PROPOSAL FOR ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY

Approvals:

Committee on Educational Policy: May 1, 2007
Committee on Planning and Budget: May 2, 2007
Graduate Council: May 23, 2007
Committee on Academic Personnel: November 20, 2006
Committee on Faculty Welfare: November 30, 2006
Committee on Research: April 30, 2007
Committee on Library & Scholarly Communication: November 20, 2006
Endorsed by Advisory Committee: June 11, 2007
May 1, 2007

TO: THOMAS COGSWELL, CHAIR
    RIVERSIDE DIVISION

FR: EUGENE NOTHNAGEL, CHAIR
    COMMITTEE ON EDUCATIONAL POLICY

RE: SCHOOL OF PUBLIC POLICY PROPOSAL

The Committee on Educational Policy (CEP) has reviewed the revised Proposal for a School of Public Policy at UCR. The questions we had this past fall were well addressed, and the additional support letters greatly strengthened the proposal. For these reasons, the CEP voted unanimously to support the proposal to form a School of Public Policy.
May 2, 2007

TO: THOMAS COGSWELL, CHAIR
RIVERSIDE DIVISION

FM: ANTHONY NORMAN, CHAIR
COMMITTEE ON PLANNING AND BUDGET

RE: PROPOSAL FOR A SCHOOL OF PUBLIC POLICY

Planning and Budget has reviewed the response of the School of Public Policy Task Force regarding our concern about the possibility of fundraising affecting the course of establishment of the school. The Task Force seems confident that resources do not represent a serious challenge to the plan, that their needs are not great, and that the establishment of the school will be incremental. Although the Task Force provided no further information regarding funding, Planning and Budget feels that the School is in the interest of the campus and supports the proposal to establish the School.
TO: Thomas Cogswell, Chair
   Academic Senate

RE: School of Public Policy

At its meeting today, the Graduate Council voted to approve sending the SPP proposal forward.

While the Council’s general concern about priorities being given to the allocation of new FTE around the campus remains, its concerns about process in this particular case have been resolved. In particular, the Council appreciates the recent efforts of Anil Deolalikar and others to engage faculties of salient departments in discussions about integrated curricula and joint appointments. The Council looks forward to similar consultation as the planning process moves forward.

The Council believes that the proposal might fare better at the system-wide level if the curriculum were a little more fully developed (with, say, some sample syllabi) but certainly does not want to hold up the process for such development.

On behalf of the Graduate Council,

R. Robert Russell, Chair

Cc: Anil Deolalikar
April 30, 2007

TO: Thomas Cogswell, Chair
Riverside Division

FM: Kiril Tomoff, Chair
Committee on Research

RE: Proposal to Create a School of Public Policy

Dear Tom,

The Committee on Research endorses the proposal to create a School of Public Policy at UCR. The majority of COR members considered that the response to earlier queries not only addressed the concerns raised but substantially improved the proposal.

Sincerely,
Kiril
April 23, 2007

TO: E.A. NOTHNAGEL, CHAIR, EDUCATIONAL POLICY
    ANTHONY NORMAN, CHAIR, PLANNING AND BUDGET
    ROBERT RUSSELL, CHAIR GRADUATE COUNCIL
    KIRIL TOMOFF, CHAIR, RESEARCH

FM: THOMAS COGSWELL, CHAIR
    RIVERSIDE DIVISION

RE: PROPOSAL TO ESTABLISH A SCHOOL OF PUBLIC POLICY AT UCR –
    RESPONSES TO SENATE COMMITTEE

Attached for your review is an appendix to the above responses including letters from external
sources. Please review the material with your committee and submit your comments to me by
April 30, 2007. I am also including the memo that was sent to EVC and Provost Wartella for
your information.

Thanks.
Response to the Academic Senate Committees on the Proposal to establish a School of Public Policy at UCR

UCR Task Force on Public Policy

April 23, 2007

Committee on Educational Policy (CEP)

1. Lack of supporting letters from faculty and administrators in similar programs at other UC campuses or other peer institutions.

Attached are letters of support from the following public policy programs: UCLA's School of Public Affairs, University of Washington's Evans School of Public Affairs, and Georgetown University's Public Policy Institute. All of these are renowned schools and among the top public policy programs in the country. They all provide a strong endorsement of not only the curriculum proposed but also the distinctiveness and competitiveness of the proposed UCR School of Public Policy.

2. Why are there no supporting letter of support from the top-level UCR administration?

Attached is a letter of strong support from the EVC/Provost that commits the University administration to providing 12 faculty FTEs to the proposed School of Public Policy (SPP).

3. What will be the relationship of the proposed School with the Blakely Center for Sustainable Suburban Development?

As noted already in the proposal, the SPP will distinguish itself from the many research centers at UCR, including the Blakely Center, in two ways. First and most importantly, the Blakely Center is a research center, and as such has no teaching mission. On the other hand, the SPP's raison d'être will be teaching and training. Second, while the Blakely Center is focused almost exclusively on issues of suburban sprawl and development, the SPP's research and training agenda will go far beyond these topics; it will include higher education, health, environmental, and social policy.

Cooperation with the SPP will allow Blakely Center researchers to sharpen the policy focus of their research. Likewise, cooperation with the Blakely Center will provide an easy entrée for SPP students interested in urban and regional policy to work closely with Blakely Center faculty and their research projects. Indeed, we believe that, in the long run, it would be natural for the Blakely Center to be housed as a research center within the SPP, although, of course, such an arrangement would need to be discussed first with all concerned parties.
4. How and where will the proposed School be housed?

Page 15 of the proposal already indicates the space requirements and plans for the new school. As noted there, the master plan for the West Campus includes dedicated space (of about 51,000 asf) for the School of Public Policy (in a building to be shared with the Graduate School of Education). We realize, however, that the West Campus complex will not be ready for occupancy until 2013-14. In the short run, the campus administration has committed itself to providing space that would become available from the two CHASS buildings under construction. Since the full build-out of the SPP will likely not occur until 2013-14, these space allocation plans are adequate for the time being.

5. Why is the Ph.D. oral qualifying examination committee referred to as a dissertation committee on page 11?

The task force apologizes for the typographical error that resulted in an erroneous reference to the oral qualifying exam committee and the dissertation committee being one and the same. We recognize that these two committees are different, and that the dissertation committee is not appointed until after the oral qualifying examination is passed. This error will be corrected in the proposal.
Committee on Planning and Budget

1. **What will be the consequences to the School if the ambitious development plans of fund-raising efforts are not achieved?**

The full build-out of the proposed School will occur in a phased manner. The SPP will not move to the next stage of the build-out until specific development goals have been realized. At the same time, we should note that the development goals set for the SPP are not overly ambitious; only about $3 million will need to be raised to cover the cumulative shortfall during the start-up phase. We are very confident that this relatively modest goal can be realized.
Graduate Council

1. **Will the 12 faculty FTE lines be sufficient to deliver the rather heavy curriculum of the proposed program?**

   We are confident that a faculty of 12 will be able to deliver the proposed curriculum. **First**, many other policy programs in the country are able to accomplish their teaching and supervision objectives with comparable faculty strength (e.g., the programs at UCLA and Georgetown). **Second**, the faculty resources of the proposed School will be leveraged by having MPP students take several of their elective courses in other departments (e.g., Economics, Political Science, Environmental Sciences, and Anthropology), at least initially. Likewise, the Ph.D. program will rely significantly, at least in the first few years, on elective courses offered in other departments. The MPP core curriculum will consist of 13 courses, all of which could easily be taught by 12 SPP faculty having a normal course-load.

2. **Concern about campus emphasis on top-down initiatives to build interdisciplinary programs at the possible expense of our core graduate programs.**

   This is a very important concern that we feel needs to be addressed fully. There are several points that we wish to make. **First**, the proposal to establish a School of Public Policy is by no means a top-down initiative from the central UCR administration. The Public Policy Initiative (PPI) originated as a bottom-up initiative – organized by several faculty across campus who wanted a forum to exchange, discuss, and disseminate the policy implications of their research. The PPI has been around for two years, and has sponsored an active seminar series and lively faculty symposia. At a town-hall meeting organized by the PPI in April 2005, more than 75 faculty from around the campus expressed their strong support for formalizing the Initiative into something more tangible. It was on the basis of this grass-roots faculty support that the Chancellor and EVC/P appointed a task-force of 17 faculty members to explore the possibility of establishing a School of Public Policy at UCR.

   **Second**, it is important to note that the field of public administration and policy differs from new inter-disciplinary fields like ethnic studies, film and visual culture, or digital arts. Public policy is a well-established professional degree program that has been around for half a century in many American universities. While it is multi-disciplinary in nature, it has emerged as a core academic discipline in recent years with its own set of theory and empirical methods. For instance, there is a large, flourishing literature in public policy decision-making theory and in policy analysis. Many other core disciplines, such as economics and political science, make use of empirical methods developed in public policy, such as program evaluation and project monitoring. It is no wonder that more than 50 universities in the country offer programs in public policy.

   The professional nature of the public policy field is important because growing the number of professional schools at UCR is one of the key Chancellorial goals for the
Response to the Academic Senate Committees on the Proposal to establish a School of Public Policy at UCR

April 23, 2007

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campus. In addition, the proposed School of Public Policy will contribute greatly to another Chancellorial goal—viz., increasing the number of graduate students at UCR. At full build-out, the SPP is expected to have an enrollment of 120 MPP students. It will be very difficult—and expensive—to increase graduate enrollments by 120 students in the core disciplinary programs at UCR.

Third, we do not agree with the Graduate Council’s belief that UCR should first strengthen its core disciplinary programs and then launch into inter-disciplinary initiatives. In our opinion, both priorities need to be pursued simultaneously. This is what most other universities around the country are doing. New inter-disciplinary programs that bring together knowledge in the core disciplines in innovative ways to further our understanding of society and technology are in great demand these days—from both students as well as employers. They are the fastest growing segment of academic programs at universities across the country.

Fourth and finally, the sharp distinction drawn between the core disciplines and inter-disciplinary fields ignores the fact that there is a dynamic element to the evolution of disciplines. A niche, inter-disciplinary field today may well become a core academic discipline tomorrow. Academic programs like business administration, environmental sciences, and bio-engineering all started as inter-disciplinary initiatives, but are well-established fields in their own rights today.

3. To what extent have the relevant departments been consulted on the joint programs and joint appointments discussed in the proposal?

Attached are letters of support from 8 major UCR departments that are likely to have significant interactions with the proposed School: Anthropology, Economics, Environmental Sciences (CNAS), Management and Marketing (AGSM), Philosophy, Political Science, Psychology, and Sociology. A majority of these letters explicitly discuss the interest of the departments in exploring cooperating and joint faculty appointments with the SPP. Many of the letters also highlight the interest of the departments in offering joint programs with the SPP and in having their faculty serve on dissertation committees of doctoral students in public policy. We believe these letters speak for themselves and demonstrate the strong interest of the core disciplines at UCR in a public policy program.

Please note that the proposal already included letters of support from the then Interim Dean of CHASS, Dean of BCOE, and the Dean of the GSOE. Attached, please find a letter of support from the Interim Dean of CNAS, which was missing from the proposal.

4. What is the timetable for accreditation?

Because public service is not a licensed profession, accreditation of public policy schools is not mandatory. Since 1977, the National Association of Schools of Public Affairs and Administration (NASPAA) has been conducting voluntary peer review evaluation of
masters degree programs in public affairs, administration and policy. At present, 59% of the total number of programs eligible to participate in peer review in the country have been accredited. Of the major public policy programs in California, only USC's MPA is accredited; UCLA and UC Berkeley's programs in public administration/policy are not accredited. In light of this, we do not plan to seek accreditation for the MPP program offered by UCR's SPP until at least full build-out.

5. What is the total number of required hours of coursework? If it is 78 hours, is it not too high for an academic MA?

The proposed MPP curriculum will indeed involve 78 credit units — 52 units of required core coursework, 12 units of electives, 8 hours of thesis, and 6 hours of required colloquia. While this may seem high for an academic MA, it is appropriate for a professional degree. For instance, the MBA offered by UCR's AGSM is a 92-unit program, although the Graduate Council has just approved a reduction to 80 units effective AY 2007-08. UCLA's Master of Public Policy program is also a 80-unit program.

6. Why does the course “American Political Institutions” appear twice on the list of core courses on page 7?

There is a typographical error in the list of core courses shown on page 7 of the proposal. However, the sample coursework for the MPP program shown in the table on page 8 is correct. (The typo on page 7 will be corrected.)

7. Will identically-titled courses in the MPP and doctoral programs be separate courses, or will they be taught concurrently with different requirements? This will have implications for faculty resources.

Initially (i.e., until full build-out of the SPP and until the full set of faculty resources are deployed), the identically-titled courses in the MPP and doctoral programs (shown on pages 8 and 10 of the proposal) will be taught concurrently, but with more rigorous requirements imposed for students enrolled in the doctoral program.
1. **Will the 12 faculty FTE lines be enough to realize the ambitious goals spelled out in the proposal?**

We have already responded to this question for the Graduate Council, but we will repeat it here. We are confident that a faculty of 12 will be able to deliver the proposed curriculum. **First**, many other policy programs in the country are able to accomplish their teaching and supervision objectives with comparable faculty strength (e.g., the programs at UCLA and Georgetown). **Second**, the faculty resources of the proposed School will be leveraged by having MPP students take, at least initially, several of their elective courses in other departments (e.g., Economics, Political Science, Environmental Sciences, and Anthropology). Likewise, the Ph.D. program will rely significantly, at least in the first few years, on courses offered in other departments. The MPP core curriculum will consist of 13 courses, all of which could easily be taught by 12 SPP faculty having a normal course-load.

Obviously, we hope that in the long run, the SPP will obtain significantly more faculty lines from central administration. However, we understand that this can only happen once the proposed School proves itself—in terms of attracting quality students and faculty, generating significant revenue through professional executive programs, and developing solid partnerships with the policy community in the region and the state.

2. **Is there preliminary interest from local policy institutions that may provide contacts for the School’s required summer internships?**

Attached are four letters from the policy community, including the Mayor of Riverside. They attest to the strong support that the proposed School enjoys in the community. In addition, it should be noted that, by the time the proposed School admits its first cohort of MPP students, we will have had some experience with public policy internships. The Public Policy Initiative has begun offering a major and minor in public policy as of AY 2006-07 in CHASS. A public policy internship is required of the public policy major as well.

3. **Why not include additional required coursework in religious and ethnic diversity, religion in the public sphere, immigration, environmental history, etc. to the MPP curriculum?**

This is a good idea in principle but the MPP curriculum is already very heavy in core course requirements. (Indeed, the Graduate Council would like to see the total number of units required for the curriculum reduced, not increased.) As a result, we will consider offering the courses suggested by the COR as additional electives.
January 12, 2007

TO: Ellen A. Wartella
Executive Vice Chancellor and Provost

FM: Thomas Cogswell, Chair
Riverside Division

RE: PROPOSAL FOR THE ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY

The following Senate Committees have reviewed the proposal for the establishment of a School of Public Policy: Planning and Budget, Committee on Educational Policy, Graduate Council, Faculty Welfare, Library and Committee on Academic Personnel. The committee members felt that there were many meritorious aspects about the proposed school and unanimously agreed that the formation of a School of Public Policy will represent a significant addition to the academic and intellectual environment of the campus and to the overall number of graduate students. Nevertheless the members of the Advisory Committee only gave their preliminary approval to the plan, reserving final approval until they had received further information.

For further details, I refer you to the attached committee reports, especially those from the Graduate Council and the Committee on Educational Policy. A recurrent refrain running through all of them is the need for many letters of support in order to ensure the proposal's swift passage through the Academic Council as well as through the Riverside Division. In particular, the proposal needs more letters from the following:

- other UC campuses and other peer institutions commenting on “quality and fit of the proposed UCR program” [CEP report];

- UC Riverside Departments [rather than individuals] testifying to their interest in the new program; and

- the EVC testifying to the administration’s general enthusiasm for the program and its specific agreement to commit 12 FTEs to launch the new School.

In addition, the revised proposal would do well to clarify both the program’s anticipated relationship with the Blakely Center for Sustainable Suburban Development and its physical location on a campus already hard-pressed for office space as well as to address the other curricular queries in the reports. Finally it would be wise to answer the Graduate Council’s
anxieties about the wisdom of so many split appointments and about possibility of weakening core programs at the expense of new interdisciplinary programs such as the School of Public Policy.

Further information on these and other queries in the reports will doubtless prompt the Advisory Committee to give the proposal its general and enthusiastic endorsement.
November 13, 2006

TO: THOMAS COGSWELL, CHAIR
RIVERSIDE DIVISION

FR: EUGENE NOTHNAGEL, CHAIR
COMMITTEE ON EDUCATIONAL POLICY

RE: PUBLIC POLICY SCHOOL PROPOSAL

In its meeting on November 8, the Committee on Educational Policy (CEP) discussed the Proposal for a School of Public Policy at UCR. While CEP found the proposal to be interesting and have considerable merit, the proposal lacked several pieces of information that prevented CEP from giving a strong endorsement at this time. The lacking information includes the following:

1. An impressive number of supporting letters from UCR faculty and college-level administrators were appended to the proposal, but CEP was greatly concerned about the complete lack of supporting letters from faculty and administrators in similar programs at other UC campuses or other peer institutions. Such letters are routinely appended to proposals of this impact to provide expert external analysis of the potential strength of the proposed program and of its fit within the context of other UC and area programs. CEP appreciates the unique link of social policy and environmental policy that the proposal outlines, as well as the focus on regional, rather than global, policy. Nevertheless, other university-based programs in public policy exist at UCLA, USC, CSU-San Bernardino, and Pepperdine University in our immediate area, and at UC Berkeley, CSU-Sacramento, and CSPU-San Luis Obispo elsewhere in the state. Another program is available through Rand. The CEP thinks it highly unlikely that a proposal for a School of Public Policy at UCR would be approved at the systemwide level without supporting, analytical letters from peers at other institutions who give expert analysis of the quality and fit of the proposed UCR program. The CEP would be reassured by expert external opinion that the proposed UCR school would be truly competitive, presenting a market value that would enable it to compete at the needed level with other schools in the area to attract the needed quality and quantity of students.

2. The proposal contained no supporting letters from the top-level UCR administration. The proposal plans for 12 faculty FTE, 6 of which would be split appointments, thereby extending the number of involved faculty persons to 18. Will the Executive Vice Chancellor provide this number of positions, and if so, from where will they come? The importance of assurance of this substantial number of FTE from the Executive Vice Chancellor is heightened by the possibility of the start-up of a School of Medicine at the same time as the build-out of this proposed School of Public Policy. The Office of Planning and Budget
projection shows a substantial continuing contribution from “State Marginal Growth”. CEP trusts that the Academic Senate Committee on Planning and Budget will have a careful look at these financial matters. The CEP is very concerned about the funding for this proposed school to the extent that problems here could cause existing educational programs elsewhere on campus to suffer, especially if the estimated numbers of students in public policy do not materialize.

3. Although supportive letters from faculty who were interested in collaborating were appended to the proposal, the CEP is concerned about how this proposed school might interact (rather than compete) with the Edward J. Blakely Center for Sustainable Suburban Development. In his attached supporting letter, Professor Warren, Director of the Blakely Center, writes that he sees that “the potential relationships are many and deep” between the Blakely Center and the proposed School of Public Policy. Perhaps the synergism, rather than competition, between these two entities is obvious to Professor Warren, since he is a co-author of the proposal for the School of Public Policy. For the benefit of others, including those at systemwide, who will review the proposal, it might be worthwhile for the proposal to deal more directly with the anticipated relationship to the Blakely Center.

4. Regarding space for the school, the proposal states that options will initially include existing campus space. While we have been told that there are two CHASS buildings under construction, one of our members who is a CHASS department chair understands that the plans for those were downsized by about 30%, and that the new space there is already planned out for existing programs. Where specifically, then, would the new school be housed?

