

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

May 25, 2005

The Committee on Educational Policy met on the above date at UCSF-Laurel Heights, San Francisco.

Members present: Regents Anderson, Dynes, Kozberg, Marcus, Novack, Parsky, and Ruiz; Advisory members Juline, Rominger, Rosenthal, and Blumenthal

In attendance: Regents Blum, Bustamante, Lee, Ornellas, Pattiz, and Preuss, Faculty Representative Brunk, Associate Secretary Shaw, General Counsel Holst, Treasurer Russ, Provost Greenwood, Senior Vice Presidents Darling and Mullinix, Vice President Hershman, Chancellors Birgeneau, Bishop, Carnesale, Córdoba, Denton, Fox, Tomlinson-Keasey, Vanderhoef, and Yang, and Recording Secretary Nietfeld

The meeting convened at 12:50 p.m. with Committee Chair Kozberg presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of March 16, 2005 were approved.

2. ADVANCED DEGREE EDUCATION FOR PROFESSIONAL FIELDS: THE UNIVERSITY OF CALIFORNIA ROLE

Provost Greenwood recalled that, under California's Master Plan for Higher Education, the University of California's mission includes offering doctoral and advanced professional education essential to meeting California's, and the nation's, workforce needs. The Master Plan gives the University special authority for doctoral education and advanced education in certain professional fields: medicine, veterinary medicine, dentistry, and law. In practice, the University has attended to state needs in a large range of professional areas beyond these fields. The health sciences planning studies for the 21st century, outlined at the March meeting, reflect a history of University service in advanced professional and clinical education in nursing, pharmacy, optometry, and public health, in addition to the fields of medicine, dentistry, and veterinary medicine cited in the Master Plan. Outside the health professions, the University educates professionals at both the master's and doctoral level in fields as disparate as business and management, education, engineering, music, information science, public administration, advanced studies, public policy, and social welfare.

Provost Greenwood observed that what is less well known is the fact that the University also serves 315,000 students through its degree, certificate, and extended-education programs that are geared to the needs of career-minded students. Managers and professionals are California's fastest-growing occupation; in general, these positions require education beyond

the baccalaureate degree. Since the 1980s, new programs geared to career advancement and the special scheduling needs of working professionals have greatly expanded.

Provost Greenwood outlined the characteristics that distinguish UC degree programs for working adults:

- The degree is well-recognized in the profession (MBA, Master of Public Health, Doctor of Education, Master of Science, etc.).
- The courses are scheduled conveniently for working adults.
- Admission to the program may require job experience in the field.
- The faculty includes a mix of UC faculty and qualified working practitioners in the field.
- Most programs are self-supporting.

MBA programs for working adults are offered on five campuses: Berkeley, Davis, Irvine, Los Angeles, and San Diego, with 2,400 students enrolled in fall 2004, as compared to 1,500 enrollments in full-time, on-campus MBA programs. Two of the MBA programs for working adults, the Berkeley-Columbia Executive MBA and the Los Angeles-National University of Singapore Executive MBA, indicate not only a trend in cooperative programming between institutions but also the beginning of international cooperation in these areas. Other self-supporting professional degree programs include the Master of Science in Forensic Science at Davis, the Master of Public Health for Health Professionals at Los Angeles, and the Master of Science in Network Engineering at Santa Cruz, which is offered primarily off-campus in Cupertino. These programs serve the State at no additional cost to the State.

Provost Greenwood discussed the Master of Advanced Study (MAS), which had its origins in the 1990s as a Presidential initiative to expand master's-level instruction for working adults. Elements of the MAS include convenient scheduling of classes, a strong focus on career education, and the use of the widely distributed University Extension core programs. The self-supporting Master of Advanced Study programs include Maternal and Child Nutrition at Davis; Criminology, Law and Society, an on-line program, at Irvine; Leadership in Healthcare Organization, Marine Biodiversity and Conservation, and Clinical Research at San Diego; and Clinical Research at San Francisco. The following new programs will begin in fall 2005:

Davis	MAS in Clinical Research
	Working Professional MBA program located in San Ramon

Los Angeles MSN in Nursing Administration (on-line)
 MS in Engineering (on-line)

The new UC Riverside Palm Desert campus will offer an MBA and an MFA in Creative Writing. The campus was launched by a major gift from Richard Heckmann and houses the Heckmann International Center for Entrepreneurial Management, together with conference, distance-learning, and classroom facilities. The MBA program will draw upon the faculty in the Anderson Graduate School of Management as well as industry leaders in the greater Palm Springs area, 75 of whom have agreed to be in-residence student mentors and lecturers. These programs are designed explicitly for the working professional market.

