Office of the President

TO MEMBERS OF THE COMMITTEE ON EDUCATIONAL POLICY:

**ACTION ITEM**

For Meeting of September 17, 2008  POWERPOINT PRESENTATION

**ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY, RIVERSIDE CAMPUS**

**RECOMMENDATION**

The President recommends that the Committee on Educational Policy recommend to the Regents that, effective immediately, Section 15 (a) of The Regents’ provisions as covered under the Standing Order 110.1 – Academic Units and Functions, Affiliated Institutions, and Related Activities of the University, be amended as follows:

**Additions shown by underscoring**

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15.  Professional Schools

(a) There are established the following schools, with curricula based on two or more years of undergraduate work:

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School of Public Policy, at Riverside, with curricula leading to the degrees of Master of Public Policy and Doctor of Philosophy.

**BACKGROUND**

The University of California, Riverside proposes to establish a new School of Public Policy, which would be the first serving the Inland Empire – one of the fastest-growing regions in the state and nation. The mission of the proposed School of Public Policy encompasses three broad mandates: (i) to train a cadre of students in rigorous policy analysis, preparing them to pursue careers in local, state, and national governments and in non-profit organizations; (ii) to facilitate research by multi-disciplinary teams at UCR on substantive public policy problems facing the region as well as the state, the nation and the world; and (iii) to initiate and maintain a dialogue with policymakers in the region and the state.
Two major themes will distinguish the UCR School of Public Policy. First, the School will focus on a range of social policy issues, particularly those associated with population growth and movement, as they intersect with environmental policy. UCR’s Inland Empire location makes the campus uniquely situated to address such concerns. The second theme is the importance of regional policy. Increasingly, key policy issues often transcend city, county, or even state boundaries, making a regional approach to common problems far more effective, yet current public policy structures have not adapted to the needs of regional policymaking. The proposed School will specialize in regional relationships and will be a leader in the development of the field of regional policy analysis and policymaking.

Need for the School

Rapid growth in the Inland Empire has resulted in a sharp increase in the demand for governmental services of all kinds, including those relating to environmental regulation and to the provision of health and education services to minorities, yet the region faces a severe shortage of skilled individuals who have the necessary analytical and management skills to plan for – and deliver – needed public services at the community, city, county and regional levels. The proposed School, while not exclusively aimed to fill this demand, will train a cadre of students trained in policy analysis whose work will benefit all citizens of California.

Nationwide, student demand for policy programs at the Master’s level is vigorous and growing. Indeed, this has been the fastest-growing degree program in the U.S. in the past 10 years. In 2005, seats were available for only 58 percent of the more than 10,000 applicants for graduate programs in public policy in the nation. In California, five public universities (UC Berkeley, UCLA, CSU Sacramento and San Bernardino campuses, and California State Polytechnic University at San Luis Obispo), two private universities (Pepperdine and the University of Southern California), and one non-university entity (RAND) offer graduate programs in public policy. Of these, CSU San Bernardino offers only a Master’s of Public Administration (MPA) degree, which is a very different program than the Master’s of Public Policy (MPP) degree planned to be offered at UCR’s School of Public Policy.

Students trained in public policy are readily employable. The MPP degree provides students with a set of research, analytical, and management skills that is transferable across sectors and across issue areas. Approximately two-thirds of these students go on to work in local, state, or national government, and another 15 percent in the non-profit sector. The remaining 18 percent are employed in the for-profit sector, pursue further graduate work, or, in the case of international students, return to their home countries. Because the public policy problems facing the Inland Empire are so similar to those faced by many rapidly growing mega-regions around the world, the campus anticipates a strong national and international demand for the graduate degree programs to be offered by the School.

Proposed Educational Programs at UC Riverside

Under current planning, the School of Public Policy would admit its first class of students in fall 2010. The MPP degree will be offered as a two-year, full-time program consisting of a core
curriculum, a policy internship in the summer following the first year, a second-year policy analysis project, and elective courses. The program will focus on the practical and applied aspects of policy-making and policy implementation (including monitoring and evaluation). The MPP program will also be offered to mid-career students (typically, policy professionals already working in the public sector who seek to strengthen their analytical and quantitative skills and move into positions of greater responsibility), by allowing them to stretch the program over 3-4 years.

The doctoral program will attract two types of students: those who wish to pursue teaching and/or research careers in public policy programs at other universities or policy think-tanks, and those who are primarily interested in other subject matter programs (such as the environment, political science, or economics) but who wish to pursue an additional specialization in public policy. The School of Public Policy will offer a Ph.D. in public policy for the first type of student and a Ph.D. Minor in Public Policy for the second type of student.

The School will provide students with four areas of specialization: environmental and sustainable development policy, population and health policy, higher education policy, and immigration policy. UCR has faculty and research strengths in each of these areas, as evidenced by the presence of such research centers at UCR as the California Community College Collaborative (in the Graduate School of Education), Center for Environmental Research and Technology, Center for Conservation Biology, Air Pollution Research Center, Water Resource and Management Center, Edward J. Blakely Center for Sustainable Suburban Development, UC-MEXUS, and the recently approved UCR School of Medicine.

The School of Public Policy will also offer a 15-month Executive MPP (EMPP) program, a fast-track for experienced and busy professionals working in government, non-profit, and community agencies. In addition, non-degree certificate programs will be offered in select areas for professionals working in the public sector who are interested in career enhancement. UCR will explore offering the EMPP and certificate programs jointly with UCR Extension, which already has considerable experience in offering customized professional development programs targeted to mid-career professionals in public agencies in such areas as leadership training, project management, information technology, citrus pest management, workplace health and safety, green waste management, water treatment and safety, law enforcement, and environmental contamination cleanup.