5. Finally, a correction is needed on page 11 of the proposal where, addressing the Ph D. oral qualifying examination, it is stated that “The student’s dissertation committee will offer this examination.” The composition of the dissertation committee is, in fact, first recommended for appointment by the Graduate Dean on the same form that the results of the qualifying examination are reported, i.e., the dissertation committee is not appointed until after the exam is passed. The CEP trusts that the Graduate Council will also recognize this error in its review of the proposal.

If these additional items of information and the correction are provided, the CEP would be able to deliver a more definite opinion on the proposal.
November 17, 2006

TO: THOMAS COGSWELL, CHAIR
    RIVERSIDE DIVISION

FROM: ANTHONY NORMAN, CHAIR
       COMMITTEE ON PLANNING AND BUDGET

RE: PROPOSAL FOR SCHOOL OF PUBLIC POLICY

The Committee on Planning and Budget has reviewed the proposal for a School of Public Policy on the UCR campus. The Committee fully endorses the proposal. The Committee members feel that the existence of the two new degree programs will help in the recruitment of graduate students to UCR. The members noted that 12 FTEs necessary to found the School have already been allocated. However, because it is a professional school, there were budgetary concerns about the issue of raising additional funds. While there is an impressive outline of a Development Plan of fundraising efforts, the Committee is concerned what will be the consequences to the School if the ambitious goals are not achieved.
TO: Thomas Cogswell, Chair  
Academic Senate

RE: Proposal for a School of Public Policy

The Council commends the Task Force on Public Policy, particularly its Co-Chairs, Anil Deolalikar and David Warren, for making the strongest possible case for the establishment of a School of Public Policy (SPP) at UCR. We agree that, prospectively, an SPP has much to offer to the academic and intellectual environment of the campus and the community. Nevertheless, serious concerns were raised about the (1) the costs to our core departments of building a robust SPP and (2) the extent to which potentially associated departments have thoroughly vetted and signed on to the proposals for joint appointments and joint programs.

(1) Perhaps to keep the explicit cost low, the authors propose that half of the new school’s complement of 12 FTE lines be used for joint appointments in related departments, specifically economics, political science, sociology, psychology, and environmental science. We have several concerns here. First, we wonder whether eight or nine FTE’s is sufficient to deliver the rather heavy curriculum of the proposed programs. If not, will additional lines be required? Second, ongoing reviews of our graduate programs have made the Council painfully aware of the serious understaffing of many of our core graduate programs; even eight or nine lines would go a long way toward rectifying some of the shortcomings of these programs. Third is the worry about the potential cost to our core graduate programs of having to configure some of their hires to qualify as a joint appointment in the SPP; a recent external review team emphasized this concern in our discussions about one of the programs expected to play a high profile role in the SPP.

More generally, the Council is increasingly concerned about the campus emphasis on top-down initiatives to build interdisciplinary programs at the possible expense of our core graduate programs. Alluding to the need to enhance UCR’s reputational rankings, the Proposal states (page 2) that the “establishment of a SPP will further this goal, as the large majority of AAU member universities in the country have professional public policy schools.” We believe that this statement misses the point: it is our impression that the elite schools first built their reputations on the development of strong basic disciplinary programs, which then provided a solid foundation on which to develop interdisciplinary programs and schools. Few (if any) of UCR’s core graduate programs are ranked in the top quartile of U.S. graduate programs. We believe that, at this stage, our highest priority should be on building strong core programs and worry that the emphasis on new interdisciplinary initiatives may be detracting from that critical objective.
(2) Especially in the light of the worries expressed in point (1), the Council is concerned about the extent to which the relevant department faculties have been consulted on the joint programs and joint appointments in the proposal. To be sure, the departments are well represented by membership in the Task Force, but we would like to see more evidence that the departmental faculties have had the opportunity to comment on these matters. The letters of support evince a considerable amount of individual interest in participation in the proposed policy programs, but there is little evidence that the departments targeted to be linked to the SPP have signed on to the joint programs and appointments. We would like to see explicit expressions of support from department faculties before going ahead with the proposed school.

A few comments on detail follow:

(i) **Timetable and accreditation.** We didn't see any discussion of the procedures or timetable for accreditation that the new school might seek. This is not a major issue, but perhaps it could be mentioned when the proposal goes forward.

(ii) **Curriculum.**

(a) The total number of required hours of coursework is not clear to us. We understand the proposal to be suggesting an MPP curriculum of 78 hours: 52 hours of required core courses, 8 hours of thesis, 6 hours of required colloquium (assuming 1 hour/quarter), and 12 hours of electives (plus a summer internship). This would be a rather high number of hours for an academic MA but may be fitting for a professional MA. In any event, the overall hours ought to be clearly specified.

(b) The proposal highlights two required first year courses that deserve special mention (page 7), but only one of them is included on the list of core courses on page 7 (although both appear on the chart on page 8). Instead, the list on page 7 includes "American Political Institutions" twice. Is this a typo?

(c) The proposed doctoral program (page 10) contains two courses with titles identical to two MPH courses but described as "more rigorous". Are these, then, separate courses? Are they taught concurrently with different requirements? Clarification would be helpful, as the answers would have implications for faculty resources.

(iii). **Faculty workload.** In light of the large number of courses, electives, and students, an analysis of faculty workload might be useful, both during build-out and at full development.

On behalf of the Graduate Council,

[Signature]

R. Robert Russell, Chair
TO: Thomas Cogswell, Chair
Riverside Division Academic Senate

FROM: Allen Zych, Chair
Committee on Academic Personnel

RE: Proposal for Establishment of a School of Public Policy

CAP has reviewed this report and supports the plan. It is estimated that twelve new faculty positions would reside in SPP, with about six FTE for joint appointments with other relevant campus units. Depending on which disciplines are involved different salary scales may become a factor. SPP is encouraged to look to other campuses for guidance.
November 30, 2006

Dear Tom,

On behalf of the Committee on Faculty Welfare, I write to inform you that our members have read the proposal for a School of Public Policy, and we find it thoughtful and well-crafted. We do not see any faculty welfare issues about which to be concerned. We wish the proposal well.

With best wishes,
John

John M. Fischer
Distinguished Professor of Philosophy
UC President's Chair
DATE: December 6, 2006

TO: THOMAS COGSWELL, CHAIR, RIVERSIDE DIVISION

FROM: KIRIL TOMOFF, CHAIR, COMMITTEE ON RESEARCH

RE: PROPOSED SCHOOL OF PUBLIC POLICY

Dear Tom,

The minority of members of COR who responded to the request to review the proposal for the School of Public Policy give the proposal their enthusiastic support. The following features of the proposal were considered especially strong: the proposed focus on regional policy to capitalize on the growing importance of regional policy globally and the apparent paucity of similar schools in the US and on the opportunities presented by UCR’s location in inland Southern California; the proposed concentration on the intersection of social and environmental policy; and the demonstrated synergies between the proposed school and existing faculty and programs already operating at UCR. This last area was most important from the perspective of the charge of this committee, research. There seems little question that the proposed school should improve the research environment for many potential collaborators already on campus.

Members also raised a few questions or areas of concern. Is 12 FTE, many split, enough to realize the ambitious goals spelled out in the proposal? Is there preliminary interest from outside institutions who may provide contacts for the School’s required summer internships and if so should not that be documented in the proposal? In other words, it is theoretically convincing that such a school would increase links between UCR and local, state, and regional policy institutions, but evidence of willingness to cooperate with UCR provided by such institutions would strengthen the proposal. Though respondents thought that the proposed curriculum appeared strong, they also suggested there should ideally be additional required coursework which would provide students opportunities to expand their knowledge about such topics as religious and ethnic diversity, religion in the public sphere, immigration, environmental history, the historical roots of contemporary policy issues, and so forth.

These questions or concerns did not outweigh the enthusiastic support with which the general idea to create a School of Public Policy and this specific proposal were both greeted. But again, only a small minority of COR members responded.
December 19, 2006

To: Thomas Cogswell  
Chair, UCR Academic Senate

From: David Crohn  
Chair, Committee on Library & Scholarly Communication

RE: Proposed School for Public Policy

The Committee on Library & Scholarly Communication wholeheartedly supports the Proposed School for Public Policy. The proposed School represents an efficient and valuable evolution of existing University resources.

The library is well grounded in the fields that will comprise the new School, such as Economics, Education, Environmental Sciences, and Sociology, but the Committee believes that additional funds will be needed to develop, organize and deliver Library resources to the new school. The Committee therefore recommends that an initial $50,000 be allocated to the Library during the initiation of the School and that $50,000 per year be allocated to the library to maintain its collections in support of the new program.

The Committee does not, at this time, support the idea of an independent library for the proposed School. Because the proposed School of Public Policy will be highly interdisciplinary, it will draw on many resources that are already part of the University Library collection. Much would need to be replicated for a new Public Policy library and existing Departments would have difficulty accessing materials at such a facility. Instead, resources should be located at the Rivera and Science Libraries, as appropriate. External fundraising for an endowed librarian chair, as mentioned in the proposal, is a creative idea that would help to assure the excellence of UCR Library resources for the new school. We support this idea, with the understanding that the individual occupying the chair would report to the University Librarian.
RE: PROPOSAL FOR ESTABLISHMENT OF A SCHOOL OF PUBLIC POLICY

Attached, please find a proposal for the Establishment of a School of Public Policy from the EVCP for your review. Policy requires that your committees review the proposal before submission to Advisory for endorsement and onward transmission to the entire faculty at the Winter Division Meeting.

I would appreciate receiving your response by November 30, 2006.
Memorandum

10 October 2006

TO: Thomas Cogswell  
Chair, Academic Senate, Riverside Division

FR: Ellen Wartella  
Executive Vice Chancellor and Provost

RE: Proposal for a School of Public Policy

I am pleased to submit this proposal to establish a School of Public Policy to the Academic Senate for a recommendation.

Per our conversation, we will follow the sequential approval process defined in section III.B.1. of the University-wide Review Processes for Academic Programs, Academic Units, and Research Units. This implies that the potentially lengthy system-wide review will not begin until the Senate has approved the proposal. I am grateful that you have offered to act expeditiously, and I understand that a recommendation might be possible during the November meeting. However, a careful review of the proposal that improves its chances of passing system-wide review is more valuable to me than saving a few weeks of time. Nevertheless, I thank the Senate for attempting to accomplish both.

Thus far the proposal has generated support from many campus groups and individuals. The Public Policy Task Force included members from key Senate committees, such as Graduate Council, Committee on Research, Committee on Education Policy, and Committee on Faculty Welfare. The proposal also has been presented to and informally reviewed by other Senate committees last spring. Finally, letters of support have been included from multiple center directors; senior-level faculty; and deans from GSOE, BCOE, AGSM, and CHASS. I look forward to the Senate’s advice and partnership to advance this important proposal.

cc: Chancellor Córdova  
Vice Chancellor Bolar  
Interim Dean Deolalikar  
Assistant Vice Chancellor Hull  
Professor Warren

enc: Proposal for the School of Public Policy
UC RIVERSIDE

PROPOSAL FOR A

SCHOOL OF

PUBLIC POLICY

Submitted October 2006
Task Force on Public Policy

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1. Introduction and Objectives

We propose the establishment of a professional School of Public Policy (SPP) at UCR. The SPP will offer a professional Masters of Public Policy (MPP) degree, a doctorate degree (PhD) in public policy, as well as a doctorate degree in cooperation with a number of existing departments and programs on campus. Beyond the cooperative doctorate programs, the SPP will develop close working relationships with programs, departments, and schools, in order to serve as the institutional framework to facilitate UCR’s scholars in better exploring the policy implications of their research as well as analyzing the effects of existing policies and programs on households, communities and society at large. The SPP will draw upon multiple disciplines and address multiple challenges that public officials face at the regional, state, national, and global levels.

Mission. The SPP will have three broad mandates: (i) to train a cadre of students in rigorous policy analysis skills, so that they can pursue careers in local, state, and national governments and in non-profit organizations; (ii) to facilitate research by multidisciplinary teams at UCR on substantive public policy problems that cut across traditional subject boundaries; and (iii) to disseminate key policy research findings to policymakers and administrators.

Distinctiveness. Two major themes will define the intellectual character of UCR’s SPP and will serve to distinguish it from policy schools at other universities in the country.

Intersection of Social Policy and Environmental Policy. The SPP will focus on a range of social policy issues, particularly those associated with population growth and movement. A high quality of life depends on social systems that enhance the health, education, employment, and cultural development of its members. These systems become challenged under conditions of demographic change, such as population growth and migration. UCR’s SPP will address this broad range of social policy issues related to population growth and movement. At the same time, demographic and other societal changes create stresses on the physical and biological environment, and it is vital to accommodate these changes in ways that maintain and enhance the health of the environment. Many public policy schools focus on social policy issues (e.g., health, education, immigration), and some specialize in environmental policy issues. But, to our knowledge, few schools combine these two areas in an interactive and mutually-informing way.1 This integrated social-environmental focus will distinguish UCR’s SPP from most policy programs in the country.

Importance of Regional Policy. Most public policy schools specialize in some combination of international, federal, state, and municipal policy. Like these other schools, UCR’s SPP also will offer students appropriate curricular experience at these levels. However, it is becoming increasingly evident that key policy issues transcend

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1 Although not a public policy school, the Bren School of Environmental Science and Management at UC Santa Barbara comes closest to the approach of integrating science, management, law, economics, and policy in the study of the environment.
these traditional jurisdictional boundaries. For example, water and air quality are not well managed within city, county or even state boundaries, nor are issues of immigration, transportation systems, or population growth management. Councils of government such as the Southern California Association of Governments (SCAG) have emerged to provide a transcending framework to deal with these issues. On a larger scale, alliances such as the European Union (EU) have been formed to deal with economic and social issues that transcend state and national boundaries. “Regional” is the general term applied to these relationships that do not correspond to the traditional structure of jurisdictions based on political or geographic boundaries. Current public policy structures have not generally adapted to the needs of regional policy. UCR’s SPP will specialize in regional relationships and will be a leader in the development of the field of regional policy analysis and policy-making.

Naturally, UCR’s SPP will focus on the policy problems of our own region – Southern California/Northwestern Mexico – given that (i) UCR has strong expertise in the study of socio-cultural, ecological, and geological processes in this region, and (ii) this region offers an unrivaled laboratory for analyzing the social and ecological impact of population growth and movement. Even more importantly, the Southern California/Northwestern Mexico region has great significance in terms of its relevance for comprehending emerging issues in other regions of the United States, as well as at the global level, because many of the problems facing our region – rapid population growth, ex-urban sprawl, and stresses on the natural and social environment – are common to other mega-regions around the world, such as the Arizona Sun Corridor, the Cascadia Mega-Region, the Shanghai-Jiangsu mega-province, and the Hyderabad-Bangalore Corridor. Thus, a distinguishing characteristic of UCR’s SPP would be to emphasize the larger linkages that our region has with the rest of the world, and to compare explicitly our region with other world regions. This “think locally, act globally” mind-set will pervade the research and curricular programs of the SPP.

2. How a School of Public Policy Will Further UCR Goals

The SPP will assist UCR in achieving several of its most important overarching goals.

Enhancing UCR’s Reputational Rankings. UCR is seeking to improve its rankings and have the profile of an AAU member university. The establishment of a SPP will further this goal, as the large majority of AAU member universities in the country have professional public policy schools.

Graduate Student Population. UCR is vigorously seeking to improve the ratio of graduate to undergraduate students. The establishment of the SPP, with its graduate student population of 30 doctoral and 150 MPP students (at maturity), will provide significant progress toward this objective.

Professional Schools. One of the Chancellor’s key goals is to offer expanded professional education in areas that respond to the needs of the state and region and that help
to stimulate a knowledge-based economy. The SPP is an excellent example of such a professional school. Because of its intended programmatic themes, the SPP will also complement and enjoy synergies with the other professional schools that are currently under development at UCR. The health care system is challenged by population growth and is thus an important aspect of the social-policy component of the SPP; the potential synergies with a UCR medical school are thus clear. As well, there are legal aspects of the entire range of social/environmental policy issues that the SPP will address. A close relationship between the SPP and UCR's intended law school will enhance the agenda of both schools in mutually-supportive ways.

Closer Ties with the Community. Another of the Chancellor's key goals is to forge closer ties with the community, to be responsive to regional issues, and to coordinate with local and community organizations in pursuing common goals for prosperity and sustainability of the Inland Empire through technology transfer and attraction of highly-skilled jobs and industries. The establishment of the SPP will further this goal in three ways: (i) it will bring the world-class research of UCR faculty to bear on the policy problems facing the region; (ii) it will engage in a two-way policy dialogue with policy makers and planners in the region; and (iii) it will create a pool of students trained in rigorous policy analysis to pursue careers in local and state government agencies and regional policy organizations.

Expand Opportunities for Students. The Chancellor's key goals call for the campus to expand opportunities for learning and personal growth for all students, undergraduate and graduate. The SPP will fulfill this goal at the graduate level, complementing the undergraduate program in public policy which is currently under review by the Committee on Education Policy. Students are increasingly interested in explicit pre-professional and professional training, and relate well to curricula that are connected to real-world issues and problems. Thus, the availability of both graduate and undergraduate programs in public policy will considerably increase the attractiveness of UCR to prospective students.

Investing in Areas of Strength. As noted earlier, UCR has an impressive array of assets in social and environmental policy-related areas. A relatively modest investment of additional resources will help UCR to be "recognized for its distinction among all research universities in selected areas which exhibit quality and momentum," thus addressing another of the Chancellor's key goals.

3. Synergies with Other UCR Strengths

UCR presently has a substantial array of assets that will interact with and help to build the strength of the SPP. For example:

- The Graduate School of Education is building a focus in higher education policy – in particular, policy relating to California's extensive network of community colleges – and is dedicating significant resources to this mission.
Several faculty in the Department of Environmental Sciences are engaged in computer modeling of air, water, and soil quality interactions and their implications for human populations and ecosystems.

The campus is engaged in a major new Health Sciences Initiative, which will have health policy as an important focus.

The Center for Conservation Biology conducts research on the conservation and restoration of species and ecosystems that form the natural heritage of Southern California – issues that a very clear policy focus.

Several faculty members in the Departments of Political Science, Economics, Sociology, and Anthropology are engaged in research on important problems facing societies and the solutions to these problems. These faculty members provide policy advice to local, state, national, and international agencies. Further, these departments have recently hired additional faculty members whose research is directly in the area of public policy.

The mission of the Blakely Center for Sustainable Suburban Development is to conduct and disseminate research on issues of suburban growth and the impact of this growth on social, environmental, and transport systems.

The Presley Center for Crime and Justice Studies works with the criminal justice system in and around Riverside on the many challenges of youth violence prevention.

The Air Pollution Research Center conducts basic and applied research into photo-chemical air pollution and its effects on plants.

The Environmental Research Institute seeks to provide policy makers with models that can forecast the impact of various social and environmental policy decisions.

The Biotechnology Impacts Center provides a forum to identify relevant policy issues, acts as a clearinghouse for credible information on those issues, and initiates research that addresses the potential benefits and consequences of the genomics revolution.

The University of California Center for Water Resources is headquartered at UCR and sponsors water-related research, including the conservation, development, management, distribution, and utilization of water resources.

Among its other mission components, the Center for Environmental Research and Technology (CERT) conducts research that seeks to improve the technical basis for environmental regulations and policy.
All of these organizations and groups of faculty are potential contributors to, and support for, the proposed SPP. Given the presence of these existing assets, the SPP will be able to create a remarkable critical mass of policy-related expertise with the addition of a relatively small group of additional faculty FTE.

