LETTERS OF SUPPORT
FROM EVC/ PROVOST,
DEANS, AND
RELEVANT DEPARTMENT CHAIRS
Date: September 27, 2013

To: Professor Jose Wudka, Chair of the UCR Division of the Academic Senate

From: Dallas Rabenstein, Executive Vice Chancellor & Provost

CC: Chancellor Wilcox, Dean Deolalikar, Dean Childers

Re: Support for the UCR Master’s of Public Policy Degree Proposal

Dear Jose:

As Graduate Council, and then CCGA and other stakeholders review the School of Public Policy’s proposal for a Master’s of Public Policy (MPP), I want to add the voice of the UCR administration to the chorus of voices in strong support of this proposal. The proposal itself and other support letters from content experts provide thoughtful analyses of curricular, pedagogical, and other important considerations behind this degree proposal. From the vantage point of the UCR administration, Chancellor Wilcox and I enthusiastically support this MPP degree proposal because it is critically important to advance our campus strategic plan, UCR 2020.1

As you are aware, growing our graduate student population is essential to our goals of academic excellence and attaining the profile of an AAU university. For example, if we compare UCR with the three UC campuses that most recently attained AAU membership, it is evident that those three campuses were generally more successful over the decades than we have been in growing their ranks of graduate students (in this area we look to continue and accelerate UCR’s progress of the last decade). Moreover, the relatively rapid rise in our undergraduate student body has come at the cost of precipitating further imbalance in UCR’s graduate-to-undergraduate ratio of students. The School of Public Policy’s proposal for a MPP degree will make an important contribution to academic balance and academic excellence at UCR.

![Graduate & Professional School Enrollments at Four UCs since 1980](Diagram)

1 UNIVERSITY OF CALIFORNIA – (Letterhead for interdepartmental use)
Chancellor Wilcox and I place a high priority on the success of the MPP program because it is the centerpiece of the newly launched School of Public Policy and this Master’s degree proposal (along with the Ph.D. degree program) will help fulfill several of the campus goals articulated in the UCR 2020 strategic plan. Accordingly, the administration has committed itself to providing 12 FTE faculty to the School. Approximately half of these FTEs will be utilized as joint appointments with faculty already on campus in other units. The remaining FTEs will be new recruitments from outside the campus. All of these faculty FTE at the School of Public Policy will be available to teach in the MPP program. The administration is also committed to providing necessary budgetary resources to ensure that the MPP program gets up and running.

When the UC Regents approved the School of Public Policy in 2008 the Regents stated, “Nationwide, student demand for policy programs at the Master’s level is vigorous and growing. Indeed, this has been the fastest-growing degree program in the U.S. in the past 10 years.” This conclusion has even more force today than it did several years ago: As noted in Section 3 of the MPP proposal, nationally student applications for MPP/MPA programs have increased considerably even when controlling for the increased number of graduate programs in this area. This will be the only MPP program in Inland Southern California, and both the UC Regents and the California Postsecondary Education Commission (before sunsetting) supported UCR’s MPP program out of recognition of the important contributions the program will make to address the many profound social policy challenges facing our local region and California.

After delays stemming from the California budget crisis, UCR’s School of Public Policy was finally launched late last year. The campus’ commitment to the School of Public Policy and the MPP program is evident in the appointment of a founding dean as well as the provision of office space for the School. The MPP program will be the mainstay of the School, and at full build-out, it will add over one hundred professional graduate students to UCR. In addition, for FY 2013-14, the administration has provided a budget to the School to cover the costs of staff support, curriculum development, office furniture, a seminar series, advancement/development activities, and student recruitment. Similar support will continue to be provided in subsequent years until the School develops its own regular student revenue base.

On the UCR campus we are eager to move forward with the MPP degree program as soon as possible, and thus the administration likewise concurs with the request for expedited review of this proposal. Thank you for your consideration.

