UC RIVERSIDE

PROPOSAL FOR A

SCHOOL OF

PUBLIC POLICY

June 2007

Task Force on Establishing a School of Public Policy at UCR

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1. Introduction and Objectives

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

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

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

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

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

[1] Although not a public policy school, the Bren School of Environmental Science and Management at UC Santa Barbara comes closest to the approach of integrating science, management, law, economics, and policy in the study of the environment.

these traditional jurisdictional boundaries. For example, water and air quality are not well managed within city, county or even state boundaries, nor are issues of immigration, transportation systems, or population growth management. Councils of government such as the Southern California Association of Governments (SCAG) have emerged to provide a transcending framework to deal with these issues. On a larger scale, alliances such as the European Union (EU) have been formed to deal with economic and social issues that transcend state and national boundaries. "Regional" is the general term applied to these relationships that do not correspond to the traditional structure of jurisdictions based on political or geographic boundaries. Current public policy structures have not generally adapted to the needs of regional policy. UCR's SPP will specialize in regional relationships and will be a leader in the development of the field of regional policy analysis and policy-making.

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

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

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

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

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

Professional Schools. One of the Chancellor's key goals is to offer expanded professional education in areas that respond to the needs of the state and region and that help

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

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

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

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

3. Synergies with Other UCR Strengths

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

- The Graduate School of Education is building a focus in higher education policy – in particular, policy relating to California's extensive network of community colleges – and is dedicating significant resources to this mission.

- Several faculty in the Department of Environmental Sciences are engaged in computer modeling of air, water, and soil quality interactions and their implications for human populations and ecosystems.

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

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

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

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

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

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

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

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

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

- Among its other mission components, the Center for Environmental Research and Technology (CERT) conducts research that seeks to improve the technical basis for environmental regulations and policy.

All of these organizations and groups of faculty are potential contributors to, and support for, the proposed SPP. Given the presence of these existing assets, the SPP will be able to create a remarkable critical mass of policy-related expertise with the addition of a relatively small group of additional faculty FTE.

4. Main Features of a UCR School of Public Policy

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

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

5. Proposed Curriculum

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

A. Master's in Public Policy (MPP)

The MPP degree will be offered as a two-year, full-time program consisting of a core curriculum, a policy internship in the summer following the first year, a second-year policy analysis project, and elective courses (including but not limited to those offered by the SPP).

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

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

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

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

(i) Core Courses

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

The core courses will include:

The Policy Process (4 courses)

- Introduction to Policy Analysis
- American Political Institutions and Processes
- Policy Formulation and Implementation
- Integrated Policy-Making and Problem-Solving at the Regional Level

Institutional Context (4 courses)

- Political and Organizational Aspects of Public Policy
- American Political Institutions and Processes
- Working with Legislatures
- Ethics, Law, and Public Policy

Policy Methods (5 courses)

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

Two required courses to be taken in the first year deserve special mention. One of these will introduce students to the interactions among population growth, environmental stress, and societal institutions, and the implications of these interactions for policy planners. Another course will introduce students to the concept of mega-regions that transcend traditional city, county, and state (sometimes even national) boundaries, and the problems of integrated policy-making and problem-solving for these mega-regions. As noted earlier, UCR's SPP will be specializing in these two niche issues, and it will therefore be important to introduce students early in their Master's program to this way of thinking and problem-solving.

Sample Coursework for the Master's Program In Public Policy		
First Year		
Fall	*Winter*	*Spring*
Political & Organizational Aspects of Public Policy	Introduction to Policy Analysis	American Political Institutions and Processes
Applied Microeconomics for Policy Planners	Ethics, Law, & Public Policy	Applied Policy Statistics
Elective 1: Critical Issues in Environmental/Health/ Education/Social Policy	Interactions among Population Growth, Technology, Environment, and Societal Institutions	Integrated Policy-Making and Problem-Solving at the Regional Level
Colloquia/Seminar	Colloquia/Seminar	Colloquia/Seminar
Summer Policy Internship		
Second Year		
Policy Formulation & Implementation	Public Budgeting & Finance	Working with Legislatures
Decision Analysis, Modeling, & Quantitative Methods	*Elective 3*	Monitoring & Evaluation of Programs & Policies
Elective 2	Advanced Policy Analysis (Thesis Independent Study)	
Colloquia/Seminar	Colloquia/Seminar	Colloquia/Seminar

