

Office of the President

TO MEMBERS OF THE COMMITTEE ON FINANCE:

ACTION ITEM

For Meeting of July 17, 2013

**PROFESSIONAL DEGREE SUPPLEMENTAL TUITION LEVELS FOR NEW
PROGRAMS AND NURSING PROGRAMS EFFECTIVE AUGUST 1, 2013**

EXECUTIVE SUMMARY

This item requests the Regents' approval of eight percent increases in Professional Degree Supplemental Tuition (PDST) levels for UC's four Nursing programs, effective August 1, 2013. Four programs also propose charging PDST for the first time: Games and Playable Media at Santa Cruz; Health Services – Physician Assistant Studies at Davis; Technology and Information Management at Santa Cruz; and Translational Medicine, a joint program to be offered by Berkeley and San Francisco. This item requests that the Regents approve PDST levels for these programs effective August 1, 2013 pursuant to the Regents Policy 3103: *Policy on Professional Degree Supplemental Tuition* (the "Policy").¹

Noteworthy points pertaining to this approval:

- These programs were required to submit comprehensive multi-year plans that include intended uses and justification for PDST revenue, financial aid strategies, and the views of the unit's student body and faculty on the proposed PDST levels. In addition, the Office of the President required that proposals be shared with particular graduate student leaders. In June 2013, at the request of the Council of Presidents and the University of California Student Association (UCSA), UC provided a second opportunity to review programs' PDST proposals.
- For the November 2012 Regents' meeting, the Office of the President placed an item on the agenda that asked for approval of PDST levels effective in summer 2013. At the request of Governor Brown, however, the item was not voted on due to the Governor's interest in reviewing PDSTs in greater detail. Postponing the Regents' approval of PDST levels that would have been effective summer 2013 until the July 2013 meeting of the Board gave University representatives time to communicate with the Governor and his staff, as well as with members of the Legislature, about various PDST issues, including the rigorous multi-year planning process undertaken by programs and overseen by the Provost.

¹ Available at <http://www.universityofcalifornia.edu/regents/policies/3103.html>.

- Given concerns about PDST levels and increases on the part of the Governor, legislators, and President Yudof, no changes to PDST levels for programs currently charging PDST are proposed, with the exception of the PDST levels for UC's four Nursing programs. PDST levels proposed in this item for resident and nonresident Nursing students effective August 1, 2013 are \$8,358, reflecting an eight percent increase over levels effective August 1, 2012.
- In their multi-year plans submitted in 2012, UC's Nursing programs proposed to implement in summer 2013 the second of three years of significant PDST increases (35 percent annually). Consistent with the three-year plan presented to the Regents in July 2012, the Nursing programs proposed this 35 percent increase after many years of keeping their PDST levels low, as first requested by then-Governor Schwarzenegger. An additional factor influencing the multi-year plan was the federal government's unexpected, significant reduction in Workforce Investment Act funding to UC's Nursing programs, leaving UC's programs without the resources to pay for students already enrolled. The President and Provost propose only an eight percent increase for these programs effective August 1, 2013, rather than the 35 percent increase set forth in the plans.
- The President and the Provost also recommend approval of the proposed PDST levels for Games and Playable Media, Health Services – Physician Assistant Studies, Technology and Information Management, and Translational Medicine. These programs, which cannot be launched as planned in 2013-14 without approval of the proposed PDST levels, have already admitted students for 2013-14 and meet important workforce needs for California.

RECOMMENDATION

The President, with the Provost's endorsement, recommends that the Committee on Finance recommend that the Regents approve the proposed Professional Degree Supplemental Tuition increases, effective August 1, 2013, for the University's four Nursing programs, and the Professional Degree Supplemental Tuition levels, also effective August 1, 2013, for Games and Playable Media (Santa Cruz), Health Services – Physician Assistant Studies (Davis), Technology and Information Management (Santa Cruz), and Translational Medicine (Berkeley/San Francisco), as shown in Display 1.

**DISPLAY 1: Proposed Professional Degree Supplemental Tuition Initial Levels and Increases
Effective August 1, 2013**

	Current PDST Levels		Proposed Increases				Proposed 2013-14 PDST Levels Effective 8/1/2013	
	Resident	Nonresident	Resident		Nonresident		Resident	Nonresident (a)
			\$	%	\$	%		
Nursing								
Davis	\$7,740	\$7,740	\$618	8.0%	\$618	8.0%	\$8,358 (b)	\$8,358 (b)
Irvine	\$7,740	\$7,740	\$618	8.0%	\$618	8.0%	\$8,358 (b)	\$8,358 (b)
Los Angeles	\$7,740	\$7,740	\$618	8.0%	\$618	8.0%	\$8,358 (b)	\$8,358 (b)
San Francisco	\$7,740	\$7,740	\$618	8.0%	\$618	8.0%	\$8,358 (b)	\$8,358 (b)
Games and Playable Media								
Santa Cruz	N/A	N/A	N/A	N/A	N/A	N/A	\$28,900 (b)	\$28,900 (b)
Health Services - Physician Assistant Studies								
Davis	N/A	N/A	N/A	N/A	N/A	N/A	\$10,440 (b)	\$10,440 (b)
Technology and Information Management								
Santa Cruz	N/A	N/A	N/A	N/A	N/A	N/A	\$23,000 (b)	\$14,000 (b)
Translational Medicine								
Berkeley (Jt. San Francisco)	N/A	N/A	N/A	N/A	N/A	N/A	\$30,330 (b)	\$30,330 (b)

(a) Some schools have opted to set PDST levels for nonresident students lower than those for resident students in the same program in acknowledgement of the \$12,245 in Nonresident Supplemental Tuition that nonresident students must pay in addition to mandatory systemwide charges and PDST. For those schools, total charges for nonresident students continue to be above those for resident students.

