears to be scope for improvement in this area.
- 4) What is the extent of student involvement? Members stated that the report presented vague information in regards to student participation in the program. Understanding the interest in the program from students would be helpful in determining the program's size. Dissemination of the opportunities available through UCCS on the individual campuses ought to be improved, perhaps by coordinating with the UCDC program or others.

Thank you for providing the Council with an opportunity to review the UC Center Sacramento Review Report. If you have any questions for us, please do not hesitate to contact me at palsberg@ucla.edu or via the Council on Planning and Budget's analyst, Elizabeth Feller, at efeller@senate.ucla.edu or x62470.

Sincerely,

A handwritten signature in dark ink that reads "Jens Palsberg". The signature is written in a cursive, slightly slanted style.

Jens Palsberg, Chair
Council on Planning and Budget

cc: Elizabeth Feller, Committee Analyst, Council on Planning and Budget
Kathleen McGarry, Member, Council on Planning and Budget
Linda Mohr, Chief Administrative Officer, Academic Senate
Members of the Council on Planning and Budget

May 6, 2019

To: Joseph Bristow, Chair
Academic Senate

From: Willeke Wendrich, Chair
Graduate Council

Re: UC Center Sacramento Review

At its meeting on May 3, 2019, the Graduate Council reviewed and discussed the UC Center Sacramento (UCCS) Review. Council members were very supportive of the recommendation to provide opportunities for graduate students and professional students to conduct research and policy analysis in Sacramento. In fact, the Council would encourage the UC Center Sacramento and the UC Office of the President to allocate and support resources for the purposes of conducting a UCCS needs assessment for graduate programs, graduate education, and postdoctoral scholars at the UC. These efforts should most importantly include identifying the role that the UC Center Sacramento could play at the graduate and postgraduate level, including, but not limited to integration with graduate program curricula, leveraging research needs of graduate programs, lobbying efforts, policy clinics, and coursework and internship experience for graduate students and postdoctoral scholars. An ad hoc committee of the Graduate Council would be available to provide suggestions to the Graduate Council on who at UCLA would potentially benefit from an expansion of the UCCS.

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: Joseph Bristow, Chair, Academic Senate

Fr: Aaron Tornell, Chair, College Faculty Executive Committee

Date: May 22, 2019

Re: **College FEC response to Systemwide Review of the State Assessment Report on the UC Center Sacramento**

The College FEC appreciates the opportunity to comment on the State Assessment Report on the UC Center Sacramento. We reviewed the report at our meeting on May 17, 2019. The College FEC has a few comments on the current draft of the assessment report.

First, we find that the final report would benefit from a clearer statement of the relative importance and value of each of the Center's missions to the University. The FEC also would have appreciated a more detailed accounting of the current and future resources needed to undertake each of the Center's missions. As it stands, it is difficult to assess the costs and benefits of the various functions of the Center and of the requested new investments. Additionally, a more systematic analysis of student interest would be helpful in making an informed assessment of the possibilities for future enrollment growth. Finally, more justification is needed to assess the large number of areas in which additional resources are recommended by the report. Ultimately, unless the University places substantial "good will" value on the Center's presence in Sacramento, the large investment required to create the program envisioned by the report may not be justified under our current fiscal circumstances.

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 tornell@econ.ucla.edu with questions. Mitsue Yokota, Academic Administrator, is also available to assist you and she can be reached at (310) 794-5665 or myokota@college.ucla.edu.

cc: Lucy Blackmar, Assistant Vice Provost, Undergraduate Education Initiatives
Jeffrey Lewis, Vice Chair, College Faculty Executive Committee
Linda Mohr, Chief Administrative Officer, Academic Senate

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OFFICE OF THE ACADEMIC SENATE
KURT SCHNIER, CHAIR
senatechair@ucmerced.edu

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5200 NORTH LAKE ROAD
MERCED, CA 95343
(209) 228-7954

MAY 30, 2019

ROBERT MAY, CHAIR, ACADEMIC COUNCIL

RE: UC CENTER SACRAMENTO REVIEW

Dear Robert:

The report summarizing the UC system's assessment of the UC Center Sacramento (UCCS) was distributed for comment to the standing committees and school executive committees of the Merced Division of the Academic Senate. Four committees offered comment: the Committee for Diversity and Equity (D&E), the Committee on Research (CoR), Graduate Council (GC), and Undergraduate Council (UGC). Their comments are enclosed. The remaining committees appreciated the opportunity to opine but declined to comment.

At its May 13, 2019 meeting, Divisional Council endorsed transmitting the enclosed comments for consideration by Academic Council. For ease of access, these comments are also summarized here.

Diversity and Equity encouraged attention to diversifying the program's faculty, examining the participation rates of LGBTQ students, and understanding the decline in program participation by African American students.