(ii) Elective Courses

MPP students will specialize in one of four areas: environmental policy, health policy, higher education policy, and social policy (e.g., immigration, crime prevention, and urban development). In the first year itself, students will have to take one elective course that will introduce them to critical issues in their chosen area of specialization. In the second year, students will take two more elective courses in the same area. Most elective courses in the four specialization areas will be offered in the SPP, but students, in consultation with their advisors, will also be able to choose electives from a limited number of courses offered by other UCR academic departments.

(iii) Internship, Colloquia, and Thesis Requirements

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

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

Agency or Environmental Health Office, or with a nonprofit organization working in a policy area.

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

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

B. Ph.D. in Public Policy

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

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

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

In their first year in the program, students will typically follow a core course curriculum, which will include courses in research design, institutional perspectives, public policy processes, applied microeconomics, applied policy statistics, policy analysis and evaluation, and a data analysis practicum. While some of the core courses will be the

same as those taken by MPP students (e.g., Ethics, Law, and Public Policy; Political and Organizational Aspects of Public Policy; Integrated Policy-Making and Problem-Solving at the Regional Level), others (e.g., Applied Microeconomics and Applied Policy Statistics) will be taught at a more rigorous (doctoral) level. In addition, doctoral students, like the MPP students, will have to attend the occasional colloquia/seminars offered by the SPP Policy Seminar Series.

<table>
<tr><th colspan="4">Sample Coursework for the Doctoral Program In Public Policy</th></tr>
<tr><th colspan="4">First Year</th></tr>
<tr><td>Fall</td><td colspan="2">Winter</td><td>Spring</td></tr>
<tr><td>Policy Analysis*</td><td colspan="2">Public Policy Processes*</td><td>Monitoring and Evaluation*</td></tr>
<tr><td>Applied Microeconomics*</td><td colspan="2">Research Design*</td><td>Applied Policy Statistics*</td></tr>
<tr><td>Political & Organizational Aspects of Public Policy</td><td colspan="2">Ethics, Law, & Public Policy</td><td>Integrated Policy-Making and Problem-Solving at the Regional Level</td></tr>
<tr><td>Colloquia</td><td colspan="2">Colloquia</td><td>Colloquia</td></tr>
<tr><th colspan="4">Core Qualifying Examinations (Summer)</th></tr>
<tr><th colspan="4">Second Year</th></tr>
<tr><td>Elective 1</td><td colspan="2">Elective 3</td><td>Elective 5</td></tr>
<tr><td>Elective 2</td><td colspan="2">Elective 4</td><td rowspan="2">Research Seminar (Preparation of Dissertation Proposal)*</td></tr>
<tr><td>Conducting Inter-Disciplinary Research*</td><td colspan="2">Data Analysis Practicum*</td></tr>
<tr><td>Colloquia</td><td colspan="2">Colloquia</td><td>Colloquia</td></tr>
<tr><th colspan="2">Comprehensive Field Examination (Early Summer)</th><th colspan="2">Oral Qualifying Examination (Dissertation Proposal Defense) (Late Summer)</th></tr>
<tr><th colspan="4">Third Year (Dissertation Research)</th></tr>
<tr><th colspan="4">Fourth Year (Dissertation Research, Final Examination)</th></tr>
<tr><th colspan="4">Fifth Year (optional) (Final Examination)</th></tr>
<tr><td colspan="4">Note: *Doctoral-level courses</td></tr>
</table>

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

[2] For instance, the Department of Environmental Sciences currently offers only a few courses that would be suitable for a student pursuing a doctoral degree in Public Policy with a specialization in environmental policy (e.g., a course on Environmental Management). A number of additional elective courses in environmental policy would need to be created and offered by the SPP faculty.

During the spring and summer quarters of the second year, doctoral students typically will establish a dissertation committee and prepare a dissertation proposal in consultation with the committee. The dissertation committee will normally be composed of three faculty members, at least one of whom should be from outside the SPP. Before the beginning of the third year (i.e., late summer after their second year), students will need to pass an oral qualifying examination, which will cover the dissertation prospectus and subject matter related to the student's field of concentration.[3] The student's dissertation committee will offer this examination. Upon successful completion of the oral qualifying exam, students will advance to candidacy.