(b) Total charges (i.e., PDST plus required tuition and fees) are expected to exceed the total tuition and/or fees charged by public comparison programs.

BACKGROUND

Historically, the Regents have approved PDST levels at the November meeting prior to the academic year for which they are proposed first to take effect in order to allow the program and its students to adequately plan. For the November 2012 Regents' meeting, the Office of the President placed an item on the agenda that asked for approval of PDST levels effective in summer 2013. At the request of Governor Brown, however, the item was not voted on due to the Governor's interest in reviewing PDSTs in greater detail.

Postponing the Regents' approval of PDST levels that would have been effective summer 2013 until the July 2013 meeting of the Board gave University representatives time to communicate with the Governor and his staff, as well as with members of the Legislature, including Speaker Pérez. As a result of this consultation, and concerns about PDST levels and increases on the part of the Governor, legislators, and President Yudof, the Regents are not being asked to approve increases for most programs currently charging PDST, although many of them had proposed increases effective in summer 2013. In a separate item, the Regents are being asked to clarify that the PDST levels set in July 2012 were effective beginning August 1, 2012, such that no further action is necessary by the Regents to continue those PDST levels beyond the 2012-13 year.

The President and the Provost recommend eight percent increases in PDST levels for UC's Nursing programs, as well as the approval of initial PDST levels for four programs proposing to charge PDST for the first time effective August 1, 2013, for many reasons. UC's Nursing

programs have suffered from under-funding for many years, and increases in PDST revenue are needed to maintain these critical academic and clinical programs in order to meet the workforce needs of the State. The four new programs cannot be launched as planned without approval of the proposed PDST levels. More information is provided later in this item about why increased PDST levels for the Nursing programs and initial PDST levels for Games and Playable Media, Health Services – Physician Assistant Studies, Technology and Information Management, and Translational Medicine are essential.

In November 2013, the Office of the President anticipates asking the Regents to return to the schedule of approving new PDST charges and PDST increases in November effective at the start of the following academic year. (Professional programs report that they lose enrollments due to the delayed approval in July of new and increased PDST levels for the upcoming academic year.) In addition, in January 2014 the Provost plans to ask the President to recommend that the Regents amend Regents Policy 3103: *Policy on Professional Degree Supplemental Tuition* per the recommendations of the systemwide PDST Task Force. Provost Dorr convened the Task Force in October 2012 to give careful consideration to issues related to PDST, including the Policy and the process through which campuses propose new PDST charges and increases to existing PDST levels. Provost Dorr and Dr. Ahnika Kline, a joint M.D./Ph.D. student at UC San Francisco who graduated this spring, are co-chairing the Task Force, which includes four faculty leaders in the Academic Senate, five other students (including former Regent Stein and Regent Flores), and eight administrators with substantial expertise related to professional degree programs who are from the campuses and the Office of the President. The Task Force will produce draft recommendations for an updated Policy and Presidential guidelines in the coming months, so that its work may be reviewed broadly by University constituencies prior to any proposed Policy revisions being submitted to the Regents. The Task Force anticipates completing its work in time for the President and Provost to present Policy revisions to the Regents at their January 2014 meeting in order to secure Regental approval of Policy changes prior to the preparation and review of PDST increases that would be effective in summer 2015.

PDST Proposals

Significant time and resources at the Office of the President have been devoted over the last few years to improving the proposal and review process for PDST levels. A systemwide workgroup was convened for the first time in 2010 to assist Office of the President staff with updating the template completed by each program and identifying best practices for preparing submissions. In addition, compared to previous years, the most recently submitted multi-year plans have been subjected to a more rigorous preparation and review process.

In accordance with the Policy, each unit charging PDST must submit a multi-year plan to the Office of the President through its Chancellor. Each multi-year plan is thoroughly reviewed by the Office of the President for the following information:

- resources required to sustain academic quality at, and enrollments in, the particular professional degree program;
- intended uses and justification for PDST revenue, including the educational benefits that will be provided to students;
- comparable public and private market comparisons of resident and nonresident tuition and fees, affordability goals, financial aid strategies, and student loan debt trends;

- racial, ethnic, and socioeconomic student enrollment trends and each program's diversity strategies; and
- information concerning the views of the program's student body and faculty on the proposed PDST levels.

During the intensive multi-year plan review process, campuses must explain how the proposed PDST increases will not adversely affect the University's commitment to access, inclusion, and keeping the door open for students interested in pursuing lower-paying public interest careers. The Provost also ensures that each campus complements its proposed multi-year plans for PDST levels with financial aid measures, including scholarships, grants, and loan repayment assistance programs, to adequately meet these goals. Multi-year plans that did not include sufficient information or satisfactory plans addressing the above factors were required to submit revised proposals.