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September 25, 2013

Anil B. Deolalikar  
Dean, School of Public Policy

Dear Anil:

I am writing to enthusiastically support the establishment of a Master’s of Public Policy program by the School of Public Policy at UCR.

The proposed MPP program will generate an exciting synergy with core research and instructional programs in CHASS – Anthropology, Economics, Media and Cultural Studies, Political Science, and Sociology, to name just a few. With the highly popular undergraduate major and minor in Public Policy that was established six years ago in CHASS, the connections to the College are clear. And, more importantly, the undergraduate public policy program will also serve to provide a pipeline of students into the MPP program.

I can see several CHASS faculty potentially teaching in the MPP program, depending on what mutual arrangements we can come up with. There is also the potential for joint hires of outstanding faculty between CHASS and SPP who could teach in the MPP program.

Let me say that an MPP program offered by the School of Public Policy is of crucial importance to UCR graduates and undergraduates. Critical policy issues face our region, our state, our nation, and our world, and there is a lot of student interest in rising up to these challenges. The MPP program will provide a venue for students interested in public service to help address these policy challenges by becoming the leaders of tomorrow in our communities.

We currently have very few Master’s programs in our college and on our campus. An MPP program will add valuable professional (and graduate) students to our campus – one of the key objectives of UCR’s strategic plan for 2020.
The proposal you have prepared for the MPP program is rigorous, innovative and well-connected to UCR’s research strengths. I believe we have the opportunity to create a truly outstanding graduate program in public policy, of which not only UCR, but UC and the State of California, can be exceedingly proud.

Sincerely,

Stephen Cullenberg
Dean
September 24, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California Riverside  
Riverside, CA 92521

Dear Anil:

I am writing in strong support of the Master’s of Public Policy program that has been proposed by the School of Public Policy at UCR. There are a number of areas in the College that would benefit from collaborations with such a program. Several of our CNAS faculty have already expressed interest in teaching in the MPP program in ways that create synergies with their research, teaching and outreach efforts. These faculty are based in departments such as Environmental Sciences, Entomology, and Botany and Plant Sciences, among others, and in research centers like the Center for Conservation Biology and the Water Science and Policy Center.

We are already working with the College of Engineering and the School of Medicine on new technological initiatives to develop innovative and practical solutions to some of the biggest challenges facing societies today – challenges such as climate change, food and water security, and disease. Implementation of these 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 an MPP program on campus. It is a natural for UCR as a land-grant university with an obligation for public engagement.

The MPP program you have proposed is innovative and rigorous, and takes advantage of the strong faculty resources we have at UCR. It is also suited well to the needs of our region. We at CNAS look forward to working collaboratively with the SPP, not only on the MPP program, but also on many other initiatives.

Sincerely,

Marylynn V. Yates  
Dean, College of Natural and Agricultural Sciences
September 30, 2013

Anil Deolalikar, Dean
School of Public Policy
University of California, Riverside
900 University Avenue
Riverside, CA 92521

Dear Anil:

The Graduate School of Education (GSOE) strongly supports the Master’s of Public Policy (MPP) program being proposed by the School of Public Policy (SPP).

The GSOE already has a long history of graduate programs (MA & PhD) in leadership and policy, offering courses and research opportunities in areas related to education policy, including the politics of education, educational law, educational finance, and educational policy. MPP students. Several of our faculty members will be interested in teaching in the MPP program.

In addition, GSOE’s California Community College Collaborative (C4), a joint system-wide effort between the University of California and the California Community College Chancellor's Office whose mission is to improve the quality of student learning in California's community colleges through research, should also provide MPP students from the School of Public Policy with faculty and research resources for engaging in higher education policy studies.

The Graduate School of Education is open to the establishment of cooperating and even joint faculty appointments with the School of Public Policy. Indeed, as you are aware, we have already been authorized by the UCR administration to make a joint senior faculty hire who could serve as the founding director of the proposed GSOE-SPP Center for Child Well-Being. MPP students interested in child-friendly policies may also be able to do their required summer internships in the proposed Center.