The Committee on Research noted that the UCCS is a good vehicle for increasing the visibility of the UC's research accomplishments and pursuits with the legislature. Toward this end, CoR recommended expanding graduate student and faculty involvement in the UCCS and that UCCS consider offering programming in time frames (e.g. few days to a few weeks) that would increase the opportunity for researchers and scholars of all fields to engage with the legislature.

Undergraduate Council and Graduate Council emphasized the importance of ensuring that the program continue to serve UC Merced students. UGC noted that the report asserts that the program costs more for Merced students and recommended this be revised given the campus's understanding that this is not the case. Both Councils also noted that the program should be resourced to ensure equitable access by all students. Finally, UGC raised a question about efforts to diversify the UCCS's student body and encouraged linking funding to achieving this goal.

The Merced Division thanks you for the opportunity to opine.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kurt Schnier", is written over a horizontal line.

Kurt Schnier

Chair, Divisional Council

CC: Divisional Council
Hilary Baxter, Executive Director, Systemwide Academic Senate
Laura Martin, Executive Director, Merced Senate Office

Encl (5)

UNIVERSITY OF CALIFORNIA, MERCED

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ACADEMIC SENATE, MERCED DIVISION
COMMITTEE ON RESEARCH
MICHAEL SCHEIBNER, CHAIR
mscheibner@ucmerced.edu

UNIVERSITY OF CALIFORNIA, MERCED
5200 NORTH LAKE ROAD
MERCED, CA 95343
(209) 228-4369

May 6, 2019

To: Kurt Schnier, Chair, Division Council

From: Michael Scheibner, Chair, Committee on Research (COR)

A handwritten signature in blue ink, reading "Michael Scheibner", is placed over the "From:" line.

Re: UC Center Sacramento Assessment

CoR reviewed the assessment report on the UC Center Sacramento (UCCS).

We recognize the important role UCCS can play with regard to increasing the visibility of UC's research accomplishments, highlighting research needs and by doing so enable state legislators develop better policies.

The report provides many good suggestions for advancing the center's mission and enhancing its contribution to the mission of the University of California. It should be of mutual interest to the UC and the legislature that the full scope of UC's activities are represented through UCCS. In this regard short term (day-long to few week long) programs that provide opportunities for researchers and scholars of all fields to engage with the legislature through UCCS, seem particularly well suited, as they can be made fit with the research and teaching schedules and needs of faculty, graduate students and other scholars from any discipline.

With regard to conveying research accomplishments and needs to the legislature we feel that efforts to expand on faculty and graduate student programs will be key. In particular, focusing on the excellent research that is being done across the UC system by graduate student research would provide uniqueness UC's efforts to set foot into the graduate and professional student space in Sacramento and set it apart from that of other institutions, which according to the report (page 75), appear to already be pushing into that space.

We appreciate the opportunity to opine.

cc: Senate Office

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ACADEMIC SENATE, MERCED DIVISION
COMMITTEE FOR DIVERSITY AND EQUITY (D&E)
MERCED, CA 95343

UNIVERSITY OF CALIFORNIA, MERCED
5200 NORTH LAKE ROAD
(209) 228-7930

May 6, 2019

To: Senate Chair Schnier

From: Committee for Diversity and Equity

Re: [UC Center Sacramento Assessment Report](#)

At its May 3, 2019 meeting, the Committee for Diversity and Equity (D&E) discussed the UC Center Sacramento (UCCS) assessment report.

Per President Napolitano's direction, systemwide Provost & Executive Vice President for Academic Affairs initiated an extensive assessment of the UCCS in August 2018. This report was developed based on interviews with and data collected from various stakeholders, including members of the UCCS Faculty Council and Advisory Board, as well as campus and other stakeholders. The current state assessment comprises the background, activities and programs, organizational structure, financials, and competitive landscape for UCCS. The proposal for the future of UCCS, includes a vision, set of goals, and changes necessary to meet those goals.

D&E members offer the following observations.

Data for AY 12 – AY18 shows an increase of UCSC enrollment for Latino/Hispanic students whereas the number of African American students shows a decrease. Although the report states that the Center's current efforts include:

- Sending UCCS staff to visit campus centers related to the recruitment and retention of under-represented minorities;
- Sending mailings to campus-based African American Studies program and departments on the campuses;
- Soliciting attendance at UCCS information sessions of staff from campus centers related to the recruitment and retention of underrepresented minorities; and
- Marketing to relevant African American students interest groups, such as the African American Pre-Law Society.

While D&E understands that it is challenging to collect data regarding the LGBTQ student population, D&E would have liked to see the report address this under-represented minority.

The nature of the measures taken prior to this decline is not clear. D&E would like to know what specific methods were used to avoid this enrollment decrease.

With regard to faculty hires, the report includes a recommendation that faculty members be representative of their student populations. It would be useful to provide more details about how this recommendation will be achieved.

There is a note in the report related to efforts for increasing ethnic diversity. While this is a noble pursuit, D&E hopes that guidelines will be provided to faculty and advisors and that all faculty applicants will be required to submit diversity statements.