The University's oldest professional development program is University Extension, which has offered courses since 1891. Traditionally University Extension has offered post-graduate education in a variety of fields; there are five hundred certificate programs which range from teaching English as a Second Language to Global Operations Management and Information Systems Security. In 2003-04, 198,000 students were enrolled in over 12,000 certificate program courses which involved graded instruction. The typical student has at least one degree and is in the process of changing fields. University Extension also forms partnerships with academic degree programs to deliver self-supporting professional degrees. The benefits include Extension's experience in assessing whether the market is sufficient, a well-developed infrastructure for publicizing and managing the programs, and off-campus locations that bring the programs closer to where people work. Examples of programs which are offered in collaboration with University Extension include the following:

- Davis Master of Internal Commercial Law, offered summers only for students from overseas
- Los Angeles Certificate in Health Care Management articulated with the Executive Master of Public Health
- San Diego MAS in Marine Biodiversity and Conservation
- Santa Cruz MS in Network Engineering, offered in Cupertino

Provost Greenwood commented on the growing number of Extension courses that are available on-line. The Los Angeles campus has enrolled more than 9,600 students in almost seven hundred on-line courses in 2004-05, and seven certificate programs may be completed on-line.

As discussed in previous presentations, the University has fallen in its overall, on-campus graduate enrollment and, as a result, a plan is required to rebuild the graduate programs. The University is actively participating in assessing the future needs for career education. A task force has been established in connection with this assessment. The task force will identify the areas for immediate expansion as well as those that will be needed over the next ten to twenty years. Particular attention will be paid to fields that address California's global competitiveness. An ongoing concern is the underrepresentation of international students at the University.

In response to a comment by Regent Lee, Provost Greenwood explained that the financial goal of these self-supporting programs is to break even. Regent Lee believed that an attempt should be made to generate income which could be used to support on-campus graduate students. He stressed the important role played by graduate students in both teaching and research. Regent Lee pointed out that the state's competitiveness depends on knowledge, which is generated by the types of programs described by Provost Greenwood. He suggested that self-supporting programs be encouraged to raise their fees.

Provost Greenwood acknowledged that these programs, particularly the ones offered on-line, have the potential for a different business model. She stressed that the programs are not permitted to draw on the University's resources but must be entirely self-supporting. Regent Lee underscored the value of having access to programs in the Silicon Valley.

Regent Anderson asked about efforts taken by the University to cultivate relationships with the alumni of self-supporting degree programs. Provost Greenwood agreed that these students offer the University a way in which to cultivate new friendships.

Regent Novack pointed out that typically an alumni association has certain requirements for membership; he believed, however, that the suggestion that relationships should be cultivated with the alumni of self-supporting degree programs should be taken into consideration.

Regent-designate Rosenthal asked about the eligibility requirements for the programs that had been described. Provost Greenwood confirmed that admissions are competitive; in some cases the requirements are higher than for regular degree programs. Mr. Rosenthal inquired about ways in which to ensure that the self-supporting degree programs represent the state's diverse population. Provost Greenwood pointed out that the campuses and the extension programs associated with them had been active in programs such as Welfare to Work, some of which were funded by the State and others by charitable organizations. She noted that these programs become more popular during bad economic times because employers often use training as part of a separation package for employees. The English as a Second Language program is sometimes offered to groups of new immigrants to assist their move into the job market. Faculty Representative Blumenthal added that in the approval process for new courses, the Academic Senate considers how much financial aid is available.

In response to a question from Regent Marcus regarding the quality of the programs, Provost Greenwood explained that all of the instructors for credit-carrying courses must be approved by the academic department through the rules of the Academic Senate. University Extension also offers personal fulfillment courses which are not vetted in this fashion. Vice Provost Zelmanowitz pointed out that these courses must compete in the market place; dissatisfied students will not enroll.

Regent Marcus pointed out that he is considered to be an alumnus of institutions such as Harvard and Stanford on the basis of his enrollment in advanced courses there. He

encouraged the University to consider Regent Anderson's comments. Regent Marcus continued that private, for-profit universities are making rapid inroads throughout the United States. He suggested that there may be better ways for the University to market its competing programs. Provost Greenwood explained that traditionally programs such as University Extension had been considered in the context of the University's public service role under the Master Plan. She agreed consideration should be given to the generation of a revenue stream that would support other programs. Regent Marcus encouraged the University to form a study group to discuss this issue.

Regent-designate Juline commented that while some attention is paid to alumni of these programs, outreach is limited by resources.

In response to a question from Committee Chair Kozberg about the approval process for Master of Advanced Study programs, Vice Provost Zelmanowitz explained that the approval path for the MAS is the same as for any advanced degree. The time required to approve a new program is a function of how well the proposal is written; the normal time period from planning to approval is two years.

Regent Kozberg asked how the University becomes aware of the state's workforce needs. Provost Greenwood explained that often a campus is approached by a trade organization that requests the implementation of a program. In other cases suggestions are made by State agencies. Vice Provost Zelmanowitz added that the disciplinary department also perceives a need in response to comments from colleagues.

In response to a final question from Committee Chair Kozberg regarding overseas programs, Provost Greenwood recalled that the University is in the process of developing an international strategy under the leadership of Professor Kalonji.

3. **UNDERGRADUATE ELIGIBILITY AND ADMISSIONS**

This matter was deferred to a future meeting.

4. **UPDATE ON CAPITAL CAMPAIGN, SAN DIEGO CAMPUS**

This matter was deferred to a future meeting.

The meeting adjourned at 1:35 p.m.

Attest:

Associate Secretary