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

C. Ph.D. Minor in Public Policy

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

D. Executive MPP Program and Certificate Courses

In addition to the mid-career MPP option (already discussed in A above), which will allow working professionals to stretch the regular two-year MPP over three or four

[3] Note that, at UCR, the oral qualifying examination committee is composed of five faculty members, one of whom is outside the student's home department. Typically (although not necessarily so), the doctoral dissertation committee, which administers the final (oral) examination to the student, is a subset of the oral qualifying examination committee.

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

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

6. Market Demand for Policy Programs

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

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

Admissions and enrollment data in MPP/MPA programs in the United States, 2001-05

	2001 (28 Programs)	2002 (33 Programs)	2003 (31 Programs)	2004 (32 Programs)	2005 (34 Programs)
Total No. of Applications	5,686	6,913	9,928	10,289	10,692
No. of Admissions Offers	3,326 (58% of app's)	4,276 (62% of app's)	5,152 (52% of app's)	6,070 (59% of app's)	6,179 (58% of app's)
No. Enrolled (Total)	1,563 (47% of admits)	1,972 (46% of admits)	2,258 (44% of admits)	2,588 (43% of admits)	2,586 (42% of admits)
No. Enrolled (Women)	921 (60% of enrolls)	1,149 (58% of enrolls)	1,320 (58% of enrolls)	1,570 (61% of enrolls)	1,442 (56% of enrolls)
No. Enrolled (Int'l students)	243 (16% of enrolls)	318 (16% of enrolls)	379 (17% of enrolls)	358 (14% of enrolls)	417 (16% of enrolls)

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

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

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

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

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

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

Trends in placement of MPP/MPA graduates, by sector, 1977-2000 (% of total)

Sector	2000	1997	1989	1987	1985	1983	1981	1979	1977
Local Government	34	34	22	25	21	23	32	32	30
State Government	18	20	16	15	18	17	17	22	23
National Government	12	10	21	21	16	17	17	19	18
Non-Profit Sector	16	18	11	10	*	*	*	*	*
Further Graduate Work	3	*	3	3	5	4	4	5	10
Private Sector	11	11	9	10	11	12	6	9	8
Return to home country	*	*	4	6	*	*	*	*	*
Other or Unclassified **	6	7	14	10	29	27	24	12	11
TOTALS	100	100	100	100	100	100	100	100	100

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

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

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

More importantly, there is not a single graduate policy program in the Inland Empire region – one of the fastest growing regions in the United States.[4] As noted earlier, this region faces major environmental and social challenges in managing its rapid growth and represents a natural laboratory for studying the effect of population growth and movement on the natural and human ecosystem. The policy problems facing this region are also similar to those faced by many rapidly-growing mega-regions around the world. The absence of a rigorous policy program in this important region is thus a major lacuna in the professional education system. We anticipate very strong demand for the MPP and the doctoral degrees to be offered by UCR's SPP.

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

7. Resources

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

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

Space. Options for housing the SPP will initially include existing campus space. The new and release space associated with two College of Humanities, Arts and Social Sciences (CHASS) buildings currently in construction will provide the opportunity to re-program and reassign space within CHASS to SPP on an interim basis. In the long term, the development of the SPP will be accommodated on the West Campus. At present, the campus 2007-12 State-funded Capital Improvement Program includes the West Campus Professional and Graduate Center at a total project cost of $37.5 million. Initial state funding for the design phase of the project is assumed in 2009-10, and State funds for the construction phase are assumed in 2011-12. Occupancy of the facilities is anticipated in 2013-14.