4. Main Features of a UCR School of Public Policy

We envision a School of Public Policy that is actively engaged with existing areas of the campus, one that is integrated with the campus rather than standing alone. These relationships will involve faculty, students, and research. All students, whether Master’s of Public Policy (MPP) or doctoral candidates, will choose a substantive area of concentration to accompany their core study in public policy, and they will take appropriate courses in that concentration, either in the SPP or in other academic departments at UCR. Their research projects will have a policy theme but will be grounded in the methods – both analytical and empirical – of their particular discipline. This task will be made easier by the fact that several faculty in the SPP will hold joint appointments with departments in the other colleges. In addition, currently-appointed faculty at UCR who have strong policy-related research and teaching interests will have adjunct and courtesy appointments in the SPP. The themes of the SPP will, as appropriate, both shape and be shaped by the research and teaching interests of other units at UCR.

We envision an allocation of 12 new faculty FTE for the SPP. Approximately one-half of the FTEs would be used for appointments fully in the SPP. The other half would be split appointments that would be shared with other departments and colleges where there are actual or potential synergies and where it is desirable to add faculty strength with a policy focus without distorting the unit’s existing academic plans. The multidisciplinary approach of the SPP would enable joint appointments with disciplines such as economics, political science, law, sociology, social psychology, environmental science, and demography, where a public policy focus would be consistent with the academic planning ambitions of the discipline. The use of joint appointments would not only raise the faculty headcount of the SPP but would also tightly integrate the SPP with other programs on campus. In addition, it is anticipated that some existing enrollment-driven FTE positions will be designated by deans/departments as public policy-related. In all, a headcount of 20-25 faculty is envisioned for the SPP. This would place UCR’s proposed SPP roughly equivalent in size to the public policy schools at UC Berkeley (25 faculty) and UCLA (28 faculty), but significantly larger than Cal State Sacramento’s Department of Public Policy and Administration (13 faculty) and much smaller than the University of Southern California’s School of Policy, Planning, and Development (40 faculty).
5. Proposed Curriculum

The mainstay of the SPP will be a Master’s program in public policy (MPP) and a smaller public policy doctoral program. In addition, an undergraduate major and minor in public policy, situated in the College of Humanities, Arts and Social Sciences, has already been approved (to be offered as of Fall 2006), and will have a close relationship to the SPP. We anticipate considerable demand for all of these programs (see Section 6 below).

A. Master’s in Public Policy (MPP)

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 (including but not limited to those offered by the SPP).

The program will focus on the practical and applied aspects of policy-making and policy implementation, and attempt to develop student skills in

- Identifying human, social, and environmental problems that are amenable to policy interventions;
- Examining techniques for developing policy options and evaluating their social consequences;
- Choosing among a variety of alternative policy interventions based on their relative benefits and costs; and
- Developing strategies for the successful implementation of public policies once they have been adopted.

More specifically, the curriculum will be designed to develop the following skills in students:

- written and oral communication skills,
- knowledge of the organizational and bureaucratic structures involved in program development and implementation,
- an understanding of political institutions and processes, as well as ethical issues, associated with policy formulation and adoption,
- skill in application of economic analysis to questions of economic trade-off and policy choice and efficiency,
- familiarity with cost-benefit analysis and other applications of quantitative analysis and modeling, as well as the use of statistical software,
- an understanding of social science methodologies for dealing with problems of data collection, analysis, and program evaluation, and
- the ability to apply legal analysis where appropriate to the creation and implementation of public policies and to recognize the role of courts and administrative law in program development and implementation.
(i) Core Courses

The core courses are meant to provide training in the fundamental concepts and research methods of the discipline of public policy. These courses will emphasize practical applications of analytical skills and encourage students to “learn by doing” through numerous exercises and projects conducted in teams and individually. Fieldwork activities will also be a part of the core curriculum, involving real clients, written reports, and oral presentations of the reports. In addition, students will be required to attend colloquia with outside speakers that will explore in detail many of the policy issues covered in the core courses. A sample course-plan for a typical student enrolled in the MPP program is shown below.

The core courses will include:

The Policy Process (4 courses)
- Introduction to Policy Analysis
- American Political Institutions and Processes
- Policy Formulation and Implementation
- Integrated Policy-Making and Problem-Solving at the Regional Level

Institutional Context (4 courses)
- Political and Organizational Aspects of Public Policy
- American Political Institutions and Processes
- Working with Legislatures
- Ethics, Law, and Public Policy

Policy Methods (5 courses)
- Applied Microeconomics for Policy Planners
- Applied Policy Statistics
- Public Budgeting and Finance
- Monitoring and Evaluation of Programs and Policies
- Decision Analysis, Modeling, and Quantitative Methods

Two required courses to be taken in the first year deserve special mention. One of these will introduce students to the interactions among population growth, environmental stress, and societal institutions, and the implications of these interactions for policy planners. Another course will introduce students to the concept of mega-regions that transcend traditional city, county, and state (sometimes even national) boundaries, and the problems of integrated policy-making and problem-solving for these mega-regions. As noted earlier, UCR’s SPP will be specializing in these two niche issues, and it will therefore be important to introduce students early in their Master’s program to this way of thinking and problem-solving.
MPP students will specialize in one of four areas: environmental policy, health policy, higher education policy, and social policy (e.g., immigration, crime prevention, and urban development). In the first year itself, students will have to take one elective course that will introduce them to critical issues in their chosen area of specialization. In the second year, students will take two more elective courses in the same area. Most elective courses in the four specialization areas will be offered in the SPP, but students, in consultation with their advisors, will also be able to choose electives from a limited number of courses offered by other UCR academic departments.

(ii) Elective Courses

In both years of the program, students will need to attend talks sponsored by the SPP Policy Seminar Series. The Series will feature occasional (about 3-4 per quarter) lectures and seminars by outside speakers – typically, policy makers, administrators, and researchers – on important and timely policy issues facing the region, the state, the nation, and the world.

To translate the analytical skills learned in the classroom, MPP students will also be required to do an internship during the summer between the first and second year of study. Students will be assisted by the Career Advising Office in the SPP to find positions as apprentices to policy practitioners in local, state, federal or international government agencies; non-profit organizations; private-sector corporations and consulting firms; and public affairs firms. For instance, a student could work as a summer intern in the Riverside City Manager’s or Mayor’s office, the Riverside County’s Economic Development
Agency or Environmental Health Office, or with a nonprofit organization working in a policy area.

Finally, during their second year, students will be required to do a thesis project, which will involve identifying a real policy problem of the student's choice and then working with a real client on addressing this problem with field work, data collection, and data analysis. The project will consist of a written report as well as an oral presentation of the thesis findings. The thesis project could follow from the summer internship and could possibly lead to a position with the client agency upon the student's graduation.

The MPP program discussed above will also be offered to mid-career students (typically, policy professionals already working in the public sector who are seeking to strengthen their analytical and quantitative skills and move into positions of greater responsibility). Mid-career students will have an opportunity to "stretch" the two-year program over three or even four years, and will be exempted from the summer policy internship. In addition, they will have the option of reducing academic year course loads or shorten the total duration of the program by taking summer classes offered by the SPP.

B. Ph.D. in Public Policy

There will be two types of students that will be interested in the doctoral program offered by the SPP. The first will be students who wish to pursue teaching and/or research careers in public policy programs at other universities or at policy think-tanks (such as RAND, Public Policy Institute of California, or the Urban Institute). The second type will include students who are primarily interested in an existing doctoral program, such as the ones offered by the Departments of Environmental Sciences, Anthropology, Political Science or Economics at UCR, but who wish to pursue an additional specialization in public policy. These students might have an interest in pursuing a career in a specialized policy agency, such as the United States Forestry Service, California Environmental Protection Agency, or the Bureau of Labor Statistics.

The SPP will offer a Ph.D. in Public Policy program for the first type of student and a Ph.D. Minor in Public Policy for the second type of student. The latter program is explained in more detail below.

Students enrolled in the Ph.D. in Public Policy program will select, upon acceptance into the program, a work advisory committee consisting of three members of the faculty participating in the graduate program to assist in the planning of an individualized curriculum. While extensive customization will be possible, we sketch out below a generic curriculum for the doctoral program in public policy.

In their first year in the program, students will typically follow a core course curriculum, which will include courses in research design, institutional perspectives, public policy processes, applied microeconomics, applied policy statistics, policy analysis and evaluation, and a data analysis practicum. While some of the core courses will be the
same as those taken by MPP students (e.g., Ethics, Law, and Public Policy; Political and Organizational Aspects of Public Policy; Integrated Policy-Making and Problem-Solving at the Regional Level), others (e.g., Applied Microeconomics and Applied Policy Statistics) will be taught at a more rigorous (doctoral) level. In addition, doctoral students, like the MPP students, will have to attend the occasional colloquia/seminars offered by the SPP Policy Seminar Series.

<table>
<thead>
<tr>
<th>Sample Coursework for the Doctoral Program In Public Policy</th>
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<tbody>
<tr>
<td><strong>First Year</strong></td>
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<tr>
<td><strong>Fall</strong></td>
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<tr>
<td>Policy Analysis*</td>
</tr>
<tr>
<td>Applied Microeconomics*</td>
</tr>
<tr>
<td>Political &amp; Organizational Aspects of Public Policy</td>
</tr>
<tr>
<td>Colloquia</td>
</tr>
<tr>
<td><strong>Second Year</strong></td>
</tr>
<tr>
<td>Elective 1</td>
</tr>
<tr>
<td>Elective 2</td>
</tr>
<tr>
<td>Conducting Inter-Disciplinary Research*</td>
</tr>
<tr>
<td>Colloquia</td>
</tr>
<tr>
<td><strong>Core Qualifying Examinations (Summer)</strong></td>
</tr>
<tr>
<td><strong>Third Year (Dissertation Research)</strong></td>
</tr>
<tr>
<td>Fourth Year (Dissertation Research, Final Examination)</td>
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<td><strong>Fifth Year (optional) (Final Examination)</strong></td>
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Note: *Doctoral-level courses

Following demonstration of professional competence in the core areas, as evidenced by the successful completion of the core qualifying examinations at the end of the first year, students will specialize in an area of concentration, such as environmental policy, education policy, health policy, or social policy. In the second year, students will take five elective courses in their chosen field, as well as take courses to continue building their analytic and methodological skills. The elective courses can be taken from among the courses offered in the SPP or from other academic departments or programs at UCR.² Students will continue to enroll in the policy seminar/colloquia course. Toward the end of the second year, students will take a comprehensive field examination to test their knowledge in their area of concentration.

² For instance, the Department of Environmental Sciences currently offers only a few courses that would be suitable for a student pursuing a doctoral degree in Public Policy with a specialization in environmental policy (e.g., a course on Environmental Management). A number of additional elective courses in environmental policy would need to be created and offered by the SPP faculty.
During the spring and summer quarters of the second year, doctoral students typically will establish a dissertation committee and prepare a dissertation proposal in consultation with the committee. The dissertation committee will normally be composed of three faculty members, at least one of whom should be from outside the SPP. Before the beginning of the third year (i.e., late summer after their second year), students will need to pass an oral qualifying examination, which will cover the dissertation prospectus and subject matter related to the student’s field of concentration. The student’s dissertation committee will offer this examination. Upon successful completion of the oral qualifying exam, students will advance to candidacy.

The third and fourth years of the program will be spent researching and writing the Ph.D. dissertation. The entire program of study will be complete when the dissertation is finished, under the direction of the dissertation committee, and the student passes a final examination defending the dissertation. This will typically take place at the end of the fourth year or during the fifth year in the program.

C. Ph.D. Minor in Public Policy

As noted earlier, a minor field in public policy will also be offered by the SPP for doctoral students in other departments and programs at UCR who wish to add a specialization in public policy. In this case, students will have to complete all the requirements of their home doctoral program and, in addition, (i) take a cluster of courses in the SPP; (ii) successfully attempt a written field exam that covers basic concepts in policy analysis and methodology; and (iii) include at least one faculty member from the SPP on their dissertation committee. The course cluster will include courses in policy analysis, public policy processes, applied microeconomics, and applied policy statistics. The cluster of courses required for the minor will naturally differ for students from different departments, since some departments already require their students to take some of the courses required by the public policy minor. For instance, a doctoral student in economics wishing to pursue a minor in public policy will not need to take a course in applied microeconomics or applied policy statistics in the SPP since he/she would have already taken these courses as part of the doctoral program in economics; however, a student in environmental sciences will need to take both of these courses as these are not required by that program. Thus, the cluster of courses required for the Ph.D. minor in public policy will be customized for each individual student. Sample programs for doctoral students in Environmental Sciences, Economics, and Anthropology who wish to add a policy minor to their degrees are shown in Appendix A.

D. Executive MPP Program and Certificate Courses

In addition to the mid-career MPP option (already discussed in A above), which will allow working professionals to stretch the regular two-year MPP over three or four
years on a part-time basis, the SPP will also offer an Executive MPP (EMPP) program, which will be a fast-track degree program for experienced and busy professionals working in government, non-profit, and community agencies. The EMPP will be a 15-month program that will include three week-long residential seminars and nine three-day weekend modules (Friday-Sunday once a month during the academic year). Each module will be self-standing, and will cover advanced concepts in policy analysis and methodology. In between the on-campus sessions, students will be given advanced readings and homework assignments which they will have to submit online and which will prepare them for the subsequent module. Owing to its fast-track status, the EMPP will be attractive to senior professionals in the field – typically, senior managers and directors from federal, state and local agencies, city managers, police professionals, senior foundation employees, NGO leaders, and elected officials. It is important to stress that like other public policy schools with EMPP programs, UCR’s EMPP will include the full set of requirements for the MPP in all their rigor.

In addition to the Executive MPP, the SPP will also offer a few non-degree certificate programs for professionals working in or with the public sector who are interested in career-enhancing training outside of a formal degree program. These certificate programs will be offered in specific areas, such as Methods of Policy Analysis, Monitoring and Evaluation, and Environmental Policy, among others.

6. Market Demand for Policy Programs

Nationwide, there is vigorous and growing student demand for policy programs at the Master’s level. Indeed, the MPP/MPA is the fastest growing degree program in the United States in the last ten years. The table below shows 2001-05 data on applications, admissions, and enrollments in about 30 comparable MPP/MPA programs in the country. Between 2001 and 2005, the number of applications has increased by 50-60 per cent, even after controlling for the number of graduate programs reporting enrollment statistics to the Association for Public Policy Analysis and Management (APPAM).

Obviously, the main reason for the enrollment increase is a robust labor market for MPP/MPA graduates. MPP/MPA graduates are used to perform a number of functions and services throughout the policy-making process – from feasibility studies, to budget analysis, to implementation, and finally to evaluation. The MPP degree provides a student with a set of research, analytical, and management skills that are transferable across sectors and across issue areas. According to the U.S. News & World Report on Colleges and Universities, students find MPP programs particularly attractive for this reason – the generality of the degree allows professionals to more easily transfer between different positions and careers. According to Newsweek magazine, the Master of Public Policy is a true “generalist degree.” It provides students with public policy analysis and management tools that help to navigate them into and out of different careers and job opportunities.
Admissions and enrollment data in MPP/MPA programs in the United States, 2001-05

<table>
<thead>
<tr>
<th>Year</th>
<th>Total No. of Applications</th>
<th>No. of Admissions Offers</th>
<th>No. Enrolled (Total)</th>
<th>No. Enrolled (Women)</th>
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</table>

Note: Because of overlapping applicants among the participating institutions, the information in this summary table must be interpreted with care.

Source: Association for Public Policy Analysis and Management (APPAM)

Among some of the job positions that MPP graduates typically occupy are:

- Policy analyst for state or local governments;
- Advocates for policy interests in the state legislature and in city and county governments;
- Governmental relations officers for private-sector firms;
- Local government administrators, including city/county management and budget and personnel analysts;
- Program administrators in state and local governments and community-based organizations.

The table below shows the trend in MPP/MPA job placements over the last two decades. Local governments absorbed nearly a third of all MPP/MPA graduates in 2000, as they did in 1977. State and federal government agencies account for another 30 percent of graduates. Thus, approximately two-thirds of all MPP/MPA graduates are employed in government agencies of one type or another. In recent years, the non-profit sector has sharply increased its recruitment of policy graduates, and now accounts for 16 percent of all MPP/MPA graduates.

The demand for MPP/MPA graduates is projected to remain strong into the future, particularly as one-half of all current federal employees will be eligible to retire in the next five years, according to the U.S. Office of Personnel Management. At the same time, with the trend in population movement from cities to exurbs, there will be strong growth in the number of smaller towns and communities hiring professional managers.
Trends in placement of MPP/MPA graduates, by sector, 1977-2000 (% of total)

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<td>100</td>
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</table>

* Question was not asked this year
** Includes University, International, and Unknown

Source: National Association of Schools of Public Affairs and Administration (NASPAA)

Despite being the largest state in the country, there are only a few institutions in California that offer graduate programs in public policy or public administration. These include five public universities (UC Berkeley, UC Los Angeles, California State University at Sacramento and at San Bernardino, and California Polytechnic State University at San Luis Obispo), two private universities (Pepperdine and University of Southern California), and one non-university entity (RAND). Of these, only four have separate Schools of Public Policy or Affairs – UC Berkeley, UCLA, USC, and Pepperdine. Cal State Sacramento and Cal Poly San Luis Obispo offer the graduate program in public policy through the Department of Public Policy and Administration and the Department of Political Science, respectively. Cal State San Bernardino offers an MPA program through its College of Business and Public Administration. RAND’s Pardee Graduate School only offers a Ph.D. program in public policy – not a MPP program.

More importantly, there is not a single graduate policy program in the Inland Empire region – one of the fastest growing regions in the United States. As noted earlier, this region faces major environmental and social challenges in managing its rapid growth and represents a natural laboratory for studying the effect of population growth and movement on the natural and human ecosystem. The policy problems facing this region are also similar to those faced by many rapidly-growing mega-regions around the world. The absence of a rigorous policy program in this important region is thus a major lacuna in the professional education system. We anticipate very strong demand for the MPP and the doctoral degrees to be offered by UCR’s SPP.

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4 The program offered by the College of Business and Public Administration at Cal State San Bernardino is more focused on public administration than on public policy.
7. **Resources**

**Faculty FTE.** The proposed SPP assumes the allocation of 12 faculty FTE (of which one will be occupied by the dean). Approximately half of these will support faculty located wholly in the SPP while the others will be used for joint appointments with relevant departments or schools. The joint appointments will be made with appropriate departments in areas that will contribute strength to the SPP as well as furthering existing or developing departmental academic plans. Generally the joint appointments should be made at the tenured level. The deployment of faculty FTE will take place over a period of approximately six years.

**Staff FTE.** Based on comparisons with comparable schools, a support staff of 7 FTE is envisioned when the SPP is mature.

**Space.** Options for housing the SPP will initially include existing campus space. The new and release space associated with two College of Humanities, Arts and Social Sciences (CHASS) buildings currently in construction will provide the opportunity to reprogram and reassign space within CHASS to SPP on an interim basis. In the long term, the development of the SPP will be accommodated on the West Campus. At present, 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. 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.

This proposed complex would encompass approximately 51,000 assignable square feet, including space for a School of Public Policy and the Graduate School of Education. In addition, the West Campus Professional and Graduate Center would provide seminar and conference spaces, general assignment class rooms, and support and pre-function areas as shared resources for both Schools.

**Financial projections.** A financial model has been developed for the SPP and is attached in Appendix B. The model is being constructed according to the following key assumptions.

- Fund sources include Marginal Cost of Instruction (MCOI), professional school fees, and revenue generated from executive and other self-supporting programs.
- MCOI and professional school fees associated with SPP students will be allocated to the SPP.
- Revenues generated from SPP executive programs will be allocated to the SPP.
- The SPP will not draw upon campus resources beyond the fund sources noted.

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5 The Office of Academic Planning and Budget at UCR helped prepare these financial projections.
As Table I in Appendix B demonstrates, the SPP will be self-supporting at full build-out, with both revenue and expenses amounting to approximately $2.9 million per annum. However, in the start-up phase (lasting the first six years), expenses will exceed revenue. The cumulative shortfall during the start-up phase will amount to $3 million. As the chart below shows, tuition from the executive MPP program as well as from professional development courses will contribute a little more than one-quarter of total revenue at full build-out.