In closing, let me again emphasize the GSOE’s enthusiastic and strong support for the MPP program being proposed by the SPP.

Sincerely,

Douglas E. Mitchell
Interim Dean
September 25, 2013

Anil B. Deolalikar
Dean, School of Public Policy
University of California, Riverside
Via: anild@ucr.edu

Dear Anil: 

I am writing to enthusiastically support the Master’s of Public Policy (MPP) program being proposed by the School of Public Policy (SPP).

As we have previously discussed, I see enormous opportunities for collaboration between the School of Medicine (SOM) and the SPP, especially given our School’s focus on community medicine and preventative health and given the emphasis of the School of Public Policy on health policy. Indeed, our two Schools have already discussed and decided to collaborate on a joint MD/MPP programs in the near future.

I am sure that some of our faculty interested in public health, community medicine, and health policy would be interested in teaching in the MPP program. Likewise, there could be opportunities for the SPP and SOM to do some joint faculty hires.

The MPP program being proposed by the SPP is rigorous and innovative. Not only does it draw upon the disciplinary strengths present on our campus, but it also relates well to the needs of the region.

I look forward to a strong collaboration between the SOM and the School of Public Policy on the MPP program as well as on other synergistic initiatives.

Sincerely,

G. Richard Olds
Dean, School of Medicine
Vice Chancellor, Health Affairs
University of California, Riverside

GRO:csp
September 24, 2013

Anil B. Deolalikar
Dean, School of Public Policy

Dear Anil:

I would like to convey my enthusiastic support for the Masters of Public Policy program being proposed by the School of Public Policy. I believe the establishment of the MPP degree program will enhance the reputation of UCR, particularly since its focus is on professional graduate education and training. The program will also benefit the Bourns College of Engineering because of its focus on integrated social-environmental issues. In particular, I see important synergies between the MPP program and 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.

The MPP program’s focus on water security and water policy is also of interest to faculty at the BCOE. As you know, we now have four faculty members working directly on water issues, with several others working on sensor and purification technologies. For example, although the details will need to be worked out, I can imagine some of our faculty, such as Matt Barth and Sharon Walker, teaching specialized course on energy or water policy in the MPP program. MPP students may also be able to do their policy internships at CE-CERT. Again, all of the logistics will need to be worked out, but there are interesting opportunities ahead for collaboration between the SPP and BCOE.

Best regards,

Reza Abbaschian
Dean
September 23, 2013

Anil B. Deolalikar
Dean, School of Public Policy

Dear Dean Deolalikar,

I am writing to express my strong and enthusiastic support for the establishment of a Master’s of Public Policy (MPP) program at UCR.

As you can imagine, there are strong synergies between public policy and management. Many business schools, including ours, offer courses on public management and management of non-profit organizations. Indeed, our own School of Business Administration (SoBA) started out at UCR some three decades ago as a School of Public and Business Administration.

I see the opportunity for a few interested faculty from SoBA to teach specialized courses in the proposed MPP curriculum – in such areas as public management, organizational theory, application of operations research and decision-making theory to policy-making, government budgeting and accounting, and risk management in public agencies. The details of such arrangements will need to be worked out, of course. But, in principle, SoBA would be interested in collaborating with the SPP on the MPP program. At a later date, we might even explore a joint MBA/MPP program if there is student demand for such a program.

In closing, I strongly endorse the proposal to establish an MPP program at UCR. There will be significant benefits to SoBA from having such a professional degree at UCR. Likewise, the presence of SoBA will facilitate the development of a first-rate MPP program at UCR.

Sincerely,

Yunzeng Wang
Interim Dean
September 27, 2013

Anil Deolalikar
Dean
School of Public Policy
University of California, Riverside
Riverside, CA 92521

Dear Anil,

The Department of Political Science expressed its strong support for the School of Public Policy (SPP) in 2007 when UC Riverside proposed the School.

