



320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

January 8, 2018

PAUL ALIVISATOS
Executive Vice Chancellor and Provost

*Subject: Report of Findings and Recommendations of the Joint Administration-Academic Senate
Task Force on Self-Supporting Degree Programs*

Dear Paul,

On December 11, 2017, Divisional Council (DIVCO) discussed the report cited in the subject line, informed by the written commentary of the committees on Academic Planning and Resource Allocation (CAPRA); Budget and Interdepartmental Relations (BIR); and Graduate Council (GC). The committee comments are appended in their entirety for your consideration.

DIVCO supports the findings and recommendations. Our discussion underscored the following points.

We believe that in order for self-supporting graduate professional degree programs (SSGPDP) to be successful they must be both pedagogically and financially sound. We are particularly appreciative of the development of templates for a comprehensive financial analysis and market survey. We agree with CAPRA that the templates should be living documents “used and altered with use as we learn more about how best to make financial projections for these kinds of programs.” We believe that the campus should make clear what the campus tax on SSGPDPs covers, and that the tax should reflect the programs’ use of common goods.

While DIVCO supports the idea of providing greater flexibility with respect to the proportion of Senate to non-Senate faculty teaching in these programs, we believe that the programs must demonstrate that a majority of Senate faculty in the department(s) or unit(s) support the program. Accordingly, we support the report’s proposal:

A majority of the faculty in the department or school that will host the program must vote in favor of the proposal in accordance with that

unit's bylaws. Sponsoring deans should report the range of and reasons for faculty views in their proposal.

DIVCO also discussed BIR's concerns about the intersection of SSGPDPs and evaluation of teaching workload in academic personnel cases:

... we believe that units will need to clearly delineate (while respecting guidelines set by the campus) how teaching and service in the SSGPDP will be evaluated and considered in relation to other teaching and service activities, including teaching overloads in summer and off campus programs. The relevant criteria should accompany cases forwarded to the Budget Committee to provide context for assessing candidates' records. Otherwise, the faculty participating in SSGPDPs might be disadvantaged by a lack clarity around their teaching records.

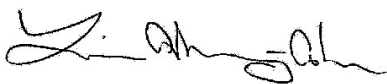
Our discussion echoed that of CAPRA with respect to providing oversight to these burgeoning programs:

Regarding governance, CAPRA members noted that we need to develop more robust practices for ongoing oversight of functioning programs, and also for learning from our failures. When a financial model fails, subsequent proposals relying on that same model will require greater scrutiny. Graduate Council may need additional resources to ensure that SSGPDPs get the attention they require, especially in this period of development and uncertainty.

In addition to the points highlighted above, please refer to the appended committee reports for additional concerns and recommendations.

We look forward to working with you, Chancellor Christ, and campus deans to refine and implement the report's recommendations.

Sincerely,



Lisa Alvarez-Cohen
Chair, Berkeley Division of the Academic Senate
Fred and Claire Sauer Professor
Department of Civil and Environmental Engineering

Encls.

Cc: Carol Christ, Chancellor
Fiona Doyle, Vice Provost of Graduate Studies and Graduate Dean
Jennifer Johnson-Hanks, Chair, Committee on Academic Planning and Resource Allocation

Michael Lucey, Chair, Committee on Budget and Interdepartmental Relations

Whendee Silver, Chair, Graduate Council

Sumei Quiggle, Associate Director staffing Graduate Council

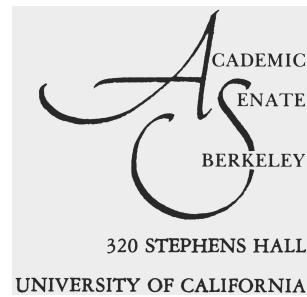
Associate Vice Chancellor Phyllis Hoffman

Khira Griscavage, Associate Chancellor and Chief of Staff

Linda Song, Assistant Dean, Graduate Division

Aimee Larsen, Manager, Committee on Budget and Interdepartmental Relations

Deborah Dobin, Senate Analyst, Committee on Academic Planning and Resource Allocation



November 30, 2017

PROFESSOR LISA ALVAREZ-COHEN
Chair, Berkeley Division of the Academic Senate

Re: Report on Self-Supporting Graduate Professional Degree Programs

At our meeting on November 15, 2017, the Committee on Academic Planning and Resource Allocation discussed the report from the working group on Self-Supporting Graduate Professional Degree Programs (SSGPDPs). Overall, the committee strongly endorses the report, and we underline a few points therein that we consider especially important.