Members of D&E thank you and appreciate the opportunity to opine on this report.

Copy: D&E Members
Associate Director Paul
Senate Office

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ACADEMIC SENATE, MERCED DIVISION
GRADUATE COUNCIL
LEROY WESTERLING, CHAIR
lwesterling@ucmerced.edu

UNIVERSITY OF CALIFORNIA, MERCED
5200 NORTH LAKE ROAD
MERCED, CA 95343
(209) 228-6312

MAY 8, 2019

TO: KURT SCHNIER, CHAIR, ACADEMIC SENATE

FROM: LEROY WESTERLING, CHAIR, GRADUATE COUNCIL

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

RE: UC SACRAMENTO CENTER REVIEW

At its May 6, 2019 meeting, Graduate Council discussed the report summarizing the UC system's assessment of the UC Center Sacramento. Members noted that the Center provides critical educational opportunities for students at campuses like Merced that do not have the resources to offer equivalent educational opportunities. Indeed, for several of our students, UC Center Sacramento experiences have proven transformational. As such, it is a matter of equity that the Center continue to serve the entire UC.

With this in mind, members emphasized the importance of ensuring both that the Center is financially sustainable *and* that its duty to students at campuses across the UC, particularly those like Merced, be fully preserved going forward.

Graduate Council appreciates the opportunity to opine.

CC: Graduate Council
Senate Office

Enc (2)

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ACADEMIC SENATE, MERCED DIVISION
UNDERGRADUATE COUNCIL (UGC)
MERCED, CA 95343

UNIVERSITY OF CALIFORNIA, MERCED
5200 NORTH LAKE ROAD
(209) 228-7930

May 6, 2019

To: Senate Chair Schnier

From: Undergraduate Council

Re: [UC Center Sacramento Assessment Report](#)

At its May 1, 2019 meeting, the Undergraduate Council discussed the UC Center Sacramento (UCCS) assessment report.

Per President Napolitano's direction, systemwide Provost & Executive Vice President for Academic Affairs initiated an extensive assessment of the UCCS in August 2018. This report was developed based on interviews with and data collected from various stakeholders, including members of the UCCS Faculty Council and Advisory Board, as well as campus and other stakeholders. The current state assessment comprises the background, activities and programs, organizational structure, financials, and competitive landscape for UCCS. The proposal for the future of UCCS, includes a vision, set of goals, and changes necessary to meet those goals.

UGC members offer the following observations: UC Merced is affected by this in a number of ways briefly described below.

On page 8 of the document, it is stated that "Several UCCS staff, Faculty Council, and Advisory Board members noted that a central tenet of UCCS's mission is also to serve a diverse population of students, including minority or first-generation students who may not otherwise have experiential learning opportunities." UCM is one of three campuses whose students have to pay **more** to attend, and theoretically their scholarships might not cover the difference. (Please see pg. 50). (Note also that it was emphasized by knowledgeable attendees during our discussion that, despite the information given to us in the report, UC Merced students are not disadvantaged in terms of participation. Nevertheless, we desire that our comments to that effect be included because we were asked to review the report itself.)

- While the proposal states that the ethnic diversity of the UCCS's student body should reflect more closely the ethnic makeup of the broader UC system, does increasing presidential fellowships ensure that this will happen? There is nothing else in the proposal for future plans and funding that links that funding to serving "a diverse population of students."
- The program needs to be more "user friendly" for UC Merced students at the campus level.
- The center does not seem to offer housing for students.

In sum, the program seems to be a very valuable program if given the proper resources. The experience must be accessible, uniform, and more equitable for students.

Members of UGC thank you and appreciate the opportunity to opine on this report.

Copy: UGC Members
Associate Director Paul

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

DYLAN RODRÍGUEZ
PROFESSOR OF MEDIA & CULTURAL STUDIES
RIVERSIDE, CA 92521-0217
TEL: (951) 827-6193
EMAIL: DYLAN.RODRIGUEZ@UCR.EDU

June 11, 2019

Robert May, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: UC Center Sacramento Review

Dear Robert:

I am happy to offer the Riverside Division's full consultative feedback on the UC Center Sacramento report. The UCR Executive Council met on June 10, 2019 to discuss this report, and affirmed the content of the attached memos. I have attached the full complement of committee feedback, and will note that one substantive and meaningful suggestion entailed the need for more robust circulation and advertisement of information regarding the Center so that UCR students will have equitable representation in its programs. I trust these responses will be useful to the consultation process.


Peace
dylan

Dylan Rodríguez
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



May 7, 2019

To: Dylan Rodríguez, Chair
Riverside Division

From: Paul Lyons, Chair
Committee on Educational Policy

A handwritten signature in black ink that reads "Paul Lyons".