I understand that the School is now submitting a proposal to establish a Master’s of Public Policy (MPP) program.

I would like to reaffirm our department’s strong support for the MPP program proposal. I understand you have already spoken to some of our faculty about teaching in the MPP program, and, at a later date and under mutually-acceptable arrangements, seeking a part-time or adjunct appointment in the new School.

Some of our faculty could also potentially direct and supervise independent study and internship projects of MPP students. The details of these arrangements will need to be worked out, of course, but I do believe there will be many synergistic opportunities for collaboration between our own graduate program and the proposed MPP degree program. We look forward to working with you on this.

Good luck in establishing the MPP program!

Sincerely,

Martin Johnson
Professor & Chair
Department of Political Science
September 25, 2013

Professor Anil B. Deolalikar
Dean, School of Public Policy

Dear Anil:

The Department of Economics had indicated its strong support for the School of Public Policy (SPP) in 2007 when UCR was proposing to establish that School.

I understand that the School is now submitting a proposal to establish a Master’s of Public Policy (MPP) program.

I am happy to reaffirm our department’s enthusiastic support for the MPP program proposal. I understand you have already spoken to some of our faculty about teaching in the MPP program and even seeking a courtesy or part-time appointment in the new School. Some of our faculty might even be interested in supervising independent study and internship projects of MPP students. All the details will need to be carefully worked out, of course, but there is a lot of potential for collaboration.

I feel that there will be a good deal of synergy between our own doctoral program in Economics and the proposed MPP degree program.

I wish you the best of luck in getting the MPP program off the ground.

Sincerely,

Aman Ullah
Chair
September 27, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California Riverside  
Riverside, CA  92521  

Dear Anil:  

The Department of Environmental Sciences had previously affirmed its support for the establishment of the School of Public Policy (SPP) back in 2007. I understand that the School is now submitting a proposal to establish a Master’s of Public Policy (MPP) program.  

I would like to reaffirm our department’s strong support for the MPP program proposal. I understand you have already spoken to some of our faculty about teaching in the MPP program and, at a later date, perhaps even seeking a formal or courtesy appointment in the new School. These faculty could also potentially direct and supervise independent study and internship projects of MPP students. The details of such arrangements will need to be worked out, of course, but I do believe there will be many synergistic opportunities for collaboration between our own graduate program and the proposed MPP degree program.  

I wish you the best of luck in establishing the MPP program.  

Sincerely,  

Michael A. Anderson, Chair  
Dept. of Environmental Sciences
September 25, 2013

Anil B. Deolalikar  
Dean, School of Public Policy

Dear Anil:

In 2007, when UCR was proposing to establish the School of Public Policy (SPP), the Department of Sociology had affirmed its strong support for the School. I understand that the School is now submitting a proposal to establish a Master’s of Public Policy (MPP) program.

I would like to reaffirm our department’s strong support for the MPP program proposal. I understand you have already spoken to some of our faculty about participating in the MPP program in the form of teaching some MPP courses or by supervising independent study and internship projects of MPP students.

I am confident that there will be synergy between our own graduate program and the proposed MPP degree program.

Sincerely,

Raymond L. Russell III  
Chair
Dear Anil,

On behalf of the Anthropology Department, I state that my department's statement from 2007 is still valid, and we continue to enthusiastically support the establishment of the proposed MPP program.

Sincerely,
Sang-Hee

Sang-Hee Lee
Associate Professor and Chair
Department of Anthropology
University of California, Riverside
Riverside, CA 92521-0418, USA
Dear Anil,

I am writing to reiterate that the Department of Psychology remains enthusiastically supportive of the School of Public Policy and of the proposed Masters of Public Policy program. A number of the faculty of the Department have been and are actively involved with the School of Public Policy and I am sure that involvement will continue and grow.