As noted, the Policy calls for the approval of PDST levels within the context of a multi-year plan. For UC's four Nursing programs, 2013-14 represents year two of their three-year plans. As the Regents are being asked to approve an eight percent increase effective August 1, 2013 rather than the 35 percent increase set forth in their multi-year plans, UC's Nursing programs will be asked to reconsider their proposed increases for the last year of their multi-year plans (i.e., 2014-15). For the four programs proposing to charge PDST for the first time, 2013-14 represents year one of their three-year plans.

As part of their multi-year plans, programs described how they plan to use the revenue generated by PDST increases. Using expenditure categories provided by the Office of the President, UC's Nursing programs and the four programs proposing to charge PDST for the first time effective August 1, 2013 anticipate spending most of their PDST increase revenue (for the Nursing programs) and PDST revenue (for the four programs proposing to charge PDST for the first time) on improving the student-faculty ratio (about 34 percent) and providing additional student financial aid (33 percent). Other areas of planned spending include faculty salary adjustments (about 12 percent), expanding instructional support staff (about 11 percent), and benefits cost increases (about eight percent).

PDST Increase Levels – Nursing

PDST levels proposed for resident and nonresident Nursing students effective August 1, 2013 are \$8,358, reflecting an eight percent (or \$618) increase over PDST levels currently in effect.

Effective summer 2013, UC's Nursing programs had proposed implementing the second of three years of 35 percent PDST increases. The programs proposed these increases for several reasons. As discussed in the July 2012 Regents' item recommending approval of PDST levels commencing August 1, 2012 (*Approval of Professional Degree Supplemental Tuition Levels for 2012-13*), for many years Nursing programs were asked by then-Governor Schwarzenegger to keep their PDST levels low while schools in other disciplines were permitted to increase their PDST levels at much higher rates; now, amidst the current fiscal crisis, Nursing programs do not have the resources they need to maintain quality. In addition, the federal government had granted significant Workforce Investment Act funding to UC's Nursing programs to expand their programs per a five-year plan approved by the State; however, the federal government

unexpectedly cut its funding by more than half, leaving UC's programs without the resources to fund students already enrolled. As such, the Nursing programs now find themselves without the resources needed to maintain quality. In light of these circumstances, some PDST increase is essential for UC's Nursing programs effective August 1, 2013. Without these increases, programs would be unable to maintain current student-faculty ratios and program quality would suffer. Thus, the President has identified these programs as the only programs charging PDST in 2012-13 for which increases are recommended effective August 1, 2013.

New Programs

As discussed above, over the past few years all programs' multi-year plans were subjected to a more rigorous preparation and review process than in previous years. The four programs proposing to charge PDST for the first time effective August 1, 2013 were subjected to a particularly heightened review process. These programs addressed many supplemental questions specific to new PDST charges including the appropriateness of charging PDST, why the program is "professional" rather than "academic" or "self-supporting professional," and the extent to which the earning potential of students who complete the degree in the discipline is elevated. In addition, any necessary campus and systemwide program approvals have been obtained for all four of these programs.

The President and the Provost recommend the approval of the proposed levels for new PDSTs for Games and Playable Media (Santa Cruz), Health Services – Physician Assistant Studies (Davis), Technology and Information Management (Santa Cruz), and Translational Medicine (Berkeley/San Francisco) for several reasons. Faculty and staff on the four campuses have spent years preparing to launch these PDST programs commencing in 2013-14. The programs cannot be fully launched without approval of the proposed PDST levels and have already admitted students for 2013-14; thus far Games and Playable Media has enrolled nine students, Health Services – Physician Assistant Studies and Translational Medicine have each enrolled more than 20 students, and Technology and Information Management has enrolled eight. Finally, these programs will be valuable for the campuses and for the state. The Health Services – Physician Assistant Studies program, for example, will help meet California's demand for primary care providers, a shortage that is expected to become more acute as health care coverage expands; and the Games and Playable Media and Technology and Information Management programs focus on developing skills that will serve the professional education needs of Silicon Valley employers.

Brief descriptions of the four programs proposing to charge PDST for the first time effective August 1, 2013 follow.

- Games and Playable Media (Santa Cruz). The proposed Master of Science in Games and Playable Media is a new one-year program (which includes one summer quarter) that would train graduates to enter the game industry as professional game designers, engineers, and developers. PDST revenue would be used to fund student services such as assisting students with internships and career placement; support the program's ability to bring in high-profile industry and academic practitioners and provide hands-on, intensive workshops for students; provide state-of-the-art equipment and facilities; and support student financial aid. Education and training in the field of computer gaming is relatively costly compared to "traditional academic" computer science education programs. The

supporting hardware and software change rapidly and can be expensive. The relative newness of the field, coupled with its increasing popularity, mean high initial and ongoing costs to attract qualified staff and fund specialized laboratories with the newest equipment.