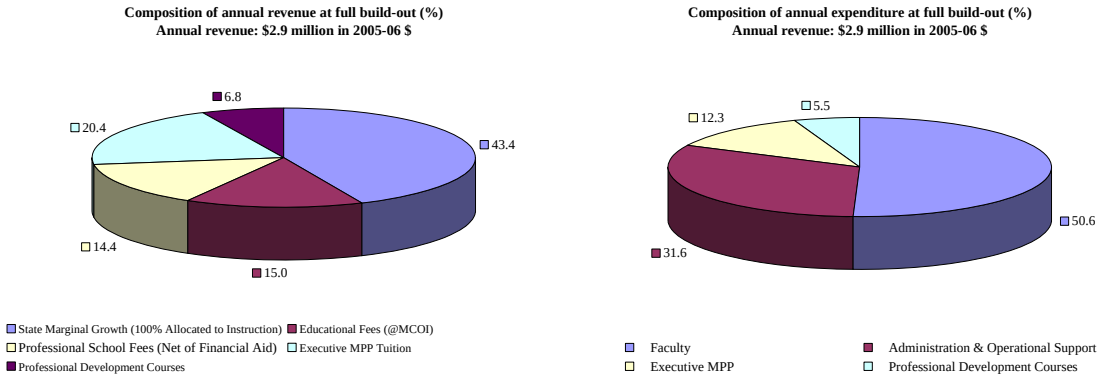
This proposed complex would encompass approximately 51,000 assignable square feet, including space for a School of Public Policy and the Graduate School of Education. In addition, the West Campus Professional and Graduate Center would provide seminar and conference spaces, general assignment class rooms,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

Financial projections.[5] A financial model has been developed for the SPP and is attached in Appendix B. The model is being constructed according to the following key assumptions.

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

[5] The Office of Academic Planning and Budget at UCR helped prepare these financial projections.

As Table 1 in Appendix B demonstrates, the SPP will be self-supporting at full build-out, with both revenue and expenses amounting to approximately $2.9 million per annum. However, in the start-up phase (lasting the first six years), expenses will exceed revenue. The cumulative shortfall during the start-up phase will amount to $3 million. As the chart below shows, tuition from the executive MPP program as well as from professional development courses will contribute a little more than one-quarter of total revenue at full build-out.



The shortfall of $3 million will be met through an active fund-raising effort.[6] Indeed, fund-raising for the SPP is part of the campus' upcoming comprehensive seven-year capital campaign. It is expected that there would be two types of gifts to the SPP. The first would be a gift of $20 million from a potential donor to name the school. The second would include gifts to support the following programs and buildings:

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

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

[6] The Office of Development at UCR helped prepare this part of the proposal.

which are growing in their donor bases and in their broad-based philanthropic successes, the campus is confident that we can fund this endeavor.

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

APPENDIX A

SAMPLE PROGRAMS

FOR THE

PH.D. MINOR

IN PUBLIC POLICY

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

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

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

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

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

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

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

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

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

2. Doctoral Degree in Economics with a Minor in Public Policy

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

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

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

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

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

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

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

3. Doctoral Degree in Anthropology with a Minor in Public Policy

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

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

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

1. Policy Analysis
2. Applied Microeconomics
3. Conducting Inter-Disciplinary Research
4. Applied Policy Statistics (if not taken already as part of Anthropology Ph.D. coursework).

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

APPENDIX B

BUDGET

PAGES

UCR SCHOOL OF PUBLIC POLICY
START-UP REVENUE AND EXPENDITURE RECAP
(All Costs Stated in FY 2005-06 Dollars)