Regards,
Glenn Stanley

Glenn Stanley, Professor and Chair
Department of Psychology
Professor, Department of Cell Biology & Neuroscience
University of California, Riverside
Riverside, CA 92521
Chair's Office (951) 827-5244
Confidential fax (951) 827-2214
LETTERS OF SUPPORT
FROM MAYOR OF RIVERSIDE AND OTHER PUBLIC POLICY PROGRAMS IN SOUTHERN CALIFORNIA, 2013
September 30, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California, Riverside  
Riverside, California 92521

Dear Anil:

I am writing to support the UCR School of Public Policy’s (SPP) proposal to launch a Master’s of Public Policy (MPP) program.

As Mayor of Riverside, I see a pressing need for a graduate public policy program in the Inland Southern California region. This is one of the fastest growing regions in the United States, and one that faces many diverse social, economic, ecological, and land-use planning challenges. Yet, the region continues to be vastly underserved in terms of rigorous, evidence-based policy analysis and planning that is so vital to planned and sustainable growth.

Based on my involvement in local and regional policy initiatives, I have no doubt that there will be a strong and growing student demand for the MPP program you plan to offer. Those of us in local and regional government face a severe shortage of decision makers skilled and trained in the science of policy analysis, especially in areas such as program design, performance measurement, program monitoring and evaluation, and crisis management and emergency preparedness. In addition, many city, county and state agencies in this region are looking to refresh and professionalize their analytical skills, and would be interested in attending a program that takes best policy planning practices from around the world and applies them rigorously to address the policy challenges that face our region.

As an MPP graduate myself, I know the value of a solid graduate education in public policy. The MPP program you are proposing is rigorous, creative and is geared toward the most pressing problems facing our region. It has my strongest support.

Sincerely,

Rusty Bailey  
Mayor
September 23, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California, Riverside  
Sproul Hall 4120  
Riverside CA 92521

Dear Dean Deolalikar:

It is with pleasure that I write to endorse, without any reservations, the proposal for the Master’s of Public Policy program at the University of California, Riverside. After reviewing the proposal you sent me, I am of the opinion that UCR’s MPP program will add unique strength to the spectrum of MPP programs currently offered within the UC 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 the recently-approved public policy program at U.C. Irvine.

The design for UCR’s MPP 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 (with its newly-established School of Medicine), social sciences (particularly in economics and political science), and in education.

The structure of the MPP program consists of required core policy skills courses, policy electives, a policy internship, and a capstone research project. This plan is well-thought out and
will provide a rigorous training for MPP students, developing their policy analytics, quantitative skills, ethics sensibilities, as well as regional and global policy perspectives. 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 MPP program received nearly 450 applications this year for roughly 60 spots.

In closing, I would like to reiterate my strong support for the MPP program proposal at UCR. 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,

Michael A. Stoll
Professor and Chair
September 27, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California, Riverside  
Riverside, CA 92521

Dear Anil:

I am pleased to enthusiastically support the plan for offering a Master’s of Public Policy program at the new School of Public Policy at UCR and wish you all success in pursuing this plan.

The proposed plan makes a compelling case for the demand for a new MPP program, especially in inland Southern California. As you rightly point out, MPP/MPA education has been the fastest growing degree program in the USA recently.

I am especially fascinated by your intention to offer an option for students to explore the intersection of social policy with environmental policy. I believe this nexus is extremely important, yet it is largely ignored by programs that focus on social or environmental policy separately. The strong presence at UCR of environmental sciences (Department of Environmental Sciences, Air Pollution Research Center, Water Science & Policy Center, Center for Environmental Research and Technology - CERT, and the Blakely Center for Sustainable Suburban Development) will allow you to make a particularly strong contribution in this area.

I also endorse the inclusion of a strong international dimension in the proposed MPP program. Most environmental problems are either global in scope or recurring across nations. Public policy research and education would benefit greatly from an expanded global focus, and your proposal makes a strong case for UCR being a leader in this area.