- **Health Services – Physician Assistant Studies (Davis).** The Master of Health Services – Physician Assistant Studies (MHS-PAS) is a newly approved degree program that will be offered by the Betty Irene Moore School of Nursing. The nine-quarter program (which includes three required summer sessions) will educate and train physician assistant graduates to provide primary health services under the supervision of a physician. PDST revenue would be utilized in three areas: to support high-quality faculty who would be compensated equitably; to fund instructional support staff and equipment to meet the needs of working professionals who are expected to typify this student population at UC Davis; and to support financial aid to ensure that the program is accessible to all qualified students.
- **Technology and Information Management (Santa Cruz).** The Master of Science in Technology and Information Management (TIM) is a terminal degree that educates professional engineers to be managers in high technology firms. Enrollment in the TIM program has grown slowly since it began in fall 2009. PDST revenue would be used to expand enrollments and mount the full M.S. program in Silicon Valley; add courses on computational marketing and online advertising; hire leading professionals as adjunct professors and lecturers to teach specialty courses; develop a web-based and digitized library to make lectures, course notes and exams accessible to students at all hours and locations; develop specialized student services such as career counseling; hire outstanding technical support staff and a marketing/program manager; and support student financial aid.
- **Translational Medicine (Berkeley/San Francisco).** The Master in Translational Medicine (MTM) program is a new one-year program to be offered jointly by the Department of Bioengineering at Berkeley and the Department of Bioengineering and Therapeutic Sciences at San Francisco. The MTM program aims to address the complex and multidisciplinary aspects of advancing health care and to integrate education into entrepreneurship and business practices, essential tools for translating basic science discoveries into practical medical technologies for use with patients. PDST revenue would be used to deliver three key program areas: specialized coursework covering three fundamental areas of translational medicine (i.e., Bioengineering; Clinical Research and Development; and Business, Entrepreneurship and Technology); team-based experiential learning through capstone projects; and expanded career services, such as translational medicine-specific job placement services for program graduates.

Market Comparisons

Regents Policy 3103 requires that UC programs use marketplace analysis in pricing their programs, taking into consideration the tuition and fees charged by competitor public and private institutions. Most programs consider both public and private competitors in their marketplace analyses. The comparison institutions chosen by UC's programs are generally the UC programs' current competitors for students, faculty, and national rankings; programs with which UC aspires to compete; or a mix of these two groups.

UC's Nursing deans collaborated with their disciplinary colleagues on other campuses to identify a common set of comparison institutions and to explain how these institutions were chosen. The four programs proposing to charge PDST for the first time effective August 1, 2013 have identified high-quality comparison programs at public and private institutions across the nation for this analysis.

For example, Santa Cruz's Games and Playable Media program selected a mix of public and private comparison institutions; however, because of the newness of academic game engineering, development, and design programs, there simply are not many comparators, particularly among public institutions. Programs offered by the University of Southern California (USC) and Carnegie Mellon-Silicon Valley provide the best true academic comparisons. Like Santa Cruz, their geographic location puts them in the heart of the game industry, and like Santa Cruz's Computer Game Design program, both USC and Carnegie Mellon have achieved high visibility in the industry. The University of Texas and the University of Utah are among the few public institutions that have launched game design degree programs with any substantive resemblance to the proposed Santa Cruz degree. In the case of Santa Cruz's Games and Playable Media program, public institutions do not truly reflect the program's comparators.

Similar to Irvine's Engineering Management professional program, Santa Cruz's Technology and Information Management (TIM) program offers management training within an engineering context. Comparators were chosen primarily on the basis of geographical proximity or proximity in rankings. The TIM program's two major private competitors are Stanford and Carnegie Mellon-Silicon Valley, and as those private competitors cannot accept all of the highly qualified students who apply, the TIM program expects to pull from the same pool of students who are currently applying to Stanford or Carnegie Mellon. TIM's public competitors, while ranked similarly to TIM, are more geographically widespread.

While total annual charges for 2013-14 for UC's Nursing programs, TIM, and Translational Medicine are projected to exceed the total estimated fees charged by comparable degree programs at comparable public institutions, as shown in Display 2-A, total resident charges for Nursing and Translational Medicine are below the total charges when the charges at both public and private comparison programs are averaged. TIM total charges are below the average total charges at private comparison programs.

DISPLAY 2-A: Total Resident Charges (a): Professional Degree Programs with Proposed Total In-State Charges at UC and the Average of Comparison Institutions Effective August 1, 2013

	Proposed Total Resident Charges Effective 8/1/2013: UC	Projected 2013- 14 Total Resident Charges: Public Comparison Institution Average	Projected 2013-14 Total Resident Charges: Public and Private Comparison Institution Average	Projected 2013- 14 Total Resident Charges: Private Comparison Institution Average
Nursing				
Davis (b)	\$24,461	\$21,667	\$30,598	\$39,530
Irvine	\$23,912	\$21,667	\$30,598	\$39,530
Los Angeles	\$23,279	\$21,667	\$30,598	\$39,530
San Francisco	\$24,071	\$21,667	\$30,598	\$39,530
Technology and Information Management (c)				
Santa Cruz	\$43,729	\$18,454	\$31,537	\$48,981
Translational Medicine (d)				
Berkeley (Jt. San Francisco)	\$45,916	\$40,171	\$46,753	\$51,690

(a) Total resident UC charges reflect approximate first-year charges and include mandatory systemwide charges (Tuition and Student Services Fee), Professional Degree Supplemental Tuition, health insurance, campus-based fees, and Nonresident Supplemental Tuition, disability insurance fees, and other fees where applicable.