The shortfall of $3 million will be met through an active fund-raising effort. Indeed, fund-raising for the SPP is part of the campus’ upcoming comprehensive seven-year capital campaign. It is expected that there would be two types of gifts to the SPP. The first would be a gift of $20 million from a potential donor to name the school. The second would include gifts to support the following programs and buildings:

- Naming opportunity for the building(s) housing the SPP
- Naming opportunities for rooms within the building (classrooms, conference rooms, etc)
- Naming opportunity for the SPP library
- Named library endowed fund $50,000 each
- Chair SPP library librarian $1 million
- Endowed chairs: Dean $3.5 million, Distinguished professorships $1.5 million each, Faculty researchers $1 million each
- Endowed visiting professor (prominent scholars/researchers on a short-term basis) $350,000 each
- Endowed faculty excellence fund (to enable promising junior faculty to do research) $100,000 each
- Named graduate fellowships $200,000 each
- Named distinguished lecturer fund $100,000 each

The UCR fund-raising program has experienced significant growth in the past year. The program expects to achieve 100% growth in funds raised by the end of this fiscal year. Gifts for student support have increased by over 200 donors in this fiscal year alone. Because the School of Public Policy touches so many areas on campus, all of

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6 The Office of Development at UCR helped prepare this part of the proposal.
which are growing in their donor bases and in their broad-based philanthropic successes, the campus is confident that we can fund this endeavor.

In addition to the gifts, we expect the proposed School to be actively supported by program research grants from foundations and federal grant agencies. Foundations such as the Haynes, Hewlett, and Packard Foundations make grants for research on major economic, social, and environmental problems of Southern California – areas of important concern for the SPP. Likewise, the National Science Foundation supports research on the “... dynamics of human action and development, as well as knowledge about organizational, cultural, and societal adaptation and change” via its Human and Social Dynamics program grants. Some of the UCR faculty who would be part of the proposed School of Public Policy have already received NSF HSD funding in the past, and we expect them to apply for more funds from this competitive program under the auspices of the SPP. Finally, given its strong interdisciplinary focus, the SPP would be ideally suited to seek funding from the Integrative Graduate Education and Research Traineeship (IGERT) program of the NSF, which supports innovative new models for graduate education and training in collaborative scientific research that transcends traditional disciplinary boundaries.
APPENDIX A

SAMPLE PROGRAMS

FOR THE

PH.D. MINOR

IN PUBLIC POLICY
1. Doctoral Degree in Environmental Sciences with a Minor in Public Policy

Students pursuing a doctoral degree in Environmental Sciences currently have to take one course from each of #1 and #2 below and two courses from #3:

1. Transport and Fate of Chemicals
   CHEM 246/ENSC 200/ENTX 200 (Fate and Transport of Chemicals in the Environment)
   ENSC 202 (Principles and Application of Environmental Modeling)

2. Interactions and Cycling in the Biosphere
   ENSC 208/ENTX 208/SWSC 208 (Ecotoxicology)
   ENSC 232/SWSC 232 (Biogeochemistry)

3. Environment Policy and Management
   ENSC 201 (Environmental Management)
   ENSC 206/POSC 206 (Environmental Law and Policy)

Students are also required to enroll in a seminar course CHEM 257/SWSC 257 each quarter and give an oral presentation at the annual student seminar or retreat. The elective courses prescribed by the student’s course work advisory committee depend on the research interests of the student.

Students wishing to pursue a doctoral degree in Environmental Sciences with a minor in Public Policy will have to fulfill all of the above requirements and, in addition, take the following four courses offered by the School of Public Policy:

1. Policy Analysis
2. Applied Microeconomics
3. Applied Policy Statistics
4. Conducting Inter-Disciplinary Research

Before the start of their third year, students will also have to successfully complete a written field examination in public policy. At least one member of the student’s doctoral dissertation committee will have to be drawn from the faculty of the SPP. Students will have to meet all the existing examination requirements of the Department of Environmental Sciences.
2. Doctoral Degree in Economics with a Minor in Public Policy

Students pursuing a doctoral degree in Economics have to complete the following core sequence:

1. Economic Theory
   ECON 200A, 200B and 200c (Microeconomic Theory)
   ECON 201A, 201B and 201c (Microeconomic Theory)
   ECON 212 (History of Economic Thought) or ECON 213 (Methods in Economic History)

2. Quantitative Methods
   ECON 205A (Econometric Methods I)
   ECON 205B (Econometric Methods II)
   ECON 205C (Econometric Methods III)

In addition, students have to complete coursework in either two major fields (consisting of three courses each) or one major field and two minor fields (consisting of two courses each). At the end of the first year in the program, students have to take two cumulative examinations – one in microeconomic theory and another in macroeconomic theory. The quantitative methods requirement is satisfied by obtaining a “B” average in the sequences ECON 205A,B,C. Students are also required to enroll in a seminar course ECON 289 in each quarter.

Students wishing to pursue a doctoral degree in Economics with a minor in Public Policy will have to select Public Policy as a major field and take the following three courses in the SPP:

1. Policy Analysis
2. Public Policy Processes
3. Conducting Inter-Disciplinary Research

Before the start of their third year, students will also have to successfully complete a written field examination in public policy. At least one member of the student’s doctoral dissertation committee will have to be drawn from the faculty of the SPP. Students will have to meet all the existing examination requirements of the Department of Economics.
3. Doctoral Degree in Anthropology with a Minor in Public Policy

During their first year, doctoral students in anthropology have to complete the year-long seminar sequence, ANTH 200A, ANTH 200B, and ANTH 200C (Core Theory in Anthropology). Students must acquire a basic understanding of three of the four subfields (socio-cultural anthropology, biological anthropology, archaeology, and linguistics). To fulfill the breadth requirement, students must take at least two courses in two of the subfields outside their subfield of specialization. At least one course in each of the two subfields must be a graduate-level course. For students not specializing in socio-cultural anthropology, one of the subfields selected for the breadth requirement must be socio-cultural.

In addition, students must demonstrate competency in a qualitative or quantitative methodological skill such as GIS, lithic analysis, statistics, or hieroglyphic analysis. The choice of methodological skill is generally determined in consultation with the student's advisor.

Students wishing to pursue a doctoral degree in Anthropology with a minor in Public Policy will have to fulfill all of the above requirements and, in addition, take the following three or four courses offered by the School of Public Policy:

1. Policy Analysis
2. Applied Microeconomics
3. Conducting Inter-Disciplinary Research

Before the start of their third year, students will also have to successfully complete a written field examination in public policy. At least one member of the student’s doctoral dissertation committee will have to be drawn from the faculty of the SPP. Students will have to meet all the existing examination requirements of the Department of Anthropology.
APPENDIX B

BUDGET

PAGES
## UCR School of Public Policy
### Start-Up Revenue and Expenditure Recap
(All Costs Stated in FY 2005-06 Dollars)

#### Student FTE

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<th>START-UP YEAR-2</th>
<th>START-UP YEAR-3</th>
<th>START-UP YEAR-4</th>
<th>START-UP YEAR-5</th>
<th>START-UP YEAR-6</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
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<th>FULL BUILD-OUT</th>
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#### Expenses

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#### Annual Surplus/(Shortfall)

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## UCR School of Public Policy
### Executive Masters in Public Policy Program

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<th>Y2</th>
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<tr>
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<tr>
<td>Marginal Increase</td>
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</table>

Prepared by the Office of Academic Planning and Budget

10/10/2006
## UCR SCHOOL OF PUBLIC POLICY
### EXECUTIVE MPP & PROFESSIONAL DEVELOPMENT COURSES
#### BUDGET AT FULL ENROLLMENT

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td>$ 797,000</td>
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<tr>
<td>EXECUTIVE MPP TUITION</td>
<td></td>
<td>$ 597,000</td>
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<tr>
<td>PROFESSIONAL DEVELOPMENT COURSES</td>
<td></td>
<td>$ 200,000</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td></td>
<td>$ 797,000</td>
</tr>
</tbody>
</table>

### EXECUTIVE MPP PROGRAM COSTS
- Faculty Compensation: $150,000
- Textbooks: $16,500
- Lodging & Meals: $75,000
- Student Affairs Officer III: $5,347
- Assistant III: $9,506
- Campus Overhead: $80,000
- Departmental Overhead: $10,000
- Marketing: $7,500
- Supplies: $7,500

**TOTAL EXECUTIVE MPP PROGRAM COSTS**: $361,353

### PROFESSIONAL DEVELOPMENT COURSES
- Faculty Compensation: $60,000
- Lodging & Meals: $40,000
- Marketing: $20,000
- Supplies: $40,000

**TOTAL DEVELOPMENT COURSES COSTS**: $160,000

**TOTAL PROGRAM COSTS**: $521,353

**NET REVENUE**: $275,647
<table>
<thead>
<tr>
<th>STUDENT FEES</th>
<th>F.R.</th>
<th>N.R.</th>
<th>F.R.</th>
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<tbody>
<tr>
<td>PREPARED EDUCATION BUDGET</td>
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<tr>
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<td>7,590</td>
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<tr>
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<td>7,590</td>
<td>192,270</td>
<td>7,590</td>
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<tr>
<td>PROFESSIONAL DEVELOPMENT COURSES</td>
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<td>7,590</td>
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<tr>
<td>GRAND TOTAL PROGRAM COSTS</td>
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<table>
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<td>GRAND TOTAL REVENUE</td>
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<td>7,590</td>
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<table>
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## UCR SCHOOL OF PUBLIC POLICY
### STUDENT AND FACULTY FTE START-UP MODEL

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<tr>
<th>First Year Cohorts</th>
<th>Start-up Yr 1</th>
<th>Start-up Yr 0</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
<th>Y5</th>
<th>Y6</th>
<th>Yn</th>
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<tbody>
<tr>
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<td>40</td>
<td>40</td>
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<tr>
<td>C1 - Doctoral</td>
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<td>5</td>
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<tr>
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<td>50</td>
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<tr>
<td>C2 - Doctoral</td>
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<tr>
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<tr>
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<tr>
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<td>C4 - Doctoral</td>
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<tr>
<td>C5 - Masters</td>
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<td>60</td>
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<tr>
<td>C5 - Doctoral</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td></td>
<td></td>
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<td>C6 - Masters</td>
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<td>60</td>
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<td></td>
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</tr>
<tr>
<td>C6 - Doctoral</td>
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<td>10</td>
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</table>

### Total FTE By Group

<table>
<thead>
<tr>
<th>Group</th>
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<th>3</th>
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<tbody>
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<td>Masters</td>
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<tr>
<td>Doctoral</td>
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<td>15</td>
<td>20</td>
<td>25</td>
<td>30</td>
<td>30</td>
<td>30</td>
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<td>35.56</td>
<td>35.56</td>
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<td>35.56</td>
<td>35.56</td>
<td>35.56</td>
<td>35.56</td>
</tr>
</tbody>
</table>

### Total FTE Enrollment

| Yn | 80.56 | 135.56 | 160.56 | 175.56 | 180.56 | 185.56 | 185.56 |

### Marginal Increase

| Yn | 80.56 | 55.00 | 25.00 | 15.00 | 5.00 | 5.00 |

### Faculty FTE

<table>
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<tr>
<th>FTE Level</th>
<th>1.00</th>
<th>3.00</th>
<th>5.00</th>
<th>8.00</th>
<th>10.00</th>
<th>12.00</th>
<th>12.00</th>
<th>12.00</th>
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</thead>
<tbody>
<tr>
<td>Dean</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>Senior</td>
<td></td>
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<td>1.00</td>
<td>2.00</td>
<td></td>
<td></td>
<td></td>
<td>5.00</td>
</tr>
<tr>
<td>Junior</td>
<td></td>
<td></td>
<td></td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>6.00</td>
</tr>
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<td>2.00</td>
<td>3.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>12.00</td>
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</table>

### UCOP FTE Allocation @18.7-1

| Yn | 0.00 | 0.00 | 4.31 | 7.25 | 8.59 | 9.39 | 9.66 | 9.92 | 9.92 |

Prepared by the Office of Academic Planning and Budget

10/10/2006
## UCR SCHOOL OF PUBLIC POLICY

### STATE FUNDED PROGRAM BUDGET AT FULL ENROLLMENT

*(Stated in FY 05-06 Dollars)*

<table>
<thead>
<tr>
<th>FACULTY</th>
<th>FTE</th>
<th>$</th>
<th>Avg Sal</th>
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</thead>
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<tr>
<td>Full Professor</td>
<td>3.00</td>
<td>$375,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>2.00</td>
<td>$180,000</td>
<td>$90,000</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>6.00</td>
<td>$450,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td></td>
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<tr>
<td><strong>Subtotal Sal &amp; EB</strong></td>
<td>11.00</td>
<td><strong>$1,206,000</strong></td>
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</tr>
</tbody>
</table>

| Faculty Teaching/Research Support |     | $237,000 |
| Teaching Assistants              | 0.80| $38,688  |
| **TOTAL FACULTY**                | 11.00| **$1,481,688** |

**ADMINISTRATION & SUPPORT**

<p>| | | |</p>
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</thead>
<tbody>
<tr>
<td></td>
<td>8.20</td>
<td>$923,466</td>
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</table>

**GRAND TOTAL**

|     | 19.20| $2,405,154 |

Prepared by the Office of Academic Planning and Budget

10/10/2006
<table>
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<th>Sources</th>
<th>Student FTE</th>
<th>Value</th>
<th>Total</th>
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<tr>
<td>State Marginal Growth (100% Allocated to Instruction)</td>
<td>150.00</td>
<td>8,471</td>
<td>$1,270,650</td>
</tr>
<tr>
<td>Educational Fees (@MCOI)</td>
<td>150.00</td>
<td>2,926</td>
<td>438,900</td>
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<tr>
<td>Professional School Fees (Net of Financial Aid)</td>
<td>150.00</td>
<td>2,800</td>
<td>419,958</td>
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<tr>
<td><strong>Grand Total</strong></td>
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<td><strong>$2,129,508</strong></td>
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Prepared by the Office of Academic Planning and Budget 10/10/2006
# UCR School of Public Policy
## State Funded Program Start-Up Recap
(All Costs Stated in FY 2005-06 Dollars)

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>START-UP YEAR</th>
<th>START-UP YEAR</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>YEAR 6</th>
<th>FULL BUILD-OUT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Marginal Growth</strong> (100% Allocated to Instruction)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 381,195</td>
<td>$ 947,100</td>
<td>$ 1,058,675</td>
<td>$ 1,185,940</td>
<td>$ 1,229,295</td>
<td>$ 1,270,650</td>
<td>$ 1,270,650</td>
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<tr>
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<td>-</td>
<td>$ 131,670</td>
<td>$ 292,600</td>
<td>$ 365,750</td>
<td>$ 409,640</td>
<td>$ 424,270</td>
<td>$ 438,900</td>
<td>$ 438,900</td>
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<tr>
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<td>-</td>
<td>$ 125,947</td>
<td>$ 276,972</td>
<td>$ 349,965</td>
<td>$ 391,961</td>
<td>$ 405,959</td>
<td>$ 419,958</td>
<td>$ 419,958</td>
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<tr>
<td><strong>TOTAL REVENUE</strong></td>
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<td>$ -</td>
<td>$ 638,852</td>
<td>$ 1,419,672</td>
<td>$ 1,774,590</td>
<td>$ 1,987,641</td>
<td>$ 2,058,524</td>
<td>$ 2,129,508</td>
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### Expenses

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<th>START-UP YEAR</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>YEAR 6</th>
<th>FULL BUILD-OUT</th>
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<tbody>
<tr>
<td><strong>Faculty</strong></td>
<td>$ -</td>
<td>$ 380,000</td>
<td>$ 707,688</td>
<td>$ 1,153,188</td>
<td>$ 1,340,688</td>
<td>$ 1,554,688</td>
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<tr>
<td><strong>Administration &amp; Operational Support</strong></td>
<td>283,500</td>
<td>420,562</td>
<td>612,541</td>
<td>654,679</td>
<td>864,909</td>
<td>908,399</td>
<td>901,899</td>
<td>901,899</td>
<td>923,466</td>
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<td><strong>TOTAL EXPENSES</strong></td>
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<td>$ 810,562</td>
<td>$ 1,320,342</td>
<td>$ 1,807,867</td>
<td>$ 2,205,597</td>
<td>$ 2,463,087</td>
<td>$ 2,383,687</td>
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### Annual Surplus/(Shortfall)

<table>
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<th>START-UP YEAR</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>YEAR 6</th>
<th>FULL BUILD-OUT</th>
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<tbody>
<tr>
<td><strong>ANNUAL SURPLUS/(SHORTFALL)</strong></td>
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<td>$ (810,562)</td>
<td>$ (681,489)</td>
<td>$ (388,195)</td>
<td>$ (431,007)</td>
<td>$ (475,547)</td>
<td>$ (325,063)</td>
<td>$ (254,079)</td>
<td>$ (275,646)</td>
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Prepared by the Office of Academic Planning and Budget

10/10/2006
## UCR School of Public Policy
### State Funded Program Faculty Start-Up Budgetary Plan

(All Costs Stated in FY 2005-06 Dollars)

<table>
<thead>
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<th>130.96</th>
<th>135.96</th>
<th>140.96</th>
<th>145.96</th>
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<td>FACULTY</td>
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<td></td>
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</tr>
<tr>
<td>Full Professor</td>
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<td>1.00 $225,000</td>
<td>1.00 $175,000</td>
<td>1.00 $125,000</td>
<td>1.00 $75,000</td>
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<td>1.00 $100,000</td>
<td>1.00 $100,000</td>
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<tr>
<td>Assistant Professor</td>
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<td>1.00 $150,000</td>
<td>1.00 $75,000</td>
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<td>Total Faculty</td>
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<td>1.00 $600,000</td>
<td>1.00 $300,000</td>
<td>1.00 $300,000</td>
<td>1.00 $150,000</td>
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<td>1.00 $300,000</td>
<td>1.00 $300,000</td>
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<td>401,500</td>
<td>401,500</td>
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<td>TEACHING ASSISTANT - Sal &amp; Fee Remissions</td>
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<td>CUMULATIVE PERMANENT BUDGET</td>
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<td>1,451,688</td>
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</table>

### Start-Up One-Time Funding

| FACULTY INITIAL COMPLEMENTS | $36,500 | 401,500 | 73,000 | 109,500 | |
| TOTAL FACULTY ONE-TIME FUNDING | 438,000 | 438,000 | 73,000 | 109,500 | 73,000 |

### Grand Total Annual Funding

<table>
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<th></th>
<th>START-UP YEAR 1</th>
<th>START-UP YEAR 2</th>
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<th>YEAR 4</th>
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<tr>
<td>FACULTY</td>
<td>1.00 $225,000</td>
<td>1.00 $150,000</td>
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<td>FACULTY COMPLEMENTS</td>
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<td>1.00 $73,000</td>
<td>1.00 $73,000</td>
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<td>TOTAL FACULTY ONE-TIME FUNDING</td>
<td>1.00 $298,000</td>
<td>1.00 $223,000</td>
<td>1.00 $148,000</td>
<td>1.00 $148,000</td>
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*Does not include funding for summer salaries.*
## UCR SCHOOL OF PUBLIC POLICY

**STATE FUNDED PROGRAM ADMINISTRATIVE AND OPERATIONAL SUPPORT START-UP BUDGETARY PLAN**

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#### (All Costs Stated in FY 2005-06 Dollars)

### FULL BUILD-OUT START-UP YEAR

<table>
<thead>
<tr>
<th>Costs</th>
<th>START-UP YEAR</th>
<th>START-UP YEAR</th>
<th>START-UP YEAR</th>
<th>START-UP YEAR</th>
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<td>FTE $</td>
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<td>Equipment</td>
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<td><strong>Total Dean’s Office</strong></td>
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<td>1.00</td>
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<tr>
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<tr>
<td>ADDITIONAL, PERMANENT FUNDS</td>
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Note: Costs transferred to the OPP Support program.
APPENDIX C

LETTERS OF SUPPORT

FROM UCR UNITS

AND FACULTY
Dear Professor Deolalikar:

I am pleased to offer this letter of support for the UC Riverside proposed school of public policy.