We at the Bren School look forward to working collaborating with your new School and its faculty in the future. I believe there will be great synergies between our programs.

Sincerely,

Steven D. Gaines, Dean  
Bren School of Environmental Science and Management  
University of California, Santa Barbara
September 30, 2013

Anil B. Deolalikar  
Dean, School of Public Policy  
University of California, Riverside  
Sproul Hall 4120  
Riverside, CA. 92521

Dear Dean Deolalikar:

I am happy to endorse the Master’s in Public Policy program proposed by UC Riverside’s School of Public Policy. The program is oriented to policy analysis and will serve to provide students with valuable tools for engaging in the public policy issues relevant to inland Southern California, in California and in the United States. The curriculum proposed is rigorous and innovative. In reading the proposal that you shared with me, I think it is safe to say that there are important differences in the areas of focus and the approaches to policy analysis that make each of our programs unique. Thus, two programs should be highly complementary.

I also agree that demand for an MPP program appears to be strong in Southern California. For example, UCI’s MPP program, which is now only in its third year, received nearly a hundred applications this past year for roughly 20 places. We anticipate another 25% increase in the total number of applications for the upcoming year.

I wish you luck with this program and look forward to seeing it become a reality. I hope that we can work together in bringing together our faculty and students for joint policy symposia in the future.

Most Sincerely,

George E. Tita  
Director, Master of Public Policy Program  
Professor of Criminology, Law & Society and Planning, Policy & Design
Dear Dean Deolalikar:

I am writing to encourage your committee and university to approve the Master's of Public Policy program that your new School of Public Policy is proposing at the University of California, Riverside. Your campus has already developed significant expertise in areas such as the health sciences, environmental sciences, education, and economics, all of which are the basic disciplines needed for a strong graduate public policy program.

The Southern California 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 focus not only on mere analysis, but also on developing 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. Your proposed program strikes me as belonging to this category; it is rigorous, innovative and relevant to the big policy challenges facing the Inland Empire.

Your MPP program proposal has my vote of confidence, and I am pleased to offer my support as you implement your new program.

Sincerely,

James R. Wilburn
LETTERS OF SUPPORT
FOR THE ORIGINAL 2007 PROPOSAL
TO ESTABLISH A
SCHOOL OF PUBLIC POLICY
AT UC RIVERSIDE
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 swathes 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
Professor Anil B. Deolalikar
Director, Public Policy Initiative
Interim Dean, Anderson Graduate School of Management
Professor of Economics
University of California, Riverside
Sproul Hall 4120
Riverside, CA 92521

April 27, 2007

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,

[Signature]

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 earnings 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.
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.
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 emphasize 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
April 23, 2007

Professor Anil B. Deolalikar
Director, Public Policy initiative
University of California, Riverside
Sprout 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,

[Signature]

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

Endorse
Memorandum

19 April 2007

TO: Chair Cogswell

FR: Executive Vice Chancellor and Provost Wartella

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.
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.
Dean Reza Abbaschian, Bourns College of Engineering

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
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)
April 26, 2007

CHANCELLOR FRANCISCO CORDOVA

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

I am writing to communicate my strong 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 new major and minor in Public Policy that has begun just this year, 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. Indeed, this year as we have been searching for three positions related to the research interest of the Blakely Center, a number of excellent candidates who do fit neatly into an existing department would be perfect candidates for the proposed school of Public Policy, which will be multidisciplinary by design. 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, on which not only UCR, but UC and the State of California, can be exceedingly proud.

Sincerely,

Stephen Cullenberg
Dean
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
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.
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.
October 18, 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 at UCR. We had distributed the proposal 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 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.
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.
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
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,

Andrews Reath
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
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
June 13, 2006

Anil B. Deolalikar
University of California, Riverside

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 the 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.
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
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
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
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