(b) Starting in Summer 2013, Davis is offering an additional track for Nurse Practitioners in its Nursing and Healthcare Leadership program, in addition to the Leadership track. Proposed total charges effective August 1, 2013 for students in the Leadership track are shown above. Students in the Nurse Practitioners track, in addition to paying the charges specified above, are also charged pro-rated Tuition, Student Services Fee, campus-based fee, and health insurance amounts in the summer.

(c) Most programs selected by Technology and Information Management (TIM) program as comparators offer courses on a part-time basis and may vary greatly in time to degree, e.g., from two to six years. Thus it is difficult to compare TIM's annual charges to comparators' annual charges. Approximate averages are provided for total 2013-14 charges for comparators.

(d) The Master in Translational Medicine (MTM) program is a joint program offered by both Berkeley and San Francisco. Half of the MTM students will be assigned either to Berkeley or San Francisco as their home campus. Consequently, total fees charged to MTM students may vary. The amounts listed in the table represent total charges for students assigned to Berkeley as the home campus.

Programs at other institutions comparable to the Games and Playable Media program at Santa Cruz and the Master of Health Services – Physician Assistant Studies (MHS-PAS) program at Davis are offered on a variable basis – for example, some are part-time programs that may be taken over several years and some are 1.5-year programs – so comparing an annual total charge is misleading. These programs provided a “cost of degree” comparison instead, showing the total cost of completing the program both at the UC campus and at comparison institutions, regardless of the time elapsed. As shown in Display 2-B, the MHS-PAS total resident cost to degree is less than the projected total resident cost to degree at both public and private comparison programs. The Games and Playable Media program’s total resident cost to degree is less than the projected total resident cost to degree at private comparison programs; and as noted above, the Games program considers two private institutions – USC and Carnegie Mellon-Silicon Valley – to be its true academic comparators.

DISPLAY 2-B: Total Cost to Degree: Professional Degree Programs with Proposed Total Resident Cost to Degree at UC and Projected Average Total Resident Cost to Degree at Comparison Institutions

	Proposed Total Resident Cost to Degree: UC	Projected Total Resident Cost to Degree: Public Comparison Institution Average	Projected Total Resident Cost to Degree: Public and Private Comparison Institution Average	Projected Total Resident Cost to Degree: Private Comparison Institution Average
Games and Playable Media (a)				
Santa Cruz	\$49,629	\$30,756	\$48,735	\$59,523
Health Services - Physician Assistant Studies (b)				
Davis	\$67,325	\$71,176	\$99,297	\$127,417

(a) Total resident cost to degree figure for Santa Cruz reflects four quarters of attendance.

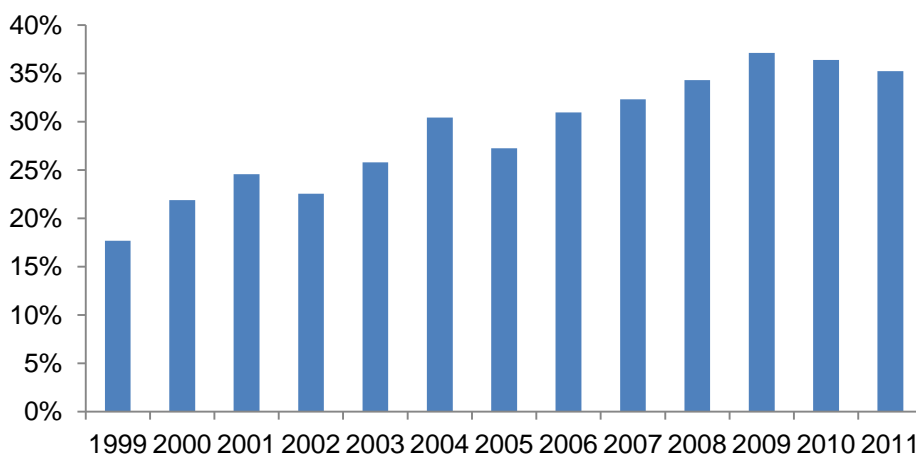
(b) Total resident cost to degree figure for Davis reflects nine quarters of attendance.

Finally, it is helpful to note that if a California resident were to attend an out-of-state program, the Californian would be required to pay nonresident tuition and fees for the first year of attendance. Thus the total charges at a UC program are likely notably lower in the first year than the nonresident tuition and fees the Californian would pay in another state.

Financial Aid and Student Indebtedness

In their multi-year plans, programs demonstrated a commitment to providing students with grant and scholarship support in order to attract and enroll a highly talented and socioeconomically diverse student body, consistent with the financial aid policy goals first articulated by the Regents in 1994. UC's four Nursing programs and each of the four programs proposing to charge PDST for the first time effective August 1, 2013 have committed to meeting the requirements for financial aid specified in the Policy – i.e., to supplement financial aid sources by an amount equivalent to at least 33 percent of new PDST revenue, or to provide financial aid in an amount equivalent to at least 33 percent of all PDST revenue. In addition, each program currently charging PDST has been evaluating the impact of PDST increases on access and inclusion and has reported in its multi-year plan on changes in the demographic mixture of the students who enroll. Display 3 below, for example, depicts the trend in the percentage of students enrolling in the University's Nursing programs who, as undergraduates, were from low-income households and qualified for federal Pell Grants. Overall, the figure suggests that the percentage of students enrolling in these programs from low-income families has increased over time, despite increases in UC's mandatory systemwide tuition and fees and PDST levels. (Comparable figures are not available for the four programs proposing to assess PDST for the first time, as the Technology and Information Management program is small and relatively new, and the other programs are entirely new.)