CAPRA agrees that SSGPDPs must be seen as part of our pedagogical mission in conjunction with our other programs, and not only as a mechanism for revenue generation. We should develop SSGPDPs in domains where offering a richer array of professional programs would best serve the needs of students and the interests of faculty. Requiring a faculty vote, as proposed in the report, is a sensible part of ensuring that the new programs are integrated into the teaching landscape.

The report stresses, and CAPRA agrees, that we need considerably better financial projections than have been common in the past. Financial models for new SSGPDPs need to include all costs—including debt and return to central campus for common goods—in a clear and consistent way. The new financial template proposed in the report constitutes an important improvement over current practice in this regard, and is particularly praiseworthy for its ability to bring to light how close programs are to the margin. CAPRA members hope that the template will be a living document, used and altered with use as we learn more about how best to make financial projections for these kinds of programs.

Regarding governance, CAPRA members noted that we need to develop more robust practices for ongoing oversight of functioning programs, and also for learning from our failures. When a financial model fails, subsequent proposals relying on that same model will require greater scrutiny. Graduate Council may need additional resources to ensure that SSGPDPs get the attention they require, especially in this period of development and uncertainty.

Thank you for giving us the opportunity to comment.

With best regards,

A handwritten signature in blue ink, appearing to read 'J. Johnson-Hanks', with a long horizontal flourish extending to the right.

Jennifer Johnson-Hanks, Chair
Committee on Academic Planning and
Resource Allocation

November 16, 2017

CHAIR LISA ALVAREZ-COHEN
BERKELEY DIVISION OF THE ACADEMIC SENATE

RE: Final Report of the Joint Administration–Academic Senate Task Force on Self-Supporting Graduate Professional Degree Programs

You have asked us to comment on the final report of the Task Force on Self-Supporting Graduate Professional Degree Programs on the Berkeley campus. We are happy to provide our thoughts. Following standard practice, we limit our comments to issues that are within our purview: questions related to faculty hiring, review, and compensation, as well as issues of teaching and its evaluation, are directly relevant to the concerns of the Committee on Budget & Interdepartmental Relations (Budget Committee).

The Task Force took seriously its charge to revisit the policy on Self-Supporting Graduate Professional Degree Programs (SSGPDPs) and we commend it for its thorough analysis and, in particular, its examination of the constraints on the composition of instructional faculty, and considerations involved in offering full-time SSGPDPs. We note with appreciation the Task Force’s attention to the potential benefits and tensions across a number of dimensions of the proposed programs, especially in their relation to state-assisted programs. We agree with the stated goal of offering programs that are fiscally sound and that exemplify the academic rigor and excellence of state-assisted programs, and we support the encouragement to academic units “to think holistically about their academic programs,” such that SSGPDPs would be more fully integrated into units.

We concur with the Task Force’s recommendation to ease the current policy specifying that the faculty composition of SSGPDPs have comparable proportions of Academic Senate and non–Academic Senate instructors, as do state-assisted programs. The variable character and pedagogical needs of programs and units require local considerations about how to achieve the right mix of faculty, without unduly burdening Academic Senate faculty who must also oversee the programs.