Re: UC Sacramento Review Report

The Committee on Educational Policy (CEP) reviewed the UC Sacramento Review Report at their May 3, 2019 meeting and recommends that any change in administrative structure ensure: 1) continued central oversight of the function of the program; 2) appropriate transfer of resources (including financial support) sufficient to ensure all necessary functions; and 3) establishment of monitoring process to ensure that the program continues to meet systemwide needs.

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EXECUTIVE COMMITTEE:
COLLEGE OF HUMANITIES, ARTS, AND SOCIAL SCIENCES

RIVERSIDE, CALIFORNIA 92521-0132

May 28, 2019

TO: Dylan Rodriguez, Chair
Academic Senate

FROM: Johannes Endres, Chair
CHASS Executive Committee

RE: Report Review: UC Center Sacramento

The CHASS Executive Committee submitted responses about the Report Review: UC Center Sacramento email by May 20, 2019. The committee noted that very few UCR students are enrolled in the UC Center Sacramento (UCCS) Internship Program. Though there are four information sessions per quarter to highlight both UCDC and UCCS, the UCCS Program seems to attract fewer students than the UCDC Program. What can faculty and staff do to improve the students' awareness of the UCCS program? Possibly, the UCR representative of the program could contact pertinent staff and faculty via email or go to classes to briefly announce the UCCS Program.

The committee agrees that the program has the potential to be highly beneficial for UCR students and would like to see more visibility of the program for UCR students. Otherwise, there were no objections and our committee approved of the support of the UCCS Program.

Johannes Endres, Chair

CHASS Executive Committee



June 10, 2019

To: Dylan Rodriguez, Chair
Riverside Division

From: Louis Santiago, Chair, Executive Committee
College of Natural and Agricultural Science

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

Re: Comments on Report Review: UC Center Sacramento

The CNAS Executive Committee discussed the Report on the UC Center in Sacramento. The committee noted that this is a valuable program, yet it is not clear what is at stake for UCR in this decision. The benefits of having the UCCS overseen by Davis are clear, but the cons not elaborated. The committee questioned the decision that the director would be automatically an existing member of UCD faculty as opposed to a national search. The committee also noted that it would be helpful to show how data on enrollment varies across all of the UC campuses to demonstrate fairness, and that this program is being equally advertised across all campuses.



GRADUATE COUNCIL

May 28, 2019

To: Dylan Rodriguez, Chair
Riverside Division

From: Jason Stajich, Chair
Graduate Council

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

RE: Report Review - UC Center Sacramento

Graduate Council reviewed and discussed the proposal for the UC Center Sacramento at their May 16, 2019 meeting. The Council felt that ideas and philosophy of the center demonstrates a positive expansion but is concerned with graduate student representation in the program. The Council believes that this program should include more deliberate focus on graduate students to enhance the advanced learning in policy that will occur as part of the center including the increased opportunities for student and legislator interactions. The Council wonders whether this center is an important platform for that type of interaction. If so, it would be more effective if more graduate students were involved in a more explicit and directed manner. The Council was also concerned about how the funding is allocated to this center and whether its creation will reduce support for other programs due to a fixed or shrinking budget.

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ACADEMIC SENATE
Santa Barbara Division
1233 Girvetz Hall
Santa Barbara, CA 93106-3050

(805) 893-4511
<http://www.senate.ucsb.edu>
Henning Bohn, Chair

June 18, 2019

To: Robert May, Chair
Academic Council

From: Henning Bohn, Chair
Santa Barbara Division

A handwritten signature in cursive script, reading "Henning Bohn".

Re: UC Center Sacramento

The Santa Barbara Division invited comments on the State Assessment Report for the UC Center Sacramento (UCCS) and proposed future state from its Council on Planning & Budget, Graduate and Undergraduate Councils, and the college and school Faculty Executive Committees. Overall, the reviewers appreciated having been informed of the report and proposed changes and raised no objections.

The Council on Planning and Budget (CPB) agrees that the Center is providing a valuable service to the students who participate, particularly those interested in California politics and working in state government. CPB acknowledged the Center's positive relationship with the Davis campus and expressed its support for the overall vision and program goals. Although members had some concern about a projected budget deficit, they acknowledged that the report includes suggested solutions for addressing this problem.

The Undergraduate Council (UgC) took note of UCCS enrollment by campus over the last four years, and wondered whether the program was sufficiently visible and appropriately advertised, given the small number of participants from most campuses. Members asked what steps the University could take to help ensure that UCCS is a truly UC-wide program?

UgC was also concerned about the danger of saturating the internship market. While the document makes the case that there are still many internship opportunities, signaling that there is still room for program growth, this analysis completely ignored the existence of other internship programs in the Sacramento area (such as those of the other UCs, CSUs, and USC). Given these other programs, what are the true prospects for growth? The Undergraduate Council was puzzled by apparent problems with course articulation and asked what steps could be taken in future to ensure more seamless articulation.