I have reviewed the proposal and believe you make a compelling case that a school of public policy could flourish at Riverside and tap many resources that are currently untapped or under-utilized.

My view is that your location in Inland Southern California, which is marked by rapid growth and ethnic diversity, presents important economic, environmental and social policy challenges that would be a natural market for students of public policy.

Your proposal makes clear that the proposed School would build on existing UCR strengths in environmental sciences, biotechnology, higher education, the health sciences and social sciences. Done correctly, these could provide substantial building blocks to create a highly competitive institution.

The educational programs you propose are fully consistent with the curricula developed and deployed at major public policy schools across the nation: the tools of policy analysis; quantitative methods, ethics and law, and regional and global policy issues.

Moreover, you propose distinctive areas of specialization. Your emphasis on regional-level policy analysis and policy-making is quite different from normal offerings in state and national issues offered at most institutions. And your proposed connections between environmental and social policy are also refreshing, since most schools treat them as separate sub-fields.
Recently, UCLA Dean Barbara Nelson took the lead to convene a meeting of all public policy programs in California—within the UC system, the Cal state system, and among private institutions (e.g., USC, Pepperdine). This was a highly instructive session that permitted us to compare and contrast our similarities and differences and to identify areas of future cooperation.

I look forward to attending subsequent meetings in which UC Riverside is fully represented.

Sincerely yours and best wishes,

Michael Nacht
Aaron Wildavsky Dean and Professor of Public Policy
April 18, 2007

Professor Anil B. Deolalikar
Director, Public Policy initiative
University of California, Riverside
Sproul Hall 4120
Riverside CA 92521

Dear Prof. Deolalikar:

It is with pleasure that I write to endorse, without any reservations whatsoever, the proposal to establish a School of Public Policy at The University of California, Riverside. I have reviewed the proposal that you sent me and I strongly believe that the School of Public Policy will add unique strength to the spectrum of Schools of Public Policy within the University of California system. The Riverside program will have a strong emphasis on regional-level policy that will differentiate the new program from the existing programs at U.C. Berkeley, U.C.L.A. and U.C. San Diego, and the recently-approved public policy program at U.C. Irvine.

The design for the Riverside program responds to the major environmental and social challenges that the Inland Empire will face as it copes with dramatic growth in its population and the consequent changes in its employment base in the impact on the environment. The program’s focus on the interactions between environmental and social policy in a regional context creates added value by building on and enhancing the strengths of existing programs at Riverside in environmental sciences (especially air and water quality and conservation biology) and biotechnology. The program can also draw on Riverside’s strengths in health sciences, social sciences (particularly in economics and political science) and in education.

The plan to build on existing strengths at U.C. Riverside is wise and feasible. The UCLA Public Policy Department was created relatively recently (the first students were admitted in the fall of 1996) using a strategy similar to that proposed at Riverside. A task force of existing faculty from various fields, all of whom had policy interests, came together to form the new Department. At UCLA, this approach has had the benefit of forging ongoing linkages between Public Policy and other departments and Schools on campus (e.g., Anderson School of Management, Department of Political Science, UCLA Law
School), and has also fostered interdisciplinary collaborations. The UCLA experience convinces me that the approach you propose to develop the School of Public Policy at Riverside is likely to be highly successful.

The proposal outlines several different degree programs that the School of Public Policy will offer: a Masters in Public Policy (MPP), a Ph.D. in Public Policy and a Ph.D. Minor in Public Policy as well as an Executive MPP Program and Certificate courses.

The structure of the MPP program consists of required core policy skills courses, policy electives, a required thesis and a policy internship, which will be completed between the first and second year of the program. This plan is well-thought out and will provide a rigorous training for MPP students, although students may wish for more than three electives over the course of two years. For example, students interested in education policy might enhance their education-specific credentials if they could substitute courses in the School of Education for courses on population growth, technology and the environment. It is important to build into the budget for this new program sufficient funding to support the services required to support professional masters students. Our experience at UCLA indicates that these students require dedicated career counselors to obtain the types of jobs and internships that they seek. Faculty are not well positioned to provide these services, as they would be for doctoral students. Thus, I see the request for a support staff of seven FTE as well justified.

The plan for coursework for doctoral students also appears very rigorous. The Ph.D. minor in Public Policy is a very creative idea, which should enhance the value of the disciplinary doctorates and further increase linkages between Public Policy faculty and faculty in disciplinary departments. The Executive MPP and Certificate courses are excellent ways to increase the influence of the Public Policy program in the region. However, it may be risky to count on these programs as sources of net revenue to the School, especially in the near term, because these programs will require additional resources to serve these differently scheduled programs.

The demand for public policy programs appears to be strong in Southern California and the proposal presents a convincing argument that this is particularly the case for the Inland Empire. As an example, the UCLA Public Policy program received over 300 applications this year for 50 places. Many of our MPP graduates would like to enroll in a Ph.D. program in Public Policy, but there are only two choices within the L.A. area (RAND, USC). Therefore, the doctoral program at University of California Riverside will be a most welcome development.

In closing, I would like to reiterate my strong support for the proposal to develop a School of Public Policy at U.C. Riverside. The proposal reflects an understanding of what is needed to create a rigorous Public Policy program, offering both MPP and PhD degrees. Adding new faculty with policy expertise to the current strengths of faculty in existing departments at Riverside will result in a strong and unique program. These linkages will not only provide a strong support for the Public Policy program, but will also enrich the offerings of existing departments. The emphasis on regional policy and
the interactions between environmental and social policy are clear strengths. The proposed curriculum is rigorous and will develop students' policy analytics, quantitative skills, ethics sensibilities, as well as regional and global policy perspectives.

I am confident that such a creative and well-thought out program will attract highly qualified graduate students who will contribute to the sustainable growth of the Inland Empire. I wish you every success in this endeavor. I look forward to working with you and your colleagues in the near future.

Sincerely,

Arleen A. Leibowitz
Professor and Chair
April 19, 2007

Professor Anil Deolalikar
University of California - Riverside
The Public Policy Initiative
Sproul Hall 4120
Riverside, CA 92521

Dear Professor Deolalikar,

I am pleased to offer strong support for the proposed School of Public Policy at the University of California - Riverside. The Task Force has developed an excellent proposal that is academically rigorous, has characteristics that distinguish it from most other public policy programs, and complements important strengths of the University. Its courses and degree programs would expand educational and career opportunities for UC-R students. Equally important, the School would provide major benefits to the region that the University serves and to California more broadly.

The Master's in Public Policy (MPP) curriculum is well thought out. The core courses are typical of those in the cores of high quality MPP programs. By providing students a strong foundation in policy methods, policy analysis and process, and the institutional context of American public policy, the core will provide the broad range of skills graduates need to effectively design and implement public policies. Specializations in substantive policy areas are standard in MPP programs. The four to be offered – in environmental, health, higher education, and social policy – make sense and capitalize on strengths at UC-R. The internships and thesis requirement are also standard in good programs. Requiring students to attend colloquia is not standard, but adds a worthwhile element to the curriculum.

The two other required first year courses (Interactions among population..., and Integrated policy-making...at the regional level) particularly distinguish this program from others. Education that fosters understanding of the complex interrelationships among population change, the environment, social problems, and social policy will be cutting-edge. Training in regional analysis is usually provided in urban planning programs. Making regional analysis and policy-making central to an MPP program is innovative. Moreover, the MPP core will give students interested in regional issues stronger skills and a broader perspective
than they would typically receive in an urban planning master's program. These 2 courses and the centrality of their issues to the School's intellectual character will give the School a nationally competitive niche that will attract students from the region, the state, other parts of the US, and potentially other countries.

The Executive MPP will likely be very attractive to senior professionals in both public and non-profit agencies. I would suggest holding off on the EMPP for a few years until the MPP curriculum is implemented and revised and the faculty gets experience teaching policy students, who tend to have different expectations and goals than both undergraduates and doctoral students, and offer unique teaching challenges.

Like the MPP, the Ph.D. component of the proposal is well crafted. The curriculum of the doctoral program in public policy is rigorous. In bridging analytic and institutional intellectual traditions, it is much like the PhD curriculum we recently implemented at the University of Washington. Here, too, the training on regional analysis offers a competitive niche.

I predict that the Ph.D. minor will be very popular. It is intellectually sound and will provide a significant competitive advantage for students earning doctorates in UC-R's social and environmental science departments.

In addition to the quality of its curricula, the regional context and the School's synergies with current strengths of UC-R bode well for the School's success. First, given the absence of similar programs in the Inland Empire region and its rising population, demand for the School's programs is almost certain to be strong and sustainable. The region's policy challenges will provide a terrific "laboratory" for research, internships and field education, and offer excellent opportunities for strengthening ties between the University and local communities.

Second, the focus on population-environment-social policy interactions and regional policy analysis draws on many existing areas of strength at UC-R. Such synergies will improve the quality of the School's programs and help attract strong scholars and students interested in the intersection of public policy and those areas (e.g. biotechnology, education, environmental and conservation science, water resources). Thus, the School will enhance other University departments and programs as well as drawing strength from them.

In sum, I highly support the proposal to establish a school of public policy. The proposed degree programs are soundly conceived, fill clear educational and public service needs for the region and state, and will be competitive locally, in California, and nationally.

I congratulate the Task Force for its excellent proposal. Best wishes as you move forward to implement it.

Sincerely,

Robert Plotnick
April 24, 2007

Anil B. Deolalikar  
Interim Dean, Anderson Graduate School of Management  
Director, The Public Policy Initiative  
Professor of Economics  
University of California, Riverside  
Riverside, CA 92521, USA

School of Public Policy at UC Riverside

Dear Dr. Deolalikar,

Professor John Melack, Associate Dean of our School felt it was appropriate for me to respond to your e-mail.

I am pleased to express fullest support to the plan of creating a School of Public Policy at UCR and wish you all success in pursuing this plan.

The outline of your plan provides strong evidence for the demand a school of public policy can count with. As you rightly say, MPP/MPA education has been the fastest growing degree program in the USA in recent year. I also support the interpretation that there is a strong demand for “generalist degrees”.

Obviously, I am fascinated by your intention to offer as one important option for students an intersection with environmental policy. The strong presence at the Riverside campus of environmental sciences (Department of Environmental Sciences, Air Pollution Research Center, UC Center for Water Resources, Center for Environmental Research and Technology - CERT, and the Blakely Center for Sustainable Suburban Development) make this combination both suggestive and attractive. Let me emphasise that most environmental problems are closely linked with the whole range of public policy questions.

In your plan, I see a convincing intention for high academic excellence, allowing also the creation of an ambitious PhD program.

The only little comment on possible improvements relates to the contents of the intended core curriculum. In the “Institutional Context”, I suggest to offer at least some exposure to the international dimension. At a time at which global warming has moved to the top of environmental concerns, public policy is in need of international cooperation.

With my best wishes and regards also from John Melack

Sincerely,

[Signature]

PHONES: (805) 893-7363 • E-MAIL Ernst@bren.ucsb.edu • FAX: (805) 893-7612
April 23, 2007

Professor Anil B. Deolalikar
Director, Public Policy initiative
University of California, Riverside
Sproul Hall 4120
Riverside CA 92521

Dear Prof. Deolalikar:

I am happy to endorse the program in Public Policy proposed for UC Riverside. The program is oriented to policy analysis and will serve to provide students with valuable tools for engaging in the public policy issues in the Inland Empire, in California and in the United States. The program is different enough from the public policy program proposed at UCI that the two programs should be highly complementary.

I wish you luck with this program and look forward to seeing it become a reality.

Sincerely,

Martha S. Feldman
Johnson Chair for Civic Governance and Public Management
Anil B. Deolalikar
Director, Public Policy Initiative
Interim Dean, Anderson Graduate School of Management
University of California, Riverside
Riverside, CA 92521, USA

Dear Dr. Deolalikar:

I am honored to write to encourage your committee and university to seriously pursue the design and implementation of a new School of Public Policy at the University of California at Riverside. It would seem that the university has already developed significant strength and experience in areas such as the health sciences, environmental sciences, education, and economics, the latter of which has been the basic discipline for existing schools of public policy.

Clearly the Inland Empire is one of the most robust areas in the nation today and there should be such a program housed and nurtured there to meet the growing and complex needs of such a vibrant region.

I feel strongly that there is a need for programs that move beyond mere analysis to develop skills and talent pools of leaders who understand local and regional issues which are increasingly important as we deal with complex challenges of the environment, regional economic development, urban planning, and related issues. (I have enclosed a copy of my recent comments to the deans of public policy programs from throughout California which emphasizes related concerns, in case my comments might be of interest as you design your program, taking advantage of the experience of other programs.)

Be assured of my best wishes in your plans. If I or my faculty and staff can assist in any way I assure you we would be prepared to encourage your new program.

Sincerely,

James R. Wilburn
Dean

Enclosure
Dear Professor Deolalikar,

I write in support of UC Riverside's proposal to build a school of public policy. I believe that such a program will be of enormous benefit to the intellectual life and reputation of the campus, while furthering the vital mission of the University of California to promote the public interest through research. I certainly would welcome the addition of a public policy school and would welcome the chance to work under its auspices.

A school of public policy will benefit in particular the existing social science departments at UCR. In fact, a public policy school could supply a much needed research infrastructure that the social sciences currently lack. At the same time, channeling research through a public policy school would also encourage academic researchers to pursue problem-driven research on matters of pressing practical and public import.

My own work is driven in substantial part by policy concerns. I study and conduct research on the relationship between law and political economy, and focus on the regulation of corporate governance, securities markets, and labor relations in comparative perspective. Each of these areas is enormously important in and structured by considerations of public policy. Indeed, law is largely an output of policy processes and should be constructed and analyzed as such. Likewise, the structure and operation of economic institutions, ranging from corporations to sophisticated markets, are the product of public policies and their means of execution. Just as the study of the regulatory state can be profitably informed by the study of public policy, public policy can benefit from systematic research on the regulatory state.

I am gratified by the strategy of incorporating many current members of the UCR faculty, myself included, in the public policy effort. The plan builds from strength to strength on campus. We can build an impressive policy school roster quickly and cost-effectively. As a consequence, a public policy program is the most feasible professional school to develop in the short-term and within the financial constraints within which we at UCR find ourselves.

Please let me know if there is anything further I can do to be of assistance.

Very truly yours,

John W. Cioffi
Assistant Professor of Political Science
Krishnan Ramakrishnan, Department of Political Sciences

Dear Anil and David,

Thank you for trying to make the School for Public Policy a reality at UCR. From what I remember at the last meeting, issues of environmental management, sustainable growth, and demographic diversity are among the research and teaching priorities for the school. As a faculty member, I look forward to teaching graduate courses in the proposed school and am happy to help out in other ways as well. As you know, the Policy Brief series will be up and running next year. Once established, the SPP would be a perfect home for the journal and other similar endeavors.

Best,
Karthick
I write to express my support for the current effort to establish a school of public policy at UC Riverside. My research focuses on the intersection of politics and policy, and I would benefit from having a community of scholars also interested in substantive policy problems. A policy school would help to bring together campus scholars across disciplines who have an interest in substantive policy issues and in the production and implementation of public policy.

My primary research interests focus on the role of policy analysis on lobbying in U.S. congressional politics. My book, The Political Economy of Expertise: Information and Efficiency in American National Politics (University of Michigan Press, 2004), illustrates institutional conditions where interest groups, in attempting to advance their special interests, pressure Congress to harness policy research and expertise to produce legislation. I test a game theoretic model using qualitative data on lobbying over environmental, education, and health care reforms at the national level.

I also have a second major project that focuses on the politics of Medicare and Medicaid. The project explores the conditions that lead lobbyists to use research to support their arguments in committee hearings on the Medicare program, and the conditions that lead members of the committee to attend to research based evidence.

In addition, I teach classes on statistical methods, game theory, public policy analysis, and political institutions, all of which are central to the training of public policy students.
Please let me know if I can lend any further support to the effort to establish a school of public policy at UCR. My office number is 951-827-3833, and my email address is kevin.esterling@ucr.edu. Thank you for considering this letter.

Sincerely,

Kevin M. Esterling
Assistant Professor
Department of Political Science
June 16, 2006

To: Profs. Anil Deolalikar and David Warren

Fr: Steven T. Bossert, Dean and Professor

Re: Support for the School of Public Policy

The Graduate School of Education (GSOE) strongly supports the establishment of a School of Public Policy.

The GSOE already has an outstanding graduate program (MA and PhD) in Institutional Leadership and Policy Studies that offers courses and research opportunities in areas related to education policy, including the politics of education, educational law, educational finance, and educational policy. Students in the School of Public Policy will be able to enroll in these courses. Faculty members will contribute to the training of graduate students and serve on doctoral committees.

Moreover, the GSOE has just launched the California Community College Collaborative (C4), a joint system-wide effort between the University of California and the California Community College Chancellor’s Office. C4’s mission is to improve the quality of student learning in California’s community colleges by providing influential data-driven policy research that addresses the growing diversity of students and complexity of mission. C4’s policy research and professional development agenda will help prepare faculty and administrators to be leaders in transforming their own institutions and higher education in our State. This program will provide students from the School of Public Policy with faculty and research resources for engaging in higher education policy studies.

The GSOE is also considering creating an undergraduate minor in Education (separate from the track that leads towards a teaching credential) that emphasizes current social and philosophical issues concerning education in today’s world. This academic minor could easily include undergraduate courses from the School of Public Policy and provide students with core knowledge in education policy that would prepare them for the graduate programs in the new School of Public Policy.

The Graduate School of Education is open to the establishment of cooperating appointments and, if the possibility arises, to joint appointments between the School of Public Policy and our Graduate School of Education.

If further elaboration is needed, please let me know.
Dear Anil and David,

I would like to convey my support for the proposed School of Public Policy. I believe the establishment of the SPP will enhance the reputation of UCR, particularly since its focus is on graduate education and training. The school will also benefit Bourns College of Engineering because of its focus on integrated social-environmental issues. In particular, it will help our Center for Environmental Research and Technology (CE-CERT). As you know, a main emphasis of CE-CERT has been to develop partnerships among industry, government, and academia in basis for regulations and policy, a creative source of new technology, and a contributor to a better understanding of the environment. In other words, CE-CERT conducts research that seeks to improve the technical basis for environmental regulations and policy.

I wish you and your colleagues the best, and look forward to collaborating with you.

Best regards,

Reza Abbaschian  
Dean, Bourns College of Engineering  
University of California  
Riverside, CA 92521
June 26, 2006

CHANCELLOR FRANCE CORDOVA

Re: Proposal for a School of Public Policy at UC Riverside

I am writing to communicate my support for a School of Public Policy at UCR. This proposed school is consistent with the academic plan for the College of Humanities, Arts, and Social Sciences – and has been for several years. A school of public policy will build on existing strengths and contribute to our achieving new distinction in the future.

A School of Public Policy would generate an exciting synergy with core research and instructional programs in CHASS – Political Science, Sociology, Economics, Film & Visual Culture, Global Studies, to name just a few. With the planned major and minor in Public Policy, the connections to the College are clear. The potential for joint hires of outstanding faculty would be an exciting benefit of the School.

The creation of the School of Public Policy will also support the ongoing work of several CHASS research centers, such as the Presley Center for Crime and Justice Studies and the Blakely Center for Sustainable Suburban Development. Pulling together expertise from across the campus will make the School an exciting and innovative addition to the University.

A UCR School of Public Policy is also of crucial importance to UCR graduates and undergraduates. Critical policy issues face our region, our state, our nation, and our world, and a Public Policy School could help us address them. Having a public policy school at UCR would provide an opportunity for students to engage in real-life issues with immediate and apparent impact, making UCR an exciting place for students.