However, a number of details relevant to the recommendations are underspecified. As we read the report, it appears that questions of how to compensate Academic Senate faculty for their participation in SSGPDPs and how teaching and other administrative work are weighed relative to other faculty and service obligations will be left to the discretion of the departments. We think that a compensation plan that considers “faculty workload based upon the total teaching load (per department workload policies), the mentoring of graduate students, service to the SSGPDP, and faculty salary and benefits,” as recommended in the report, is an important starting point. We believe, however, that it will be important for the campus to clarify this policy and to develop a

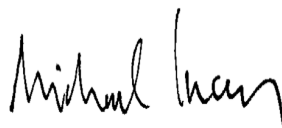
clear statement and rationale regarding the parameters of a unit's authority vis-à-vis campus policies. Similarly, we believe that units will need to clearly delineate (while respecting guidelines set by the campus) how teaching and service in the SSGPDP will be evaluated and considered in relation to other teaching and service activities, including teaching overloads in summer and off campus programs. The relevant criteria should accompany cases forwarded to the Budget Committee to provide context for assessing candidates' records. Otherwise, the faculty participating in SSGPDPs might be disadvantaged by a lack clarity around their teaching records.

We are pleased that recommendations regarding teaching in other or multiple units are included, notably the development of memorandums of understanding regarding teaching commitments and revenue-sharing issues.

With respect to matters of hiring faculty with SSGPDP funds, we agree, per APM 190, Appendix F, that faculty appointments supported with SSGPDP funds should be "made through regular appointment processes consistent with all relevant academic personnel policies." Again, many of the important details regarding hiring and unit responsibilities remain unclear. In particular, regarding the creation of new ladder-faculty positions with SSGPDP funds, how will the campus determine whether and when a program is sufficiently sustainable to support new faculty? Is there a dollar/time threshold? While the report specifies that should the funds become unavailable to fund faculty appointments, the "responsibility for the salary, merit and promotion, and benefits for the ladder-rank faculty would remain with the academic unit in which the faculty holds an appointment," more discussion seems called for about the process of moving the cost of ladder-rank faculty from SSGPDP funds to state funds, or how such moves might influence new hiring authorizations or "mortgages" against future separations. Thus, a clear policy regarding how FTEs are financed with revenue from SSGPDPs is warranted.

Further, we believe that a more explicit statement regarding incentive issues related to revenue sharing and the use of SSGPDP revenues to fund FTEs will be key to the development of new proposals. In particular, it will be important to address how to ensure that SSGPDP revenues are not implicitly taxed by reductions in other central campus funding (e.g., reductions in TAS funding or other operational budgets provided by central campus), as well as how to ensure that FTEs funded by SSGPDPs do not result in an equivalent decrease in FTEs allocated to the unit by the campus.

We conclude by again thanking the Task Force for its work but note that there is considerable groundwork to be done before new proposals are reviewed and implemented. Thank you for the opportunity to weigh in on this important issue.



Michael Lucey
Chair

ML/al



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November 22, 2017

PROFESSOR LISA ALVAREZ-COHEN
Chair, Berkeley Division of the Academic Senate

Re: GC Comments on the Final Report of the Joint Administration-Academic Senate Task Force on Self-Supporting Graduate Professional Degree Programs (SSGPDPs)

Dear Chair Alvarez-Cohen,

At its November 6 meeting, the Graduate Council reviewed and endorsed this report. Particularly appreciated was that the report acknowledges the responsibilities of the faculty and empowers them. As one of the co-chairs of the task force, I was heartened to hear these sentiments.

GC members offered some helpful suggestions for improving and amending the recommendations. These are listed below:

- Make clear that program revenues should be protected from appropriation by central campus and entities not directly associated with the program.
- Stress the importance of majority faculty support for the program.
- Require the market study to include research into the prospect of employer funding.
- Consider maintaining the required proportion of Senate and non-Senate faculty instruction as in more traditional academic master's programs, as SSGPDP students may expect greater access to Senate faculty.
- Request that a cover letter from the Campus Budget Office, signing off on the financial model, and a letter from NAV-B, verifying the standards of the market study, be submitted with new proposals. This would be very helpful, as we have learned that Senate reviewers do not always have the expertise to assess these items when reviewing proposals.

Sincerely,

A handwritten signature in cursive script that reads 'Whendee Silver'.

Whendee Silver
Chair, Graduate Council

WS/scq