Having observed that the program is almost exclusively focused on undergraduate students, Graduate Council encouraged the expansion of the graduate program, assuming that funding can be made available for this effort. GC further suggested the establishment of knowledge and professional networks for graduate students working in public policy fields. UgC also saw the potential for additional graduate student involvement in the program and recommended that the University appoint a committee to explore this issue.



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Office of the Academic Senate
SANTA CRUZ DIVISION
125 CLARK KERR HALL
(831) 459 - 2086

1156 HIGH STREET
SANTA CRUZ, CALIFORNIA 95064

June 17, 2019

Robert May, Chair
Academic Council

Re: UC Center Sacramento Review

Dear Robert,

The Santa Cruz Division has reviewed and discussed the report and recommendations for the UC Center Sacramento (UCCS). Our Committees on Educational Policy (CEP) and Planning and Budget (CPB) have responded. Both committees commend UCCS's goal of promoting expansive opportunities for students and offer specific comments and recommendations to support the further development. Please find the committees' detailed reviews attached.

Sincerely,

A handwritten signature in black ink, appearing to read "Kimberly Lau", is written over a light blue horizontal line.

Kimberly Lau, Chair
Academic Senate, Santa Cruz Division

Encl: Narayan to Lau, 5/9/19, Re: UC Center Sacramento Review
Schumm to Lau 6/14/18, Re: UC Center Sacramento Review

cc: Onuttom Narayan, Chair, Committee on Educational Policy
Bruce Schumm, Chair, Committee on Planning and Budget

May 9, 2019

Kimberly Lau, Chair
Academic Senate, Santa Cruz Division

Re: UC Center Sacramento Review

Dear Kim,

The Committee on Educational Policy has reviewed the report and recommendations for the University of California Center at Sacramento (UCCS). We applaud the overall goal of promoting growth at UCCS, but have several comments about the report:

- An expanded future for UCCS is proposed in (the last section of) this report, including an enrollment increase of 150% in ten years and expansion of internships; an in-house assistant director who would be charged with public engagement, both in Sacramento and UC-wide; an improvement and increase of facilities and student housing; and a stable long-term funding model that would support an expanded program. The key to achieving this expanded program depends on gaining a robust commitment, both in finances and in a willingness to commit time and effort in Sacramento to establish relationships, etc., from the Office of the President. We support this part of the proposal, but recommend that the actual cost be evaluated carefully, comparing it to UCDC. The report relies too much on the self-assessment of people involved with UCCS about what it would take to grow.

This proposal lacks a clear path to achieve these goals. How will all 10 campuses be courted to support this program? Will UCOP agree to a long-term commitment of significant funding? As is typical for UCOP, the only solid strategies presented are adding and adapting administrative positions.

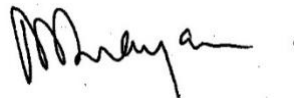
As part of the need to assess the needs of UCCS accurately, the committee feels that more formal planning and reporting activities are needed. The report says that UCCS hasn't produced a regular budget or an annual report in recent years, which is a big concern.

- The commitment from and involvement of UC Davis should continue, but the program needs to be branded as UCCS and not a program of UCD, which the current website implies. As a systemwide program, the contributions from UC Davis should be compensated by UCOP, but the revenue provided to UC Davis through student fees should also be reviewed to see how much of this compensation is already being provided without accounting. If UCCS grows further, they might think about whether they can have their own infrastructure to provide some of the in-kind benefits from UC Davis.
- One of the most imperative issues UCCS is facing is the space issue. As UCCS is trying to grow its undergraduate program, they need to provide more classrooms and student housing at least. The current building is not going to be renovated to accommodate this need because the old building has been rated 'poor' in recent building performance

evaluations. The proposal does not really discuss what their future plan is to secure a new building. UCCS wants to stay at the core area of Sacramento, where it will be expensive to secure a space. The proposal needs to say more about how they will proceed to acquire new space.

- UCCS has campus representatives across the nine UC campuses (e.g., the UCSC representative is housed at the Career Center) and they should have some consistent guidance, directions, and structures in terms of supporting UCCS's goals. (It is also not clear how well the UCSC Career Center serves as the UCSC campus representative with its frequent staff turnover and inadequate staffing level.)
- There is concern about differences in requirements for students on a semester vs quarter system (semester students take two additional classes: Seminar in American Politics and Independent Study), but there is no good solution to this problem.
- It is not clear why there are issues with transferring credit from UCCS. More specific details are needed. This could be an issue affecting ability to recruit from campuses where transferring credits has been difficult. Is there any link between representation on campus and difficulty in transferring credits?
- In addition to African Americans, outreach efforts should also include outreach to Asian and Asian Americans on UC campuses, given their underrepresentation in the UCCS student body and their growing political role.
- What is the representation of majors among interns and what outreach is performed to what majors?
- The speaker series attracts primarily mid-level agency staff, is there evidence that the message is reaching policy makers/legislators?
- There is a lack of metrics to determine the value of Policy Briefs.