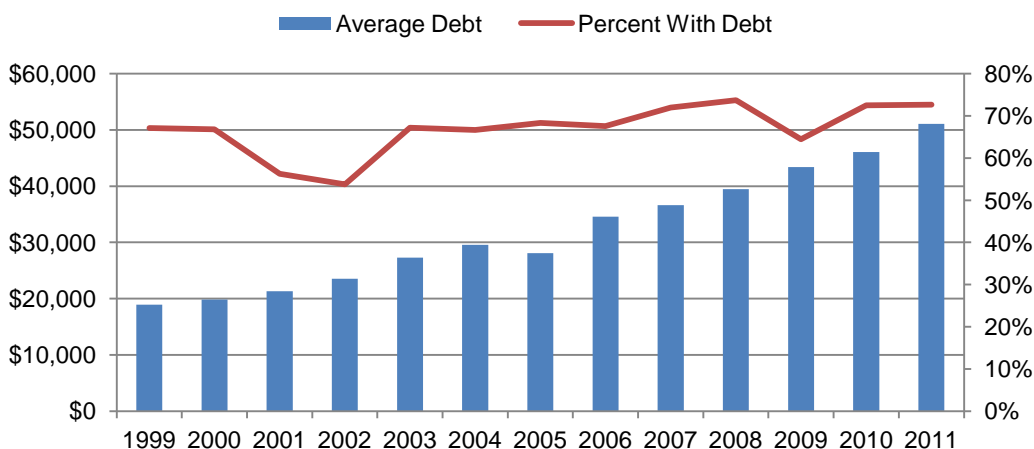
Display 3: Percentage of Entering UC Nursing Students Who Received Pell Grants as Undergraduates



Although access is a universal goal, grants and scholarships are rarely sufficient to cover the full cost of attendance. Loans are therefore a necessary and significant component to financial aid packages for many students in professional degree programs.

Total debt at graduation has increased over time for students in UC Nursing programs who borrow, as shown in Display 4 below. Nevertheless, the average debt among borrowers in the 2011-12 graduating class (\$51,101) remains manageable in light of the median starting salary for program graduates. Moreover, the percentage of UC Nursing students with debt at graduation has not increased. UC Nursing programs reported median starting salaries ranging from \$85,000 to \$125,000. Based on these figures, the average monthly loan repayment amount of approximately \$600 represents between 5.8 percent and 8.5 percent of a graduate's monthly starting salary – a repayment level considered quite manageable by credit industry standards.

Display 4: Percentage of Graduates With Debt and Average Debt at Graduation, UC Nursing Programs



Moreover, there are a number of approaches students can take to manage their debt at graduation. The NURSE Corps Loan Repayment Program, for example, is a federal loan repayment assistance program designed to assist nurses employed by clinics, hospitals, outpatient facilities, or other service providers that provide care to medically underserved populations. Students (including future graduates of the four programs seeking to assess PDST for the first time) can also take advantage of the recently introduced Income-Based Repayment plan (IBR) for federal student loans, which is designed to make loan repayments easier for graduates who take jobs with lower salaries, and to provide loan cancellation for students who work for ten years or more in a public service career.

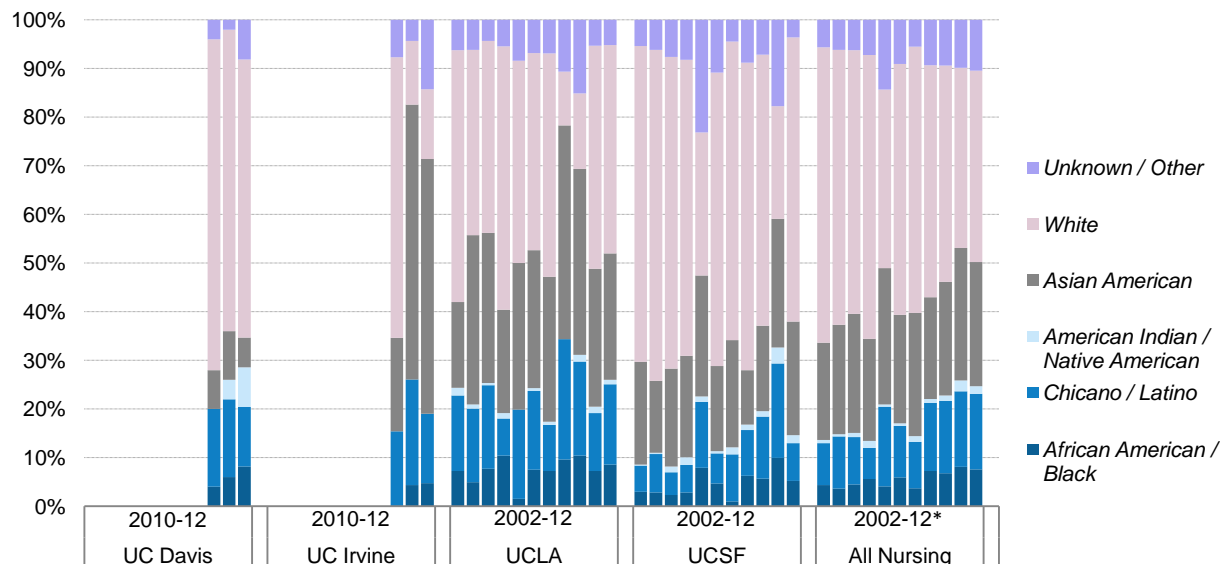
Strategy for Inclusion of Underrepresented Groups

In their multi-year plans, programs report on several factors relating to enrollment trends and diversity strategies. Programs and the Office of the President reviewed racial, ethnic, and socioeconomic enrollment trends and comparable data from peer institutions. Diversity strategies for all of the programs were also reviewed, and campuses received direct feedback on their strategies for inclusion of underrepresented groups.