Research Programs

As described above, one of the primary research foci for the new School will be the intersection of social and environmental policy. Demographic and other societal changes related to population growth and movement create stresses on the physical and biological environment; it is vital to understand – and plan for – these changes in ways that are environmentally sustainable. At the same time, changes in the physical and biological environment, including global and local climate change, have diverse impacts on social, economic, and health outcomes. Sound policymaking calls for anticipating these impacts and preparing society to cope effectively with them. UCR’s School of Public Policy will be unique in integrating these two areas – social and environmental policymaking – to come up with policy solutions to real-world problems.
The second research focus of the new School will be regional policymaking. At both the regional and global levels, new governmental alliances have arisen to address critical policy issues that transcend traditional geographical boundaries. A local example is the Southern California Association of Governments. Likewise, the European Union was formed to deal with transnational economic and social policy issues. Faculty and students in the School of Public Policy will conduct research aimed at regional relationships, making UCR a leader in the development of the field of regional policy analysis and policy-making. The Southern California/Northwestern Mexico region provides an unparalleled opportunity to study the interactions among rapid population growth, ex-urban sprawl, stresses on the natural and social environment, and rising social and economic disparities – problems common to many other mega-regions around the world. Thus, a distinguishing characteristic of the UCR School of Public Policy will be to emphasize the larger linkages that the Southern California/Northwestern Mexico region has with the rest of the world, and to compare explicitly the Inland Empire with other world regions.

The School’s research will build on existing strengths at UCR as virtually every existing school and college at UCR has assets that will interact with and help to strengthen the School. These synergies include such interests as higher education policy; air, water, and soil quality; biodiversity; sustainable suburban development; crime and justice; economics; political science; anthropology; and, eventually, UCR’s recently approved School of Medicine.

**Long Range Development Plan**

The proposed School of Public Policy is consistent with the Riverside campus long-range development plan (LRDP). The LRDP calls for development of professional schools on the West Campus, north of Martin Luther King Boulevard. The campus 2007-12 state-funded Capital Improvement Program includes the West Campus Professional and Graduate Center at a total project cost of $37.5 million – a building of 51,000 assignable square feet that would accommodate both the School of Public Policy and the Graduate School of Education. Initial state funding for the design phase of the project is assumed in 2009-10, and state funds for the construction phase are assumed in 2011-12. Occupancy of the facilities is anticipated in 2013-14.

Prior to construction of this new facility, the faculty and students in the School will be located in existing campus space. The new and release space associated with two new College of Humanities, Arts and Social Sciences buildings will provide the opportunity to reprogram and reassign space on an interim basis.

**Academic Plan**

The establishment of the School of Public Policy is firmly rooted in one of seven strategic goals for the campus set forth by then-Chancellor France Córdova: to expand professional education in areas that respond to the needs of the state and region and that help to stimulate a knowledge-based economy. The School will also be consistent with several other of these goals, including
establishment of closer ties with the community, expanding educational opportunities for students, enhancing UCR’s reputational rankings, and investing in areas of strength.

The UCR enrollment plan for 2008-2021 calls for the campus to increase the ratio of graduate to undergraduate students. The establishment of the School of Public Policy, with its graduate student population at maturity of 30 doctoral and 150 Master’s students, will provide significant progress toward this objective.

The proposal to establish a School of Public Policy at UCR began in late 2004 as a grassroots faculty-driven process. Task forces were set up to design an undergraduate program in public policy as well as to prepare a proposal for a full-fledged School of Public Policy. Numerous consultations with faculty and administrators on campus were held, including a campus-wide town hall meeting in spring 2005, to identify the distinctive research areas of the proposed School as well as its connections to the rest of the campus.

Reviews and Approvals

The School of Public Policy received unanimous approval by the UCR Division of the Academic Senate in November 2007. The School was endorsed by the Academic Council and the UC Office of the President in May 2008. The California Postsecondary Education Commission (CPEC) has indicated its concurrence with the proposal.

Resources

At full build-out, normal State enrollment growth funding, student fee revenue (including a professional school fee), and self-supporting program revenues will be sufficient to cover expenses, estimated at approximately $2.9 million per year. An executive MPP program and professional development courses will constitute the self-supporting component of the School, relying entirely on tuition revenue to cover (or exceed) program costs; self-supporting program revenues are expected to generate approximately a quarter of the school’s total revenues. The School will also engage in an active fundraising effort to provide supplemental support.

During the six year start-up phase, before reaching full build-out, it is expected that expenses will exceed student revenue, due to the need to make investments in faculty and support prior to achieving full student enrollment. To accommodate this, the campus has established a reserve of 12 faculty FTE and commensurate support funds which will be advanced to the school as bridge funding until full build-out is achieved. The pace of the start-up will be modified as necessary to reflect the availability of both bridge funding and State funding.

Approximately one-half of the 12 faculty FTE allocated to the new School (one of which will be occupied by the dean) will support faculty located wholly in the School, while the rest will be used for joint appointments with relevant departments or schools. The joint appointments will be made with appropriate units in areas that will contribute strength to the School of Public Policy while also furthering existing or developing departmental academic plans. The deployment of faculty FTE will take place over a period of approximately six years. Based on comparisons with comparable schools, a support staff of 7 FTE is envisioned when the School is mature.