Sincerely,



Onuttom Narayan, Chair
Committee on Educational Policy

cc: Rita Mehta, Chair, Committee on Admissions and Financial Aid
Elizabeth Abrams, Chair, Committee on Affirmative Action and Diversity
Bruce Schumm, Chair, Committee on Planning and Budget
Kimberly Helmer, Chair, Committee on Teaching

June 14, 2019

Kimberly Lau, Chair
Academic Senate, Santa Cruz Division

Re: UC Center Sacramento Review

Dear Kim,

During its meeting of May 23, 2019, the Committee on Planning and Budget reviewed the report and recommendations for the University of California Center at Sacramento (UCCS). Overall, the committee was supportive of the proposal and agreed with the report's assessment that the *Center* plays an important role in connecting education, research and public service, thus providing students with a unique opportunity to gain invaluable experiences, "providing long-term societal benefits through transmitting advanced knowledge." In this letter, we offer comments on resource-neutral proposals that, if adopted, might be fairly easy to implement. This is followed by questions and concerns regarding the resource requirements that were outlined in the report.

Resource-neutral proposals

- We concur that the \$325K annual in-kind benefit provided by UCOP (i.e., free space) should be highlighted in annual reporting for visibility and transparency. This proposal is inherently linked to another one, namely that UCCS establish "**recurring planning and reporting documents**, such as a forward-looking, term-limited strategic plan, annual budgets, and annual reports for governance groups to ensure accountability and anticipate the *Center's* needs for the future." Developing an annual budget is particularly important, since many of the proposals included in this document were difficult to evaluate in the absence of clear funding reports.
- We also support the proposal to standardize the position for each of the Campus Representatives to provide more consistency across UC campuses and to house this position in the divisional office of the VPDUE or Career Center. This change might be accompanied by concrete plans for enhancing campus-wide outreach. It was unclear from the document which academic disciplines students hail from, and how academic diversification could be encouraged and achieved by centrally located representatives. In particular, our committee discussed the expansion of this program into STEM fields, as many of our students are interested in combining the natural sciences with public policy.
- The committee also agrees with the proposal to restructure the "Advisory Board into a Governing Committee comprised of UC stakeholders [that] is responsible for overseeing the Center's budget and reviewing the Center's Director, and a Public Advisory Committee, which is comprised of external stakeholders from the Sacramento community and is responsible for advising the Director on the public engagement activities." There was no information regarding the budgetary implications of this proposed change.
- Similarly, the committee supports the transfer of UCCS's website to a system-wide domain, in order to reflect accurately the scope and mission of the program.
- We also welcome continued efforts to improve articulation between the current semester-system orientation of UCCS and campuses that function on the quarter system (the majority of UC campuses). A better alignment would ensure that a student's graduation isn't delayed, which may be a prohibitive factor for sufficiently increasing enrolments at the moment.

Initiatives that require further resources

Instead of addressing each of the extensive requests individually, we comment on aspects of the proposal more generally.

I. Financial issues

Three issues rose to the top in this area. First, that as an effort is made to make participation in the program more uniform across the system, the costs of UCCS should no longer be borne by UC Davis alone. However, it was not clear from the proposal how much income is generated for UC Davis, which manages enrollment into UCCS.

Second, the committee agreed with the request that instead of a flat contribution, UCOP should fund the program per student. CPB noted, however, that this could possibly be structured in a way that would make growth of the program revenue neutral. A review of program costs cited in the proposal suggested that the cost of a term at UCCS is more or less in line with that of the campuses. Thus if enrolment money can be redirected by UCOP from the campus offering the student's attendance to UCCS, little extra funding would be needed to support growth in this funding-per-student model. The growth could be phased in over a period of several years, with the various stages of growth triggered by meeting previously-established growth targets.

Third, covering the extensive (and non-prioritized) requests in this report is not financially feasible (e.g., budgeting \$250,000 for food and entertainment for education and public outreach combined, see Table 48). However, with intensive philanthropic outreach, many worthy proposals pertaining to public engagement and scholarships (e.g., presidential fellowships, graduate fellows, faculty-in-residence) can and should be feasible. To this point, we were a bit disappointed to see that gifts and endowments remained flat in the budget (Table 48). We support the recommendation, in line with stakeholders' suggestions, that UCCS establish an independent "501(c)3 foundation to receive and manage donations, in a comparable fashion to how UC Press raises funds through the UC Press Foundation" (p. 85) and consider ways to bolster fundraising efforts for the center. The worthy public-service and policy oriented activities that UCCS focuses on, and the student population it serves, should be easy to leverage for philanthropic contributions.