In short, a UCR School of Public Policy seems to me to be an appropriate step in UCR’s development. It is consistent with the direction of the campus and will serve both student and faculty interests. I believe that with the energy and vision of our leadership, the commitment to and achievement of diversity, and the strength of our distinguished faculty, we are fully capable of creating a truly outstanding school of public policy, one which not only UCR, but UC and the State of California, can be exceedingly proud. I pledge my very strong support to the effort.

Sincerely,

Joel W. Martin
Interim Dean
Professor of Religious Studies

UNIVERSITY OF CALIFORNIA – (Letterhead for interdepartmental use)
September 29, 2006

To: Chancellor France Cordova

From: Anil B. Deolalikar, Interim Dean

Re: Support for a UCR School of Public Policy

I am writing to express my strong support for the establishment of a School of Public Policy (SPP) at UCR.

As you can imagine, there are strong synergies between public policy and management. Many business schools, including ours, offer courses on management of non-profit organizations, including government agencies. Indeed, if I am not mistaken, AGSM started out at UCR some thirty years ago as a school of public and business administration!

AGSM is currently in the midst of creating several new programs, such as a self-supporting executive MBA program, a Ph.D. in marketing, and MA programs in financial management and accounting. In addition, the highly-popular undergraduate major in business administration will soon be shifted from CHASS to AGSM. I see the opportunity for AGSM to partner with the SPP in many of these activities. For instance, our faculty could help co-teach specialized courses in the proposed SPP in such areas as management and organization of public entities, application of operations research and decision-making theory to policy-making, government budgeting and accounting, and risk management in public agencies. Our proposed executive MBA program would complement the executive MPP program being proposed by the SPP. Finally, some of the courses required for the undergraduate major in business administration could be shared with those required for the newly-developed public policy major.

AGSM is open to the establishment of cooperating faculty appointments and, if needed, even joint appointments with the SPP.

In closing, I strongly endorse the proposal to establish a School of Public Policy at UCR. There will be significant benefits to AGSM from having such a professional school at UCR. Likewise, the presence of AGSM will facilitate the development of a first-rate public policy program at UCR.
June 23, 2006

TO: Ani! Deolalikar, Coordinator
    Public Policy Initiative

FR: Scott Coltrane, Associate Dean
    CHASS

RE: Proposed School of Public Policy

I am pleased to write in support of the proposal to develop a graduate school of public policy at UCR. Many faculty in the College of Humanities, Arts and Social Sciences conduct research on policy-relevant issues and a large number of them have expressed interest in working with the campus to create a new graduate policy school. Not only would such an initiative provide research synergies for faculty in other units on campus, but creating a school of public policy could also benefit the community and the State of California.

We have recently developed an undergraduate major in Public Policy in the College of Humanities, Arts and Social Sciences, and adding a graduate component to that initiative in a new professional school is a logical next step. Several faculty in the social sciences would be good candidates for cooperating appointments in such a school and undoubtedly will be willing to work with graduate students in the area. We have expertise in policy related to children and family, health and medicine, criminology, human rights, environmental quality, education, media and culture, and many aspects of civic engagement in a multicultural society. I think the year-long public policy planning initiative that you headed was a good test of the campus’ commitment to the idea of a new policy school. The Town Hall meeting was well attended and I could see new potential collaborations and cooperative relationships being forged. A new policy school would further those collaborations.

Please accept my endorsement of the proposal for a graduate school of Public Policy and let me know what I can do to help plan for its positive review by the campus and by the University of California system.
To: Anil Deolalikar  
Director, Public Policy Initiative

From: Georgia Warnke  
Professor of Philosophy and  
Associate Dean, College of Humanities, Arts and Social Sciences

Re: School of Public Policy

I am writing to express my support for the proposed establishment of a Graduate School of Public Policy at UCR. Under Professor Deolalikar’s leadership, the College of Humanities, Arts and Social Sciences has recently initiated a public policy major and minor at the undergraduate level. One of the distinctive traits of this new program is its attention to normative issues. While many public policy professionals simply assume the adequacy of a utilitarian ethical approach, UCR’s program understands the need to attach questions of public policy to broader moral and ethical reflection.

This attention to normative concerns will also distinguish the Graduate School of Public Policy. The gain for the campus will be cross-discipline research not only between the School and the Social Sciences but also between the School and the Humanities. Philosophers and cultural critics will have the opportunity to discuss real life issues in the environment, health care policy and the like while students in the School of Public Policy will be able to take advantage of on-going reflection on questions of moral action, moral psychology and questions of the good life.

UCR’s location in a diverse section of the country and in a region undergoing all the growing pains of suburban sprawl and environmental worries, the establishment of a School of Public Policy is a natural step for us. I endorse the proposal whole-heartedly.
September 27, 2006

TO: Anil Deolalikar, Director of the Public Policy Initiative  
FR: David Fairris, Associate Dean of Student Academic Affairs  
RE: School of Public Policy

This note is to strongly endorse efforts to establish a School of Public Policy at UCR. Developments over the past year or so have convinced me that this is an excellent idea and that the time is right. There is a critical mass of faculty interested in affiliating with such a “school.” External grants will be far easier to attain when interdisciplinary groups of researchers apply under the auspices of an interdisciplinary unit such as a “school.” Finally, a School of Public Policy at UCR would be the perfect vehicle for addressing one of the Chancellor’s primary goals - namely, fostering greater links with, and contributing to, the local community through the involvement of students and faculty.

I support the idea wholeheartedly.
Dear Professor Deolalikar:

The Center for Conservation Biology strongly supports the proposal to establish a School of Public Policy for the University of California, Riverside. Since its inception in 1998, the Center for Conservation Biology has been involved in several activities related to threatened and endangered species in the region. These include mitigation efforts for many governmental and private organizations. Our largest outreach program involves the review of the Riverside County Multiple Species Habitat Conservation Plan (MSHCP) and developing monitoring protocols for the MSHCP and the Coachella Valley MSHCP, which encompasses hundreds of thousands of acres, almost two hundred species, and billions of dollars.

I initially was interested in this idea as a part of our outreach program here at the CCB. We have intentionally avoided taking a public stand on issues, or addressing the specifics of policy decisions. Our goals here at the Center are to provide the science only, and allow the policies to develop as they may. Nevertheless, the biggest problem with this approach is that the staff at all level of government, from local to federal, is comprised of individuals with degrees in planning (spatial structure of roads, suburbs, sewers, etc.), economics, or other social-policy-oriented disciplines. All of these levels of staffing are almost completely unprepared for the enormous conservation and environmental implications to their decisions. Even with a few "scientists" on staff (generally MA-level folks—such as Fish and Game, or Forest Service)—they are rarely really part of the real decision process. In addition, there are many NGOs, think-tanks, and other groups advising on policy. Again, they have expertise on either social science, or on science, but without any training on integrating the two.

From an outreach perspective for the CCB, when we present the needs to the planners, generally they have no idea if or how to proceed, because they have little or no understanding of even the basic issues. I don't believe that having the CCB comment directly is a good idea, but having an entity like the proposed school would make a good linkage.

The focal areas are appropriate for our programs, both topically and regionally. Every development between the San Gabriel Mountains and La Paz Mexico will run into an endangered species issue. At the CCB, we have expertise in the topic and the region. We are expanding our research program into the Baja California Peninsula in collaboration with research stations in the States comprising Baja California. Our collaborations with the San Diego Zoological Society (managers of the Wild Animal park— and CRES—the Center for Research on Endangered Species) expand our local research and outreach program, also within the region identified for concentration.

I do believe that we could develop courses appropriate for The School of Public Policy in environmental and conservation issues. I especially also support the idea of a minor in policy for CNAS students, from the School, upon taking a couple of courses in policy and economics focused toward our students. This could well strengthen their vitae as they apply for the highly competitive positions in teaching and research institutions.

June 13, 2006

Anil B. Deolalikar
University of California, Riverside
Finally, I strongly believe that there is a large open opportunity to train students who would work in areas from governmental to NGOs. We desperately need people who can synthesize these topics. It may well be a good opportunity for an IGERT, or even provide foundation support to our college as well as the School.

I hope this helps, and do not hesitate to contact me for further information.

Sincerely yours,

Michael F. Allen
Professor, Departments of Plant Pathology and Biology
Director, Center for Conservation Biology
Chair, Department of Plant Pathology
Dear David et al.:

Thanks for sharing the proposal. It is skillfully drafted.

A) I think that what's been written regarding the Biotech Impacts Center is accurate. I anticipate some limited synergies between that Center and the new School. Whether or not the School stimulates stronger interactions depends on the faculty who become involved and how they become involved.

B) As a scientist involved in research that informs the evolution of policy, I would be pleased to contribute to the School to the extent that such contributions are of mutual benefit.

Norm Ellstrand
Professor of Genetics
Dear Anil,

I am writing in my capacity as Director of the Blakely Center to emphasize the potential synergistic relations between the Center and the proposed School of Public Policy. In short, the potential relationships are many and deep. The Blakely Center is concerned with suburban communities as the primary repository of the rapid population growth that characterizes our region but many others as well nationally and internationally. We are concerned with the broad range of impacts of population growth, from the social/economic/political aspects to the environmental impacts. As a research center the Blakely Center does not offer degrees or courses, but we would welcome the addition of faculty members in a variety of departments as well as the policy school itself with whom we can work to develop the policy aspects of the issues that face us.

You can count on the Blakely Center to be a very active partner with the policy school!

David

David H. Warren
Director, Edward J. Blakely Center for Sustainable Suburban Development
June 5, 2006

Dr. David Warren  
Director, Edward J. Blakely Center  
for Sustainable Suburban Development

Dear Dave,

I am strongly supportive of a new School of Public Policy for UCR. My own research has shifted largely into water resources management, and I would benefit greatly from the presence of a policy school. I am currently working on a book on global water issues and plan to develop a course on the subject matter. I also am involved in research on modeling the fate of the Salton Sea, and estimating the pollutant loading of California watersheds, both topics with huge policy implications.

UCR has significant strength in environmentally related disciplines, and could well become a major leader in environmental policy research. The presence of a school of public policy will assist greatly in achieving that goal.

Sincerely,

Bill Jury  
Distinguished Professor of Soil Physics
DATE: June 15, 2006

TO: David Warren

FROM: Matthew Barth, Director
        College of Engineering-Center for Environmental Research and Technology

RE: Establishment of a School of Public Policy

Dear Dave:

The Bourns College of Engineering-Center for Environmental Research and Technology (CE-CERT) strongly supports the establishment of a School of Public Policy at UC Riverside. There have been many instances in the past where having such a School would benefit our activities here at CE-CERT. As you know, we carry out a variety of transportation, air quality, and energy projects, many of which have a direct public policy implication.

The contribution of our Center to the Public Policy School is twofold:

1) Teaching: we can help support teaching in the Public Policy curriculum. Many of the courses our faculty teach could potentially be cross-listed in the proposed Master's and Ph.D. programs. In addition, we will also be able to direct dissertation work and to contribute to the advanced training of graduate students.

2) Research: there are clear synergies between the research agendas of many of our faculty and the socio-economic-environmental issues that are in the domain of a Public Policy School. Indeed, most faculty at our Center will be able to contribute to the development of the research mission of the Public Policy School.

We are open to the establishment of cooperating appointments and, if the need arises, to joint appointments between the SPP and our Center.

If you need further elaboration, please let me know. With best wishes,

Matthew Barth
Professor, Electrical Engineering
Anil/Dave,

The proposal looks very good. I am impressed with the level of thought apparent in the proposal. It is apparent that such a school is necessary and timely. I endorse it fully and wish you success in getting it approved.

-Shankar

Shankar Mahalingam
Department of Mechanical Engineering
University of California
Riverside, CA 92521
Tele: 1 (909) 787 2134
Fax: 1 (909) 787 2899
e-mail: shankar.mahalingam@ucr.edu
web page: http://www.me.ucr.edu/people/mahalingam.html
June 5, 2006

Chancellor France Cordova  
University of California, Riverside

Dear Chancellor Cordova:

This is to express my support for the establishment of a School of Public Policy at the University of California, Riverside. I have read the UCR proposal and find it quite convincing as regards the need for a top-flight public policy school in the Inland Empire, and the comparative advantages for the region and the state that would accrue from establishing this new professional school in Riverside. The Inland Empire has experienced extraordinary population and economic growth in the last decade. A Public Policy School at UCR would also be of great benefit to my own research on global governance, regional and global environmental issues and the formation of institutions of world citizenship. Environmental policy scholars will be valuable colleagues and I very much want to collaborate with them in academic programs and research projects.

The environmental, international and regional aspects of the Public Policy School proposal are uniquely fitted to benefit from existing UCR strengths, and would greatly enhance the educational and research goals of the University by attracting talented students and faculty. The commitment and support that have already been demonstrated for a UCR Public Policy School are impressive, and the plans for generating additional resources are sound. I appreciate the massive effort that leaders on the UCR faculty have invested in this initiative.

Sincerely,

Christopher Chase-Dunn  
Distinguished Professor of Sociology and
Director of the Institute for Research on World-Systems
To Whom It May Concern,

I wanted to express my strong support for the School of Public Policy proposal. I think this school promises to be highly beneficial to UCR our students, and the surrounding communities. It would provide important opportunities for our students, many of whom have a strong interest in improving policy and serving the community and help to ensure that governmental and non-profit organizations in the area, both of which have rising demands for labor, have a highly qualified applicant pool. The proposed school also has a number of innovative dimensions, such as its transnational and regional focus, and its emphasis on the interface between the environment and society. This makes it stand out from other public policy schools in California.

Since many of the courses that I teach are relevant to policy issues, I have a strong interest in teaching in this area and would be happy to offer courses for the school if needed.

All the best,
Ellen Reese
Department of Sociology
University of California, Riverside
Riverside, CA 92521--0419
Phone: 951-827-2930
Fax: 951-827-3330
Kathleen Montgomery, AGSM

Dear Dave,

I am very attracted to the possibility of a School of Public Policy at UCR and have valued the opportunity to be involved in some of the preliminary planning and discussions. My own research in health care management and delivery is inherently linked to public policy decisions, and I would be very interested in contributing to the formal development of a School of Public Policy, through research collaborations and teaching/course development.

Kathleen
Toby Miller, Departments of English, Women’s Studies, and Sociology

Thanks Dave

I would like a formal affiliation with such a school, as I regard citizenship and media and cultural policy as key questions for such an endeavor—and these subjects are important to my own research. I also believe UCR is well-placed to make a serious intervention in both internationalizing public policy and, at the same time, making it locally relevant, given the internationalism of our area’s demography.

In terms of my own relevant work, it would include the following books:

*Cultural Policy* (Sage Publications, 2002 – with George Yúdice)
*Cultural Citizenship: Cosmopolitanism, Consumerism, and Television in a Neoliberal Age* (Temple University Press, in press)
Gloria Gonzalez-Rivera, for the Department of Economics

David and Anil,

The Department of Economics supports the establishment of a School of Public Policy. The contribution of our department to the PP School is twofold:

(i) teaching in the PP curriculum: we will offer the foundational Economics courses in the proposed Master's and Ph.D. programs; we will also be able to direct dissertation work and to contribute to the advanced training of graduate students.

(ii) research: there are clear synergies between the research agendas of many of our faculty and the socio-economic issues that are in the domain of a PP School. It can be said that every faculty in the Economics department will be able to contribute to the development of the research mission of the PP School. From the economic theorists, who build the micro and macro foundational analysis, to the applied economists, who deal with focused questions, i.e. labor, development, growth, health, nutrition, etc, to the econometricians, who develop empirical methods, all of us can potentially contribute to the mission of a PP school.

We are open to the establishment of cooperating appointments and, if the need arises, to joint appointments between PP and Economics.

If you need further elaboration, please let me know. With best wishes,

Gloria
Dave and Anil,

I would like to express my interest in a formal affiliation with the Public Policy School. My contribution to the School will be for the most part within the area of quantitative methods applied to environmental data. The theoretical strand of my research agenda deals with the development of econometric methodology, which is fundamental to the understanding and modeling of economic data. The applied strand deals with the modeling and evaluation of uncertainty and risk. Though this is an area with wide applications to the analysis of financial markets, I currently have some research projects that aim to bring similar concepts of risk assessment to the modeling of environmental data, which is one of the area of distinctiveness of the PP School.

With best wishes,

Gloria
Anil and David,

Consider this note to be an expression of my willingness to participate wholeheartedly in the proposed School of Public Policy. I am already serving as co-editor of the newly launched policy brief series "Policy Matters" which will presumably be housed in the Public Policy School. In addition, I teach three policy related economic electives (Health Economics, Labor Economics, and Women in the Economy) which could easily become courses in a policy school. I have also developed a graduate level empirical methods course which would work well in a policy school.

Finally I conduct applied research and may be able to support research assistants from a Masters program in public policy.

Sincerely,

Mindy Marks
Anil and David,

This is to inform you about my interest and commitment to participate in the initiative to create a new school of public policy.

Best,
Roberto Sanchez
June 6, 2006

Professor David Warren
Director, Edward J. Blakely Center for Sustainable Suburban Development
B110 Highlander Hall
University of California, Riverside
Riverside, CA 92521

Dear Dr. Warren:

I am pleased to offer my support and the support of the Department of Psychology for the planned UCR School of Public Policy. Such a School could be an important asset to each of many academic departments as well as the campus as a whole, through useful collaborations between researchers interested in basic issues and experts on the implications of those issues for public policy. The Department of Psychology can participate through its research interests in areas such as aging, child development, and cultural influences on thinking, learning, and behavior. The plan for the School presents a clear and compelling vision and I look forward to seeing its fruition.

Sincerely,

David C. Funder
Professor and Chair
David H. Warren, Director  
Edward J. Blakely Center for Sustainable Suburban Development  
University of California, Riverside  
Riverside, CA 92521

Dear David:

I am writing in support of the proposal to create a School of Public Policy at The University of California, Riverside. This School would clearly be in alignment with the Presley Center for Crime and Justice Studies. One of the primary objectives of the Center since its inception has been informing legal policy and criminal justice practice in California by new developments in criminological research. This translational component of the Presley Center mission surely falls squarely in the public policy arena, meaning a connection between the Center and the School of Public Policy could be a natural fit.

Moreover, I am the chair of the Criminology and Socio-Legal Studies specialization in the Department of Sociology, and many of the graduate students in this specialization work in the Presley Center or the CDC funded Academic Center of Excellence in Youth Violence Prevention, which is a partner with the Presley Center and the Department of Psychology. I can easily envision graduate students in the School of Public Policy having an emphasis in crime and criminal justice and thus taking courses in this specialization. We could entertain the possibility of creating a special course focusing on criminal justice policy and perhaps explore ways of providing internships, independent study or research assistantships if available for graduate students in Public Policy through the Presley Center.

In short, a relationship between the Presley Center and the School of Public Policy could be mutually advantageous and possibly generate synergies for criminal justice policy relevant scholarship that otherwise would not be possible.

Best wishes in your effort.

Sincerely,

Kirk R. Williams  
Professor of Sociology and Acting Director

June 8, 2006
June 8, 2006

David H. Warren, Director  
Edward J. Blakely Center for Sustainable Suburban Development  
University of California, Riverside  
Riverside, CA 92521

Dear David:

I am writing in support of the proposal to create a School of Public Policy at The University of California, Riverside. This School would clearly be in alignment with the Presley Center for Crime and Justice Studies. One of the primary objectives of the Center since its inception has been informing legal policy and criminal justice practice in California by new developments in criminological research. This component of the Presley Center mission surely falls squarely in the public policy arena, meaning a connection between the Center and the School of Public Policy could be a natural fit.

Moreover, as a member of the Criminology and Socio-Legal Studies specialization committee in the Department of Sociology, I know that many of the graduate students in this specialization work in the Presley Center or the CDC funded Academic Center of Excellence in Youth Violence Prevention, which is a partner with the Presley Center and the Department of Psychology. I can easily envision graduate students in the School of Public Policy having an emphasis in crime and criminal justice and thus taking courses in this specialization. We could entertain the possibility of creating a special course focusing on criminal justice policy and perhaps explore ways of providing internships, independent study or research assistantships if available for graduate students in Public Policy through the Presley Center.