Nursing. As approved by the Regents in July 2012, Regents Policy 3103 now does not require the submission of full multi-year plans on an annual basis for programs that do not plan to increase PDST levels above previously proposed levels. UC's Nursing programs, for example, have had a multi-year plan in place for a year and were not required to submit full PDST proposals. Nursing program diversity and inclusion statistics and plans were last submitted in 2012. All programs indicated a commitment to diversity and inclusion and have implemented strategies and efforts to enhance diversity, consistent with applicable State and federal law. For example, schools have targeted outreach efforts at diverse conferences including the National Association of Hispanic Nurses, National Black Nurses Association, and National Coalition of Ethnic Minority Nurses, in addition to more general conferences including the California Nursing Students' Association, National League for Nursing, Rural Nurse Organization, Western Institute of Nursing, and the California Nursing Students' Association. In addition, several UC Schools of Nursing have been actively engaged in addressing institutional climate challenges through the implementation and refinement of curriculum that is culturally inclusive, by offering coursework and emphases in community-based projects focusing on underserved populations, and by providing clinical experiences in medically underserved areas.

All programs charging PDST at the University are required to track and report on diversity data in their multi-year PDST plans. Enrollment data demonstrate that UC's Nursing programs, as a whole, do as well as or better than comparison programs in terms of attracting students from underrepresented racial and ethnic backgrounds. Display 5 shows the racial and ethnic distribution of students in UC's four Nursing programs. As shown in the display, UC's Nursing programs are more diverse now than they were ten years ago. In 2002, 13.7 percent of all UC Nursing students were underrepresented racial and ethnic minorities (i.e., African American/Black, Chicano/Latino, or American Indian/Native American). In 2012, nearly a quarter (24.7 percent) were underrepresented racial and ethnic minorities.

DISPLAY 5: Racial/Ethnic Distribution of Graduate Professional Degree Students in Nursing, Universitywide and by Campus, Fall 2002 to 2012



Source: UC Corporate Student System

* All Nursing includes UC Davis and UC Irvine only in 2010 through 2012.

New Programs. New programs are required to report, in their multi-year PDST plans, on planned strategies and efforts to address diversity and inclusion. Each of the four programs proposing to charge PDST for the first time effective August 1, 2013 has submitted a plan that indicates its commitment to proactively and continually monitor activities and efforts to ensure representation of educationally and economically disadvantaged students in their programs; they plan to utilize a range of successful existing approaches, capitalize on the expertise and guidance of successful campus-wide and/or school-wide diversity efforts and strategies, and develop strategies reflective of the nature of the specific program and its target population. Each program will be required to report on diversity data in future PDST plans.

Faculty and Student Consultation

Programs seek a range of feedback from students and faculty. Again, as approved by the Regents in July 2012, Regents Policy 3103 now does not require the submission of full multi-year plans on an annual basis for programs that do not plan to increase PDST levels above previously proposed levels. UC's Nursing programs, as indicated above, have had a multi-year plan in place for a year and were not required to submit full PDST proposals. Summaries of student and faculty feedback were reviewed by the Office of the President. The consultation process provided an opportunity for students to engage in a dialogue with program leadership about multi-year plans and the necessity of the PDST increases, which will expand resources for financial aid and additional outreach to and support for underrepresented groups.

Nursing. Consultation about Nursing programs' multi-year PDST plans first took place, as required, at the time of submission of the three-year PDST proposals. However, all Nursing programs consulted with program students and faculty again during the current cycle. The

following provides details about each of the processes for consultation taken by the four Nursing programs, and provides a brief summary of the general student and faculty feedback.

- Davis: Administrators scheduled a town hall meeting and solicited comments from all program students and faculty via e-mail. Only five students provided feedback. Faculty were consulted, in person, at faculty meetings. Generally, students and faculty advised program leadership to be attentive to accessibility, debt load, and earning potential when considering PDST levels. School leadership provided explanations of how these factors are considered when determining student financial support, and committed to continuing the inclusion of these factors in decision-making. Students indicated that financial support packages currently awarded by the School of Nursing were a key driver for them to apply for and become admitted to the M.S. degree. Faculty also indicated a desire for longer-term sustainability and planning, which program leadership agreed to discuss at future leadership meetings. In addition, the School provided new applicants with information on proposed PDST levels during interviews, and provides updated information on the school website and listserv.
- Irvine: Administrators solicited feedback from all program students and faculty via an online survey. Comments were submitted, verbatim, to the Office of the President in the program's PDST proposal. Six students provided comments and consistently raised concerns about the rising cost of education, high debt after graduation, and high program tuition relative to comparator institutions.
- Los Angeles: The School's leadership team, including the Dean, convened two meetings with program students, program student council leadership, and program faculty prior to finalizing a decision on proposed PDST levels. The students and faculty indicated an understanding of the need for increased fees to cover the cost of didactic and clinical courses. The leadership team provided an opportunity for follow-up discussion, but none was requested.
- San Francisco: The Dean convened a town hall meeting for program students and consulted program faculty during a faculty and administrative leadership council meeting. All constituents expressed concern that tuition and professional fees were rising, but acknowledged that the quality of education must be maintained.