II. Staffing

UCSC's CPB recommends prioritizing two positions given the limited budget of UCCS. We support converting the director's position to full time, paid for by UCOP, contingent upon the projected growth for the program. Part of the director's portfolio, however, should be to ensure that all of the UC campuses are more evenly represented among student participants. A second staffing area that seems reasonable is advising and coordination. According to the report, coordinators work intensively with students prior to and during their participation in the UCCS program, therefore it seems justifiable to increase the number of coordinators as the student population increases, albeit with two caveats. First, in the face of fiscal exigencies, we suggest a slightly larger than 1:25 ratio. Campus advisors and coordinators often have hundreds of advisees, and a 1:25 ratio seems a luxury. Second, only as the student population grows should new coordinators be hired gradually over time, to align with actual increases in enrollment. Finally, a mention is made of hiring a new development officer (proposed at \$100,000/yr). This position was not included in the "future state" plan of the report, which deemed it unlikely to generate enough external funding to justify the position. CPB wonders if it might be beneficial to instead incorporate UCCS development support within UCOP itself, helping to provide a broader base for seeking philanthropy for a growing set of systemwide activities, especially relating to diversity and inclusion. Overall, however, given the large increase in requested funding to make UCCS more robust or even viable, philanthropic outreach must be made a priority.

Several other administrative positions (e.g., a public engagement leader, policy analysts, faculty scholars) do not seem to be justifiable at the moment. Funding is more urgently needed to support students in more direct ways, rather than by building an increasingly larger bureaucratic apparatus.

III. Students

CPB supports increasing Presidential Fellowships, although such growth (the proposal suggests quadrupling it, p. 89) should be gradual and contingent upon actual enrollment increases. In particular, without sufficient space and accommodations, growth in student participation is not guaranteed and potentially unethical.

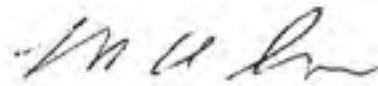
While CPB generally supports efforts to increase funding for graduate students, we tend to hold the opinion that direct support of graduate students, without some other synergizing contribution, is a costly way to increase graduate participation in tight funding scenarios. However, if through a combination of philanthropy and campus or grant matching support, the cost per student can be brought down, this Fellows initiative might be very attractive. Funding for this growth should, at least partially, come from philanthropy. A related, although non-budgetary issue, pertains to the fact that the Emerging Scholars represent only four of the ten UC campuses (p. 64), from a small number of disciplines. Participation should be actively solicited from all campuses, seeking a more equitable distribution of these opportunities and scholarships across the UC system.

IV. Facilities

The committee found the location of the current facility to be ideal, and wondered whether renovation might be an appropriate approach. A committee member from Earth Sciences pointed out that Sacramento is in a low-hazard zone in terms of earthquake danger and wondered if the need for retrofitting, which seemed to be more appropriate for coastal locations, was overstated. Since the building is only about one-third occupied at this point, this might provide an economical long-term solution to the Center's space needs. The committee also wondered if placing a requirement that students reside in the available university-owned housing space might also relieve the financial burden of providing that housing.

We recognize that this is a high-level proposal that requires some fleshing-out. We hope that our comments are helpful as the director and the advisory and faculty boards develop a more detailed five-year strategic plan to move this valuable program forward.

Sincerely,



Bruce Schumm, Chair
Committee on Planning and Budget

Cc: CAFA Chair Mehta
CAAD Chair Abrams
CEP Chair Narayan
COT Chair Helmer



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9500 GILMAN DRIVE
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June 17, 2019

Professor Robert May
Chair, Academic Senate
University of California
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Re: UC Center Sacramento (UCCS) Review

Dear Professor May:

The UCCS report was circulated to standing Senate committees for review, and responses were received by the Divisional committees on Planning and Budget, Research, Graduate Council, Undergraduate Council, and Academic Freedom, and discussed at the Divisional Senate Council meeting on June 10, 2019. Senate Council endorsed the report.

Sincerely,

A handwritten signature in cursive script, reading "Robert Horwitz".

Robert Horwitz, Chair
Academic Senate, San Diego Division

cc: Maripat Corr, Vice Chair, San Diego Divisional Academic Senate
Ray Rodriguez, Director, San Diego Divisional Academic Senate



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)
James Steintrager, Chair
jsteintr@uci.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

June 24, 2019

**ROBERT MAY, CHAIR
ACADEMIC COUNCIL**

RE: UC Center in Sacramento (UCCS) Current State Assessment Report

Dear Robert,

The University Committee on Planning and Budget has reviewed the Current State Assessment Report for the UC Center in Sacramento (UCCS). While overall UCPB found the report and its recommendations to be timely and sound, we do have some comments and suggestions.

UCCS is operated by UC Davis and funded through a subsidy from UCOP as well as through tuition and fees from students enrolled in the program. In addition, UCOP owns the building that houses UCCS and provides space for the program free of charge (a \$325,000 annual value). Because this site is seismically unsound, UCCS will eventually need to find a new space, the cost of which remains undetermined at present. The crux of the current financial picture is that UCCS's budget is unsustainable and funding insufficient to meet growth trends. As matters stand, UCCS is projected to begin running annual and worsening budget deficits in fiscal year 2020-21. The Assessment Report outlines a potential path to budget stabilization, financial health, and sustainability. This path is based on increasing enrollments and a large increase (150%) in the UCOP subsidy, with further supplementation from fundraising and philanthropy. The report recommends that UCOP support be provided through a combination of per student funding and block grants.