In short, a relationship between the Presley Center and the School of Public Policy could be mutually advantageous and possibly generate synergies for criminal justice policy relevant scholarship that otherwise would not be possible.

Best wishes in your effort.

Sincerely,

Robert Nash Parker  
Professor of Sociology and Director
DATE:       June 15, 2006

TO:         David H. Warren
            Director, Edward J. Blakely Center for Sustainable Suburban Development
            Anil Deolalikar
            Professor of Economics

FROM:       Marylynn V. Yates
            Professor of Environmental Microbiology
            Chair, Department of Environmental Sciences

RE:         Proposal for a School of Public Policy

The faculty of the Department of Environmental Sciences support the proposal to develop a School of Public Policy at UCR. Several of the faculty conduct research that is directly applicable to the development of policy; many of them have worked directly with policy makers on various topics related to environmental issues.

The Department is currently recruiting a director for a Center for Water Quality Science and Policy. The vision of the Center is as follows, "The center will become the focal point for faculty research in water science and policy, the catalyst for developing collaborative projects, and a conduit to recruit graduate students and to reach out to stakeholders. It will be a clearinghouse where policy and management decision-makers and the public may obtain objective, science-based information on water-related issues impacting the region, state, nation, and world." Clearly, the expertise that the faculty in a School of Public Policy would bring to the campus would be invaluable to the Center.

The Department has recently submitted a proposal to reorganize the Graduate Program in Environmental Sciences. In this proposal, students will be able to choose from a number of field areas; one of these is Environmental and Natural Resource Economics and Policy. There are clear potential opportunities to co-direct graduates students in this field area, as well as others within the program.

Clearly, the establishment of a School of Public Policy would be of benefit to the research and educational programs of the Department of Environmental Sciences. I would be happy to elaborate on any of these areas if you wish.
June 6, 2006

Professor Anil Deolalikar
Department of Economics
University of California
Riverside, CA 92521

Dear Professor Deolalikar:

I am writing this letter in reference to the proposed School of Public Policy here at the University of California, Riverside. I would like it to be known that I am very interested in participating in this School on a variety of levels if possible. First, if there are opportunities to be affiliated with the School in a manner similar to that of Cooperating Faculty between departments, I would very much be interested in such. Second, I would be interested in serving as an advisor to students in this School since I believe many of their interests would overlap with my research areas. Third, I believe that some of the courses I currently teach or plan to teach in the future would serve the general interests of those students in the School who have an interest in public policy issues surrounding the environment. Finally, and at the very least, I would certainly be interested in collaborating and interacting with the faculty in such a program since much, if not most, of my research is motivated by public policy concerns.

Sincerely,

Kurt A. Schwabe
Associate Professor of Environmental Economics and Policy
Department of Environmental Sciences
Ken Baerenklau, Department of Environmental Sciences

A School of Public Policy (SPP) is needed to provide a bridge between the research capabilities of UCR and the practical needs of rapidly growing communities in inland Southern California and beyond. My own research in the field of environmental and natural resource economics - agricultural pollution control, water resource management, habitat conservation, outdoor recreation - clearly would contribute to and benefit from the SPP. I would seek to engage the faculty and students of the SPP on applied research topics in these areas. I also anticipate there would be significant collaboration on these and other environmental topics between the SPP and CE-CERT, APRC, CCB, the Water Resources Center, the Blakely Center, and my colleagues in the Department of Environmental Sciences. For these reasons I fully support the proposal to develop the SPP at UCR.
Hi Anil and David,

I am sending this email to support the development of a School of Public Policy. In the brainstorming sessions you have held and proposal, there are clear links to interdisciplinary participation from multiple departments including ours for both courses and research opportunities. As part of the environmental and resource economics group, I'll participate where there is potential to overlap on mutual topics of interest such as water. There are multiple dimensions of the water problem, including both human and ecosystem impacts; both water quantity and water quality issues; both problems and solutions; and both science, policy and management.

Because of our environmental and resource economics group interest in hiring a Risk Analyst/Health Economist, and a Land Use Planner, there's potential that these positions and the courses which could be taught by individuals tied with the Public Policy School and study of policy and research issues in public health and land management. Analysis of risk is becoming an increasingly important component of regulatory policymaking for environmental and other issues.

Sincerely,

Linda Fernandez
To Whom it May Concern

I am very interested in the proposed School of Public Policy. If it comes to fruition, I plan to seek an adjunct or other affiliation with the school. Also, I believe I could recruit graduate students to the school and serve on the committees of other graduate students. Finally, I plan on at least cross-listing a course I currently teach. I would also like to explore offering a new course that would be suited to policy master’s or Ph.D. students.

I believe the policy school is a critical link in developing UCR because it will be a forum where students interested in topics that cross disciplinary borders will be able to interact with a number of faculty from different department. This will seed new research and grants that will benefit both the policy school as well as existing department. Finally, the research initiatives generated by the policy school will raise the public profile of UCR because policy initiatives are more visible in the press and community than most other types of research.

Sincerely,

W Bowman Cutter
Assistant Professor,
Department of Environmental Sciences
Chuck Whitney, Department of Sociology

Gentlemen:

I am delighted to offer a statement of interest and support to the School of Public Policy, and I look forward to advising you in the future as the School moves closer to realization.

With very best regards,

D. Charles Whitney
April 17, 2007

To: Professor Anil Deolalikar, Director, Public Policy Initiative

From: Shaun Bowler, Professor and Interim Chair

Re: Support for the School of Public Policy

This letter is written in support of the proposed School of Public Policy at UCR and the specific proposal advanced by the campus public policy task force.

The Inland Empire region encompasses a series of problems and issues that promise to be at the forefront of social and political issues nationwide in the next generation. Indeed the problems of crowding, of infrastructure development, and of resource (especially environmental resource) management promise to be at the forefront of issues facing many areas world wide.

The setting up of a school of public policy dedicated to research and training in addressing these issues thus presents an exciting opportunity for any campus, and UCR is ideally placed to be a site for such a school.

What is especially exciting about the current proposal is that it seeks to go well beyond many traditional models for public policy programs. Many policy schools and policy programs provide a means of credentialing civil servants interested in professional advancement. This, more traditional, vocational, approach offers little in the way of research synergy or standing. Furthermore, this region already has several such programs available. But the proposed UCR policy school stands from this model out by setting ambitious sights on an innovative cross-disciplinary issue driven research agenda that, if implemented, will move it well beyond the programs aimed at simply providing vocational credentials and should establish it as a school of distinction.

As a discipline, political science clearly has many interests in public policy. Not all scholars of public policy are political scientists but the study of policy at a theoretical level is central to political science as a discipline. And the emphasis upon research and theory building in the proposal for a policy school is an especially appealing one. Faculty members in political science thus welcome the possibilities for collaborative research and teaching with new, research oriented, colleagues in a public policy school. A school of public policy with a strong commitment to high quality research and high quality faculty hires would offer many opportunities for synergy with members of the political science department.

Because the proposed school does not seek to replicate existing schools within the region but, instead, promises to pursue an innovative, research driven profile with a concern for quality, the Department of Political Science strongly supports the proposal.
Dear Anil:

The Department of Economics enthusiastically supports the establishment of a School of Public Policy at UCR.

We see our department’s contribution to the proposed School as two-fold:

(i) **Teaching in the Public Policy Curriculum.** Our department can offer the foundational economics courses in the Master’s and Ph.D. programs in the proposed School. Our faculty will also be able to participate in (and supervise, if necessary) dissertation committees and to contribute to the advanced training of graduate students in public policy.

(ii) **Research.** There are clear synergies between the research agendas of many of our faculty and the mission of the proposed School of Public Policy. Indeed, almost every faculty member in the Department of Economics – from the economic theorists, who study issues of resource allocation, social choice and welfare, and public economics, to the econometricians and applied economists, who apply empirical tools to evaluate the impact of public policies on economic and social outcomes – will be able to contribute to the development of the research mission of the proposed School.

Additionally, the Department is open to the idea of cooperating and, if the need arises, joint faculty appointments between the School of Public Policy and the Department of Economics.

Sincerely,

Gloria González-Rivera
Chair and Professor
April 17, 2007

Professor Anil Deolalikar
Director, Public Policy Initiative
University of California, Riverside
Riverside, CA 92521

Dear Anil:

The Department of Anthropology enthusiastically supports the creation and establishment of a School of Public Policy at UCR. We have read the excellent proposal that the campus-wide task force on public policy has put together, and we wish to lend our strong support to the initiative.

The proposed School will provide instruction in areas that are not duplicated in other departments at UCR, although there is the kind of overlapping of interests that will allow fruitful collaborative training and research with faculty and students in other departments. Anthropology has several faculty members whose research – whether in globalization, health inequalities, or social and gender stratification – has important bearings on and implications for public policy. There is also a good deal of interest in public policy issues among our graduate students. This is why our department worked with your task force in suggesting a doctoral program in anthropology with a minor in public policy. I am glad that this proposed program is presented in Appendix A of the proposal.

The School you propose establishing is a highly-focused one that will strive to do a few things very well rather than everything in not so thorough a manner. The niche areas that the proposed School will focus on – environment, health, and higher education – are not only significant policy problems facing the Inland Empire region but also represent the faculty strengths at UCR. This is appropriate for a growing school with a small and distinguished faculty. It is a sound decision that will help the School to achieve national prominence quickly.

In addition to joint programs (such as the minor in public policy for our doctoral students), the Department of Anthropology is open to the idea of cooperating or shared faculty appointments with the School of Public Policy. We can discuss the specifics of these appointments at a later date.

In closing, let me reiterate the Department of Anthropology’s enthusiastic support for the proposed School of Public Policy. Please let me know if we can be of assistance in other ways.

Sincerely,

Thomas C. Patterson
Distinguished Professor and Chair
DATE: June 15, 2006

TO: David H. Warren
    Director, Edward J. Blakely Center for Sustainable Suburban Development

FROM: Anil Deolalikar
     Professor of Economics

RE: Proposal for a School of Public Policy

The faculty of the Department of Environmental Sciences support the proposal to develop a School of Public Policy at UCR. Several of the faculty conduct research that is directly applicable to the development of policy; many of them have worked directly with policy makers on various topics related to environmental issues.

The Department is currently recruiting a director for a Center for Water Quality Science and Policy. The vision of the Center is as follows, “The center will become the focal point for faculty research in water science and policy, the catalyst for developing collaborative projects, and a conduit to recruit graduate students and to reach out to stakeholders. It will be a clearinghouse where policy and management decision-makers and the public may obtain objective, science-based information on water-related issues impacting the region, state, nation, and world.” Clearly, the expertise that the faculty in a School of Public Policy would bring to the campus would be invaluable to the Center.

The Department has recently submitted a proposal to reorganize the Graduate Program in Environmental Sciences. In this proposal, students will be able to choose from a number of filed areas; one of these is Environmental and Natural Resource Economics and Policy. There are clear potential opportunities to co-direct graduates students in this field area, as well as others within the program.

Clearly, the establishment of a School of Public Policy would be of benefit to the research and educational programs of the Department of Environmental Sciences. I would be happy to elaborate on any of these areas if you wish.
April 18, 2007

Professor Anil Deolalikar
Director, Public Policy Initiative
University of California, Riverside
Riverside, CA 92521

Dear Anil:

The Department of Sociology would like to endorse strongly the proposal prepared by the campus-wide task force on public policy to set up a School of Public Policy at UCR.

Most of the faculty in the Department of Sociology work in research areas that are germane to public policy. Indeed, it is difficult to think of research in sociology that does not have a public policy angle to it. In our own graduate program, at least six of the seven specializations we offer - criminology and socio-legal studies, family and social psychology, gender studies, organizations and institutions, political economy and global social change, and race and class inequality - all have obvious policy dimensions.

There are many ways in which the Department of Sociology could participate with the proposed School of Public Policy. Our faculty could serve as committee members on doctoral dissertations in the proposed School. Faculty in the Department and in the School could collaborate on joint research projects in such diverse areas as global development, education policy, and criminology, to name a few. There might even be opportunities for joint or shared faculty appointments between the two units. The important point to emphasize is that there are numerous possibilities of cooperation and collaboration between the Department of Sociology and the School of Public Policy.

In closing, I would like to reiterate that the faculty of the Department of Sociology enthusiastically support the establishment of a public policy school at UCR.

Sincerely,

Adalberto Aguirre, Jr.
Professor and Chair

Aa:bm
April 19, 2007

Professor Anil Deolalikar
Director, Public Policy Initiative
University of California, Riverside
Riverside, CA 92521

Dear Anil:

The Department of Philosophy would like to express its strong support for the proposed School of Public Policy at UCR.

We have read the proposal prepared by the campus task force on public policy, and wholeheartedly endorse its recommendations. A distinctive feature of the proposed curriculum for public policy is its attention to normative issues. While many public-policy professionals simply assume the adequacy of a utilitarian ethical approach, the proposed program for the School of Public Policy understands the need to attach questions of public policy to broader moral and ethical reflection.

The gain for the campus from the establishment of the proposed School will be cross-disciplinary research not only between Public Policy and the Social Sciences but also between Public Policy and the Humanities. Philosophers and cultural critics will have the opportunity to discuss real-world issues in environmental, health care, and social policy, while students in the School of Public Policy will be able to take advantage of on-going research in moral and political philosophy (focusing on questions about right conduct, moral psychology, social justice, and the nature of the good human life).

The Department of Philosophy has several faculty members whose research has a public policy dimension. These faculty members would be able to serve on dissertation committees of graduate students in the policy school. Some of our department courses could be offered as electives to students undertaking a master's program in public policy. In addition, if the need arose, the Department would be happy to discuss the possibility of cooperating or shared faculty appointments with the School of Public Policy.
Let me close by reiterating the Department of Philosophy's keen support for the proposed School of Public Policy at UCR. Please do not hesitate to contact me should you have any questions.

Sincerely,

[Signature]

Andrews Reath
Professor and Chair
June 6, 2006

Professor David Warren
Director, Edward J. Blakely Center for Sustainable Suburban Development
B110 Highlander Hall
University of California, Riverside
Riverside, CA 92521

Dear Dr. Warren:

I am pleased to offer my support and the support of the Department of Psychology for the planned UCR School of Public Policy. Such a School could be an important asset to each of many academic departments as well as the campus as a whole, through useful collaborations between researchers interested in basic issues and experts on the implications of those issues for public policy. The Department of Psychology can participate through its research interests in areas such as aging, child development, and cultural influences on thinking, learning, and behavior. The plan for the School presents a clear and compelling vision and I look forward to seeing its fruition.

Sincerely,

[Signature]

David C. Funder
Professor and Chair
April 17, 2007

Professor Anil Deolalikar
Director, Public Policy Initiative
UC Riverside
Riverside, CA 92521

Dear Anil:

The faculty of the Department of Management and Marketing lend their unqualified support to the creation of a School of Public Policy at UCR. We believe that the proposed School will have significant synergies with the research and teaching of several of our faculty.

Obviously, the principles of management apply as much to the public and non-government sector as to private enterprises. In addition, management subfields such as strategy, corporate governance, entrepreneurship, and e-commerce – in which our departmental faculty specialize – all have important public policy dimensions. For instance, one of most important challenges facing policy-makers today is how to respond to the growing commercialization of the Internet – a niche area of research in our department.

I see many potential opportunities for collaboration between the proposed School of Public Policy and the Department of Management and Marketing in AGSM. There are a range of topics on which our faculty could conduct joint research with faculty in the proposed School. Students in the MPP program could cross-register for MBA courses that AGSM offers in organizational theory; business, government and society; human resource management; and management science. Faculty from both Schools could serve as committee members on doctoral dissertations of students in either School. Further down the road, our department would be interested in exploring cooperating or even joint faculty appointments with the School of Public Policy.

Please accept our department’s strong endorsement of the proposal for a School of Public Policy at UCR, and let me know what I can do to help plan for its positive review by the campus and by the UC Office of the President.

Sincerely,

Donna L. Hoffman
Chancellor's Chair, Professor of Marketing, and Department Chair
April 20, 2007

Anil B. Deolalikar
Interim Dean A. Gary Anderson Graduate School of Management
University of California, Riverside
900 University Ave
Riverside, CA 92521

Dear Dean Deolalikar:

Writing as Mayor (1994-) and UCR Political Science Professor (1965-), I support the proposed UCR School of Public Policy. I find the arguments for the School to be compelling and persuasive.

There is an extraordinary disconnect between university research and local public policy. The School of Public Policy offers one important step to lessen this disconnect for Riverside, and the Inland Empire.

Somehow the best of research from the University of California needs to help frame and understand the policy choices before local governments. I especially applaud the focus on the intersection of social and environmental policy. Sustainability will increasingly become a primary focus of local government. (Riverside recently committed itself to becoming a Clean & Green City.)

Also, the 21st Century will be the century of regions. Our economic success and quality of life cannot be separated from the dynamics and problems of the region. There is no major focus/study of public policy anywhere in the Inland Empire. It is time for such a School.

Kudos to all those at UCR who will make this happen. It will help define the campus, and the region. Research, dialogue, and students are needed, and soon!

Sincerely,

Ronald O. Loveridge
Mayor
22nd February 2007

Anil B. Deolalikar
Director, Public Policy Initiative
Co-Chair of Task Force on Establishment of a School of Public Policy
University of California, Riverside
Riverside, CA 92521

BY FAX: 714 649 5260

Dear Anil:

Re: Proposed School of Public Policy at UC Riverside

I am delighted to see the excellent proposal for a new School of Public Policy at the University of California, Riverside. This new school for me is a dream come true. As you and many others know, I have been a champion of public policy schools focusing on regional issues and regional policy for more than two decades. My background in urban policy internationally and my long service as a Dean and Department Chair provide me with an unusual perspective on the potential for this new school. So, it is exciting to see this approach in the proposal for a new school at UCR. The proposed school will fill not just a local but an international void for a school of this scope. No place in the nation could be better for such a School of Public Policy than Riverside because of the fast growing urban environment of the region.

The Public Policy School will have a very strong base as well with the very fine work that is going on in environmental affairs on the campus as well as with the Blakely Center. These strong building blocks combined with the social science programs already on campus mean the School of Public Policy fits very well into the campus and the future of the region. You can be sure I will do everything I can to insure its success.

Yours sincerely

Edward J. Blakely
Executive Director, Office of Recovery Management
Letter of Support from Norm King, Executive Director, San Bernardino County Transportation Commission, San Bernardino, CA

David H. Warren
The Public Policy Initiative
University of California, Riverside

Dear David:

I am delighted to have the opportunity to express my support for the proposed School of Public Policy for UCR.

My perspective on public policy is from the view of a 35 year career of public management in the Inland Empire, as a city manager in three communities and director of a county-wide transportation commission.

Over the years I have counseled many students and younger employees about career advancement. Often missing in their own academic background was a broad understanding about how the relationships among various aspects of economics, politics, demography, and environmental factors play out at the local and regional level. Too many times I have had to recommend that they look to universities outside the Inland Empire for programs which in my opinion begin to meet this need.

In addition increasingly there is a need for local elected officials and local appointed officials to better understand the same relations mentioned above. Having a School of Public Policy at UCR would enhance the ability of the University to have an impact on those most involved in dealing with the cross-cutting influences and issues which we face.

Finally, having occasionally taught public policy courses I believe the UC Riverside proposal focuses on the right objectives and purposes to maximize the investment in this endeavor.

I am most hopeful that the School will soon be established.