New Programs. New programs – Games and Playable Media (Santa Cruz), Health Services – Physician Assistant Studies (Davis), and Translational Medicine (Berkeley/San Francisco) – were required to undergo formal consultation with students and faculty most closely associated with the anticipated program audience since they do not have current program students and faculty. Technology and Information Management at Santa Cruz, an established program, consulted with current faculty and students in the graduate academic program. Consultation processes are summarized below.

- Games and Playable Media (Santa Cruz): Administrators consulted Department of Computer Science faculty. In addition, Computer Science faculty conducted student

consultations with current undergraduate seniors pursuing the computer game design degree, as well as with current M.F.A. and Ph.D. students studying games. Among the Ph.D. students consulted was the GSA representative for Computer Science.

- Health Services – Physician Assistant Studies (Davis): The School of Nursing, which will house the program, hosted town hall-style meetings and focus groups with faculty and students in the School. In addition, the proposal was provided to faculty and graduate students via e-mail and feedback was solicited.
- Translational Medicine (Berkeley/San Francisco): Administrators convened a focus group of students in two current and comparable academic programs to discuss the proposal and solicit feedback: students in the Master of Engineering program at UC Berkeley (who pay a PDST for their program), and students in the joint UC Berkeley/San Francisco Master of Science program in Bioengineering (who do not pay a PDST for their program). All students currently enrolled in both programs were invited to a special meeting; 15 M.Eng. students (out of 86 currently enrolled) and seven M.S. students (out of 16 currently enrolled) attended the lunch meeting. In addition, the plan was described to Bioengineering faculty in one-on-one sessions and during a Graduate Affairs Committee meeting.
- Technology and Information Management (Santa Cruz): Administrators consulted with current Technology and Information Management principal faculty and School of Engineering faculty. Faculty have been supportive of the creation of a master's professional program. In addition, Technology and Information Management faculty discussed the proposal in individual meetings with their supervisees (both current M.S. and Ph.D. students). Administrators also conducted a market study to obtain feedback.

Overall, students were generally supportive of the new programs but indicated some concern about the level of tuition and its impact on debt already accumulated obtaining previous degrees (i.e., undergraduate and other graduate degrees). Faculty indicated, overall, that PDST levels and total charges for these new programs were reasonable relative to comparator programs and given dedicated funding for student financial support.

General Consultation. All proposals were shared with the campus Graduate Assembly/Graduate Student Association (GA/GSA) president, the campus Graduate Division dean, and, if applicable, with any program-specific graduate student government leadership. In addition, each proposal was officially endorsed by or shared with the campus Chancellor.

It is important to note that when all of the consultation with students and faculty discussed above was carried out, programs did not know that the only PDST increases to be submitted to the Regents to become effective August 1, 2013 would be increases for UC's Nursing programs below what the Nursing programs had proposed in their multi-year plans. Thus, students and faculty have not been consulted about what, in many cases, the lack of increases in PDST levels will mean for these programs and how they will affect students' educational experiences.

In addition, no program indicated that students or faculty in the program had issues with the consultation process about PDST levels to become effective August 1, 2013; all programs indicated that fall 2012 proposal submissions were shared with the campus graduate student body president(s). (Please note that programs are not required to formally consult with GA/GSA presidents, but rather to share proposals with them.) Nevertheless, in spring 2013 GA/GSA presidents indicated that they wanted a new opportunity to review PDST proposals. Thus, in June 2013, the Provost facilitated another opportunity for the GA/GSA presidents, as well as students and faculty in each program, to review PDST proposals. Programs were able to extend this additional opportunity to their program students, program faculty, and GA/GSA presidents, making proposals available via a SharePoint site for two weeks in June. This additional review period yielded feedback from two GA/GSA presidents on programs at Berkeley and Irvine, individual feedback from ten students on the Davis Law proposal, and feedback from the Davis Law program student government leadership. Generally, the GA/GSA presidents who submitted comments requested the opportunity to be formally consulted on PDST proposals and to be provided more adequate time to provide informed student feedback. In addition, insufficient diversity and inclusion activities, the impact of rising PDST on student debt after graduation, and UC charges, compared to those of public peers, were concerns. Also, the Berkeley GA requested more transparency in the uses of PDST revenue by programs. In addition, specific comments related to the PDST levels before the Regents in this item (Nursing programs and new programs) were addressed. Berkeley GA was concerned that the level of consultation for the Translational Medicine program did not extend far enough to include other potential student populations and requested more detail on program plans for uses of revenue and diversity strategies. The Irvine Graduate Association was concerned with any increase in student tuition given the “commitment to freezing undergraduate tuition,” the University’s ability to support students interested in public interest careers, and a possible impact of deterring students from entering fields where there “is a critical lack of professionals in the State,” such as nursing.