UCPB members found most of the Report's financial and budgetary recommendations to be rational and sensible, and we agreed that UCCS must address its projected budget deficit if it is to maintain and strengthen its high-quality education, research, and public engagement programs. One idea that was put forward in UCPB's discussion of the recommendations was a modification of the per-student funding scheme outlined in the Report. In the modified version, UCOP would redirect the marginal cost funding from the student's campus to UCCS, making enrollment growth essentially neutral (the marginal cost of instruction through UCCS appears the same as on the campuses, in aggregate).

The Report notes that UCCS has both an undergraduate education function and a public outreach function—indeed, these two functions are difficult to entirely separate—and that the benefits of growth therefore include expanding educational opportunities for UC students and increasing UC's

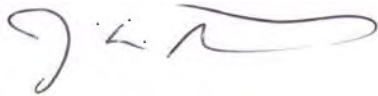
visibility in the state capitol and our engagement with public policy issues. Committee members agreed that UCCS provides valuable opportunities for students and faculty to engage with the Legislature and to showcase the UC's various missions and contribution. The committee also supports the recommendation that the University promote more diverse and inclusive participation in UCCS to ensure that students and faculty from across the UC system and a variety of backgrounds have the chance to engage with policymakers and important public policy issues. While we think that education should remain the focus of UCCS, the Report's recommendation to increase philanthropic giving to support expanded outreach activities received support from UCPB membership. In fact, we recommend that UCOP consider a development officer dedicated to systemwide programs such as UCCS.

The committee also expressed some concern about the extent to which UCCS competes with other UC experiential programs based in Sacramento and how well UCCS coordinates its efforts with those programs. UCPB emphasizes how important it is for all of UC's programs to coordinate their various missions and planning efforts to ensure that prospective students easily understand the differences between the central program and those offered on campuses and so we do not inadvertently send mixed messages in Sacramento.

In the end, UCPB considered that the extensive list of budget and programmatic requests in the Report may not be financially feasible or realistic. Notably, the Report does not explore or present Plan B alternatives for meeting the proposed goals that do not depend on central subsidies. The Report also does not detail precisely how additional funding would more effectively further UC interest in the Capitol and lacks quantitative data on which to base an assessment of the program's value. That said, we note that the presence of UC students and faculty in Sacramento has intangible benefits, not easily measured or quantified.

Thank you for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. Steintrager', with a stylized flourish at the end.

James Steintrager, Chair
UCPB

Encl.

cc: UCPB
Executive Director Baxter



UNIVERSITY COMMITTEE ON EDUCATIONAL POLICY (UCEP)
Anne Zanzucchi, Chair
azanzucchi@ucmerced.edu

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May 28, 2019

**ROBERT MAY, CHAIR
ACADEMIC COUNCIL**

RE: STATE ASSESSMENT REPORT ON UC CENTER SACRAMENTO

Dear Robert,

On Monday, May 6, the University Committee on Educational Policy (UCEP) discussed the current state assessment of the UC Center Sacramento (UCCS). The focus of this program is primarily undergraduate, with some professional opportunities for graduate students, featuring significant opportunities to engage in experiential learning and public service. All around, UCEP agreed with the findings of the report that this is a valuable and important program, with a few observations and questions in the interest of continued planning:

- One of the important suggestions in the report is to provide guaranteed housing to students, preferably at the UCCS facility. Fluctuating enrollment could complicate planning.
- The report mentions that campuses have quotas for the number of students they are committed to send to UCDC, whereas there is no such quota for UCCS. This naturally leads campuses to prioritize sending students to UCDC. Is there any reason why the quota cannot be applied to UCDC + UCCS together?
- Would it be possible to offer courses outside Politics that could be related to a public policy internship such as UCCS provides, such as pre-law courses, if enrollment continues to increase?
- The report advocates using the Cross Campus Enrollment System to enroll students, instead of working through UC Davis. This should only be done if the registrars on the campuses collectively think that this will be a better system. CCES has its own problems.
- On page 88 it is noted that the goal is to double undergraduate enrollments and expand internship placements. In what way does enrollment expansion help to stabilize budgets, given financial issues noted elsewhere in the report?

To close, UCEP had a general governance and policy question about this kind of comprehensive assessment. As noted in the report, UCCS is a systemwide academic program with an affiliation at UC Davis. In cases like these, who is responsible for periodic academic review of this program and what would be the governing policy for a review? UCEP strongly recommends that this governance and policy question

is considered by the Academic Senate, especially in light of this year's relocation plans and comprehensive assessments of systemwide academic programs.

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

Sincerely,

A handwritten signature in cursive script that reads "Anne Zanzucchi".

Anne Zanzucchi, Chair
UCEP