Sincerely yours,

Norman R. King
Director, Leonard University Transportation Center
California State University, San Bernardino
Letter of Support from Ms. Jane Block, President, Riverside Land Conservancy; Director (Riverside County), Endangered Habitats League; and Member, Riverside County Multiple Species Habitat Plan Advisory Committee

February 16, 2007
To: David Warren and Anil Deolalikar
From: Jane Block
Re: Proposed UCR School of Public Policy

This letter is to express my support for the proposal to create a School of Public Policy at UCR. As a community activist/citizen volunteer; board member, president and/or founder of non-profit organizations; and appointed member of public boards, commissions and committees at the city, county, state, and UCR and statewide University of California levels, I have long been involved with a wide range of public policy issues. These include environmental issues and issues involving women and children. In these various activities, I have become acquainted with the need for academic expertise and research on a number of topics, some of which are especially relevant to the Inland Empire.

For example, consider the problem of preservation of habitat for rare species in rapidly developing areas such as western Riverside County. The issue involved ad hoc efforts to preserve particular species at the cost of frequent sudden disruption of normal development whenever such a species was declared endangered or threatened, versus a coordinated effort to preserve large swaths of land that is habitat for a range of species. I served on Riverside County’s Multiple Species Habitat Plan Advisory Committee, which assisted in the crafting of the Western Riverside County Multiple Species Habitat Conservation Plan. The Committee’s work involved a number of competing interests, including those of the building industry, agriculture, environmentalists, and private landowners. This work was benefited greatly by the contacts I was able to establish with UCR academics in environmental disciplines. Since the establishment of UCR’s Center for Conservation Biology, the use and exchange of information from such experts has been greatly facilitated.

The availability of academic expertise in the public policy arena, together with the use of public policy graduate student interns, will enable elected officials and advisory bodies to arrive at better-informed decisions.

I strongly support the establishment of the School of Public Policy, and look forward to the positive effects this will have on civic life in our region.

Sincerely,

Jane Block
424 Two Trees Rd, Riverside, CA 92507
(951) 683-0304, jblock29@charter.net
April 18, 2007

Professor Anil B. Deolalikar
Director, Public Policy initiative
University of California, Riverside
Sproul Hall 4120
Riverside CA 92521

Dear Prof. Deolalikar:

It is with pleasure that I write to endorse, without any reservations whatsoever, the proposal to establish a School of Public Policy at The University of California, Riverside. I have reviewed the proposal that you sent me and I strongly believe that the School of Public Policy will add unique strength to the spectrum of Schools of Public Policy within the University of California system. The Riverside program will have a strong emphasis on regional-level policy that will differentiate the new program from the existing programs at U.C. Berkeley, U.C.L.A. and U.C. San Diego, and the recently-approved public policy program at U.C. Irvine.

The design for the Riverside program responds to the major environmental and social challenges that the Inland Empire will face as it copes with dramatic growth in its population and the consequent changes in its employment base in the impact on the environment. The program’s focus on the interactions between environmental and social policy in a regional context creates added value by building on and enhancing the strengths of existing programs at Riverside in environmental sciences (especially air and water quality and conservation biology) and biotechnology. The program can also draw on Riverside’s strengths in health sciences, social sciences (particularly in economics and political science) and in education.

The plan to build on existing strengths at U.C. Riverside is wise and feasible. The UCLA Public Policy Department was created relatively recently (the first students were admitted in the fall of 1996) using a strategy similar to that proposed at Riverside. A task force of existing faculty from various fields, all of whom had policy interests, came together to form the new Department. At UCLA, this approach has had the benefit of forging ongoing linkages between Public Policy and other departments and Schools on campus (e.g., Anderson School of Management, Department of Political Science, UCLA Law...
School), and has also fostered interdisciplinary collaborations. The UCLA experience convinces me that the approach you propose to develop the School of Public Policy at Riverside is likely to be highly successful.

The proposal outlines several different degree programs that the School of Public Policy will offer: a Masters in Public Policy (MPP), a Ph.D. in Public Policy and a Ph.D. Minor in Public Policy as well as an Executive MPP Program and Certificate courses.

The structure of the MPP program consists of required core policy skills courses, policy electives, a required thesis and a policy internship, which will be completed between the first and second year of the program. This plan is well-thought out and will provide a rigorous training for MPP students, although students may wish for more than three electives over the course of two years. For example, students interested in education policy might enhance their education-specific credentials if they could substitute courses in the School of Education for courses on population growth, technology and the environment. It is important to build into the budget for this new program sufficient funding to support the services required to support professional masters students. Our experience at UCLA indicates that these students require dedicated career counselors to obtain the types of jobs and internships that they seek. Faculty are not well positioned to provide these services, as they would be for doctoral students. Thus, I see the request for a support staff of seven FTE as well justified.

The plan for coursework for doctoral students also appears very rigorous. The Ph.D. minor in Public Policy is a very creative idea, which should enhance the value of the disciplinary doctorates and further increase linkages between Public Policy faculty and faculty in disciplinary departments. The Executive MPP and Certificate courses are excellent ways to increase the influence of the Public Policy program in the region. However, it may be risky to count on these programs as sources of net revenue to the School, especially in the near term, because these programs will require additional resources to serve these differently scheduled programs.

The demand for public policy programs appears to be strong in Southern California and the proposal presents a convincing argument that this is particularly the case for the Inland Empire. As an example, the UCLA Public Policy program received over 300 applications this year for 50 places. Many of our MPP graduates would like to enroll in a Ph.D. program in Public Policy, but there are only two choices within the L.A. area (RAND, USC). Therefore, the doctoral program at University of California Riverside will be a most welcome development.

In closing, I would like to reiterate my strong support for the proposal to develop a School of Public Policy at U.C. Riverside. The proposal reflects an understanding of what is needed to create a rigorous Public Policy program, offering both MPP and PhD degrees. Adding new faculty with policy expertise to the current strengths of faculty in existing departments at Riverside will result in a strong and unique program. These linkages will not only provide a strong support for the Public Policy program, but will also enrich the offerings of existing departments. The emphasis on regional policy and
the interactions between environmental and social policy are clear strengths. The proposed curriculum is rigorous and will develop students’ policy analytics, quantitative skills, ethics sensibilities, as well as regional and global policy perspectives.

I am confident that such a creative and well-thought out program will attract highly qualified graduate students who will contribute to the sustainable growth of the Inland Empire. I wish you every success in this endeavor. I look forward to working with you and your colleagues in the near future.

Sincerely,

Arleen A. Leibowitz
Professor and Chair
Dear Professor Deolalikar,

I am pleased to offer strong support for the proposed School of Public Policy at the University of California - Riverside. The Task Force has developed an excellent proposal that is academically rigorous, has characteristics that distinguish it from most other public policy programs, and complements important strengths of the University. Its courses and degree programs would expand educational and career opportunities for UC-R students. Equally important, the School would provide major benefits to the region that the University serves and to California more broadly.

The Master's in Public Policy (MPP) curriculum is well thought out. The core courses are typical of those in the cores of high quality MPP programs. By providing students a strong foundation in policy methods, policy analysis and process, and the institutional context of American public policy, the core will provide the broad range of skills graduates need to effectively design and implement public policies. Specializations in substantive policy areas are standard in MPP programs. The four to be offered — in environmental, health, higher education, and social policy — make sense and capitalize on strengths at UC-R. The internships and thesis requirement are also standard in good programs. Requiring students to attend colloquia is not standard, but adds a worthwhile element to the curriculum.

The two other required first year courses (Interactions among population..., and Integrated policy-making...at the regional level) particularly distinguish this program from others. Education that fosters understanding of the complex interrelationships among population change, the environment, social problems, and social policy will be cutting-edge. Training in regional analysis is usually provided in urban planning programs. Making regional analysis and policy-making central to an MPP program is innovative. Moreover, the MPP core will give students interested in regional issues stronger skills and a broader perspective...
than they would typically receive in an urban planning master’s program. These 2 courses and the centrality of their issues to the School’s intellectual character will give the School a nationally competitive niche that will attract students from the region, the state, other parts of the US, and potentially other countries.

The Executive MPP will likely be very attractive to senior professionals in both public and non-profit agencies. I would suggest holding off on the EMPP for a few years until the MPP curriculum is implemented and revised and the faculty gets experience teaching policy students, who tend to have different expectations and goals than both undergraduates and doctoral students, and offer unique teaching challenges.

Like the MPP, the Ph.D. component of the proposal is well crafted. The curriculum of the doctoral program in public policy is rigorous. In bridging analytic and institutional intellectual traditions, it is much like the PhD curriculum we recently implemented at the University of Washington. Here, too, the training on regional analysis offers a competitive niche.

I predict that the Ph.D. minor will be very popular. It is intellectually sound and will provide a significant competitive advantage for students earning doctorates in UC-R’s social and environmental science departments.

In addition to the quality of its curricula, the regional context and the School’s synergies with current strengths of UC-R bode well for the School’s success. First, given the absence of similar programs in the Inland Empire region and its rising population, demand for the School’s programs is almost certain to be strong and sustainable. The region’s policy challenges will provide a terrific “laboratory” for research, internships and field education, and offer excellent opportunities for strengthening ties between the University and local communities.

Second, the focus on population-environment-social policy interactions and regional policy analysis draws on many existing areas of strength at UC-R. Such synergies will improve the quality of the School’s programs and help attract strong scholars and students interested in the intersection of public policy and those areas (e.g. biotechnology, education, environmental and conservation science, water resources). Thus, the School will enhance other University departments and programs as well as drawing strength from them.

In sum, I highly support the proposal to establish a school of public policy. The proposed degree programs are soundly conceived, fill clear educational and public service needs for the region and state, and will be competitive locally, in California, and nationally.

I congratulate the Task Force for its excellent proposal. Best wishes as you move forward to implement it.

Sincerely,

Robert Plotnick
April 21, 2007

To: Professor Anil Deolalikar, Director, Public Policy Initiative
From: Vijaya Ramachandran, Assistant Professor and Chair, International Policy and Development Track, Georgetown Public Policy Institute
Re: School of Public Policy at UC Riverside

I am writing to express my strong support for the proposal to create a School of Public Policy at UC-Riverside. The proposal written by the task force is excellent and highlights several very important points:

1. There is undoubtedly a large and under-served market for public policy education in the Inland Southern California area. This part of the country faces some very important challenges, including the environmental and resource-use problems created by rapid growth.

2. The proposal emphasizes cross-disciplinary research and study rather than the usual set of courses on policy-making and policy analysis. This approach is both innovative and extremely useful. It will equip the students in the program with a set of skills that are drawn from a variety of disciplines. This will in turn give them a unique advantage in tackling key policy problems in Southern California and beyond. It is rarely the case that the solution to a policy problem is found in the application of a single discipline. In particular, the requirements for the first year of study in the MPP are very innovative and will equip students very well to understand the complex interactions of the environment, the social structure, and the process of economic development. The PhD program is also well thought-out and distinguishes itself from other available PhD programs in public policy with its emphasis on cross-disciplinary thinking.

Mailing Address:
The Car Barn
3520 Prospect Street, NW Suite 400 Washington, D.C. 20007
202-687-5932 FAX 202-687-5544

243
3. It is clear from the proposal that the public policy school will draw on several existing resources at UC-Riverside. This is important in that the program will quickly become a very strong one, rather than relying heavily on a process of external faculty recruitment which can be time consuming. The availability of strong faculty and existing research programs in environmental sciences, biotechnology, higher education, health sciences and social sciences is a huge advantage to giving the policy school a strong start.

4. The school’s proposed specializations—in regional-level policy-making and in the interaction between environmental and social policy—is very different than most public policy schools. It distinguishes this program from other programs and will serve a very important role in creating a new generation of policy analysts who are equipped to serve the region as best as they can.

5. In sum, I believe that the school and its programs will rapidly become very competitive, both regionally and nationally. Curricula focusing on regional development are relatively rare in public policy schools and my sense is that this will become very popular with students in California and beyond. The task force has done an excellent job putting together this proposal and I wish them all success.
ADDITIONAL LETTERS OF SUPPORT
Memorandum

19 April 2007

TO: Chair Cogswell

FR: Executive Vice Chancellor and Provost Wartoll

RE: Administration Support of School of Public Policy Proposal

The UCR administration enthusiastically supports the creation and establishment of a School of Public Policy at UCR. The Public Policy Initiative is a truly bottom-up initiative; it arose as a result of faculty across campus proposing a venue for discussing and disseminating their policy-related research. The Public Policy Initiative has had an active interdisciplinary seminar series during the past two years. The Initiative has resulted in the creation of an undergraduate major and minor in public policy in CHASS. To support these activities, the Chancellor and I appointed a campus-wide task force in 2005-06, chaired by Anil Deolalikar and David Warren, to explore the establishment of a School of Public Policy at UCR. The task force has prepared a strong and innovative proposal that the administration strongly supports. In fact, the administration is committed to provide 12 new faculty FTEs to launch the School. In addition, I am confident that several colleges and schools on campus will be forthcoming with additional joint or shared faculty appointments with the proposed School in the coming years.

The Chancellor and I believe that the School will help fulfill several of the key Chancellorial goals set for UCR. The establishment of this School is one of the highest priorities of the administration.
April 20, 2007

Anil B. Deolalikar
Department of Economics

Dear Anil:

I strongly support the proposed School of Public Policy at UCR. There are a number of areas in the natural and agricultural sciences of our College that would benefit from collaborations with such a school. Several of our faculty have already expressed interest in interacting with the school in areas that impact their research, outreach, and educational programs. These include our five natural resource economists in the Department of Environmental Sciences, Mike Allen and others in the Center for Conservation Biology, and Norm Ellstrand, Director of the Biotechnology Impacts Center. We have also been working with the College of Engineering on a new initiative to develop solutions to the impacts of climate change on agricultural sustainability through genomics and other technologies. Implementation of these and other agricultural technologies will increasingly require attention to public policy issues.

There are many other current and future areas of science within CNAS that I am sure could benefit from the presence of a School for Public Policy. It is a natural for UCR as a land-grant university with an obligation for public engagement.

Sincerely,

Donald A. Cooksey
Interim Dean
Professor, Plant Pathology
May 24, 2007

TO: THOMAS COGSWELL
CHAIR, ACADEMIC SENATE

and

ROBERT R. RUSSELL
CHAIR, GRADUATE COUNCIL

FROM: ADALBERTO AGUIRRE, JR.
CHAIR, DEPARTMENT OF SOCIOLOGY

SUBJ: PROPOSAL FOR A SCHOOL OF PUBLIC POLICY

Earlier today, on May 22nd, the Department of Sociology met to discuss the proposal for a School of Public Policy (SPP) at UCR. The SPP proposal was distributed to all faculty members last week, so that they could come to the meeting with any questions, concerns or objections. In addition to concerned faculty in the department, Dean Stephen Cullenberg and Anil Deolalikar were also present at the meeting.

There was strong endorsement of the SPP proposal at the faculty meeting. It was noted that several faculty in the department were engaged in policy-related research and that the proposed School would add significant value to this research. Faculty also expressed interest in the possibility of the department offering a minor in Sociology to doctoral students in the School of Public Policy and the proposed School offering a minor in Public Policy to graduate students in Sociology. Finally, the faculty supported the idea of cooperating and/or joint faculty appointments with the proposed School on a case-by-case basis.

In closing, the faculty of the Department of Sociology enthusiastically support the proposal to establish a School of Public Policy at UCR.
May 22, 2007

To: Tom Cogswell, Chair, Academic Senate  
   Robert Russell, Chair, Graduate Council

From: Shaun Bowler, Professor and Interim Chair

Re: Support for the School of Public Policy

Faculty of the Department of Political Science met on May 21st to discuss the proposal for a School of Public Policy (SPP). This meeting followed a series of earlier meetings and discussion on the establishment of the SPP in which department faculty took part.

Department faculty fully support the establishment of the new school and wish it every success. The department looks forward to co-operating with the SPP in undergraduate and graduate teaching, graduate student supervision, and joint research on a range of policy issues. We believe that the new school will create new, synergistic opportunities for our department faculty.

Department faculty anticipate being closely involved in the development of SPP and would like to be consulted as the School moves forward in designing coursework and curriculum and in helping maintain and sustain the quality of the programme. Political Science, as a department, is also supportive of the idea of arranging cooperative and even joint appointments between the department and SPP.

Department faculty look forward to helping build and support a high-quality and high-profile public policy school at UCR. Faculty believe the school offers many exciting opportunities for research and teaching that conform well to their interests: faculty are persuaded that the policy school offers an opportunity for a rewarding academic partnership.
May 22, 2007

TO: THOMAS COGSWELL
    CHAIR, ACADEMIC SENATE

    and

ROBERT R. RUSSELL
    CHAIR, GRADUATE COUNCIL

FROM: GLORIA GONZÁLEZ-RIVERA
    CHAIR, DEPARTMENT OF ECONOMICS

RE: PROPOSAL FOR A SCHOOL OF PUBLIC POLICY AT UCR

The faculty of the department of Economics met on May 18th to discuss the latest proposal for a School of Public Policy (SPP) at UCR. I am happy to report that the department supports the establishment of the new school. We welcome the opportunities that should arise from serving as program faculty, teaching and supervising graduate students, and collaborating in interdisciplinary research projects within the prospective programs. The research and teaching interests of the Economics faculty when aligned with those of SPP will create a rich environment for academic interactions, which will enhance further the reputation of UCR.

To maintain the quality of the prospective courses in Economics within SPP and to ensure the success of our prospective graduate students interested in a minor in public policy, the faculty of the department of Economics expects to be fully involved in the planning and development of the SPP curriculum, especially the programs that relate to Economics. We welcome the establishment of cooperating appointments for the current Economics faculty, and we expect that, if there is a mutually-felt need for joint faculty appointments between Economics and SPP, the search and the appointment process for these appointments will conform to the standard recruitment procedures of the Department of Economics.

In summary, we support the development of a school with rigorous public policy programs, which in turn will contribute to the enrichment of our existing programs.

We look forward to an exciting collaboration.
DATE: May 18, 2007

TO: Thomas Cogswell, Chair, Academic Senate
    Robert R. Russell, Chair, Graduate Council

FROM: Marylynn V. Yates, Chair

RE: Proposal for a School of Public Policy at UCR

At 8 a.m. on Friday, May 18, the faculty in the Department of Environmental Sciences had a meeting to discuss the proposal for a School of Public Policy. In addition to the department faculty, Tom Cogswell, Scott Coltrane and Anil Deolalikar were present to answer any substantive or procedural questions related to the proposal.

The faculty were very supportive of the proposed School, and felt that the addition of this School would help to strengthen our own graduate program. We informed Drs. Cogswell, Coltrane, and Deolalikar that we have proposed substantive changes to the graduate program in Environmental Sciences that will facilitate the pursuit of a Ph.D. in Environmental Sciences with a minor in public policy (as discussed in the Appendix of the proposal).

Some faculty pointed out that the joint program was a niche program that would initially appeal only to the few students in environmental sciences, especially those with an interest in the natural sciences aspects of environmental sciences, who wish to pursue careers in public agencies (e.g., the EPA) and who therefore wish to acquire the tools and the language of policy analysts and researchers. Others indicated that as awareness of the program grew, so would interest and enrollment.

There was also a great deal of discussion about how a policy program that truly offered an integration of environmental and social policy issues could quickly establish a niche and a name for UCR’s School of Public Policy. As pointed out by one of our faculty, there are very few policy programs that offer such integration. At the same time, many timely policy issues, such as global warming, water and air quality, and conservation of species, lend themselves well to (and indeed require) an integrated economic-social-science approach. However, some faculty felt that to achieve true integration, it would be important for the School to offer courses on cross-disciplinary policy themes jointly taught by environmental science and social science faculty.

There was also some discussion in the faculty meeting about joint appointments between the School and other Colleges and Schools on campus. There was general agreement that joint appointments should be limited to senior faculty. In addition, it was felt that joint appointments could apply not only to new faculty being recruited but also to existing faculty on campus who wished to move part of their appointment to the SPP.

In summary, there was general agreement among the faculty present that the establishment of a School of Public Policy at UCR would benefit the campus and the Department of Environmental Sciences in many ways and that the department should lend its unqualified support to this proposal.