STUDENT FTE	0	0	80.56	135.56	160.56	175.6	180.56	185.56	185.56
REVENUE	**START-UP YEAR -1**	**START-UP YEAR 0**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**YEAR 6**	**FULL BUILD-OUT**
	$	$	$	$	$	$	$	$	$
State Marginal Growth (100% Allocated to Instruction)	$ -	$ -	$ 381,195	$ 847,100	$ 1,058,875	$ 1,185,940	$ 1,228,295	$ 1,270,650	$ 1,270,650
Educational Fees (@MCOI)	-	-	131,670	292,600	365,750	409,640	424,270	438,900	438,900
Professional School Fees (Net of Financial Aid)	-	-	125,987	279,972	349,965	391,961	405,959	419,958	419,958
Executive MPP Tuition	-	-	-	-	159,200	358,200	437,800	597,000	597,000
Professional Development Courses	-	-	-	-	100,000	150,000	200,000	200,000	200,000
TOTAL REVENUE	**$ -**	**$ -**	**$ 638,852**	**$ 1,419,672**	**$ 2,033,790**	**$ 2,495,741**	**$ 2,696,324**	**$ 2,926,508**	**$ 2,926,508**
EXPENSES	**START-UP YEAR -1**	**START-UP YEAR 0**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**YEAR 6**	**FULL BUILD-OUT**
	$	$	$	$	$	$	$	$	$
Faculty	$ -	$ 380,000	$ 707,688	$ 1,153,188	$ 1,340,688	$ 1,554,688	$ 1,481,688	$ 1,481,688	$ 1,481,688
Administration & Operational Support	283,500	430,562	612,651	654,679	864,909	908,399	901,899	901,899	923,466
Executive MPP	-	-	-	24,853	104,253	219,753	316,953	361,353	361,353
Professional Development Courses	-	-	-	30,000	80,000	120,000	160,000	160,000	160,000
TOTAL EXPENSES	**$ 283,500**	**$ 810,562**	**$ 1,320,339**	**$ 1,862,720**	**$ 2,389,850**	**$ 2,802,840**	**$ 2,860,540**	**$ 2,904,940**	**$ 2,926,507**
ANNUAL SURPLUS/(SHORTFALL)	**$ (283,500)**	**$ (810,562)**	**$ (681,486)**	**$ (443,048)**	**$ (356,060)**	**$ (307,100)**	**$ (164,216)**	**$ 21,568**	**$ 1**
Cumulative Surplus/Shortfall	***$ (283,500)***	***$ (1,094,062)***	***$ (1,775,548)***	***$ (2,218,597)***	***$ (2,574,657)***	***$ (2,881,757)***	***$ (3,045,973)***	***$ (3,024,406)***	

UCR SCHOOL OF PUBLIC POLICY
EXECUTIVE MASTERS IN PUBLIC POLICY PROGRAM

ENROLLMENT - FTE									
First Year Cohorts	Start-up Yr -1	Start-up Yr 0	Y1	Y2	Y3	Y4	Y5	**Y6**	**Yn**
C1 - Masters					**5**	1.67			
C2 - Masters						**10**	3.33		
C3 - Masters							**15**	5.00	
C4 - Masters								**15**	5.00
C5 - Masters									**15**
Total FTE By Group									
Masters			0	0	5.00	11.67	18.33	20.00	20.00
Total FTE Enrollment			**-**	**-**	**5.00**	**11.67**	**18.33**	**20.00**	**20.00**
Marginal Increase			**-**	**-**	**5.00**	**6.67**	**6.67**	**1.67**	**-**

UCR SCHOOL OF PUBLIC POLICY
EXECUTIVE MPP & PROFESSIONAL DEVELOPMENT COURSES
BUDGET AT FULL ENROLLMENT

			$
REVENUE			
	EXECUTIVE MPP TUITION	$	597,000
	PROFESSIONAL DEVELOPMENT COURSES		200,000
	TOTAL REVENUE	**$**	**797,000**
EXECUTIVE MPP PROGRAM COSTS			
	Faculty Compensation	$	150,000
	Textbooks		16,500
	Lodging & Meals		75,000
	Student Affairs Officer III		5,347
	Assistant III		9,506
	Campus Overhead		80,000
	Departmental Overhead		10,000
	Marketing		7,500
	Supplies		7,500
	TOTAL EXECUTIVE MPP PROGRAM COSTS	**$**	**361,353**
PROFESSIONAL DEVELOPMENT COURSES			
	Faculty Compensation	$	60,000
	Lodging & Meals		40,000
	Marketing		20,000
	Supplies		40,000
	TOTAL DEVELOPMENT COURSES COSTS	**$**	**160,000**
	TOTAL PROGRAM COSTS	**$**	**521,353**
	NET REVENUE	**$**	**275,647**

UCR SCHOOL OF PUBLIC POLICY
EXECUTIVE MASTERS IN PUBLIC POLICY AND DEVELOPMENT COURSE PROGRAM
(All Costs Stated in FY 2005-06 Dollars)

STUDENT FTE	20.00	0.00	0.00	0.00	0.00	5.00	11.67	18.33	20.00
PERMANENT OPERATING BUDGET	**FULL BUILD-OUT**	**START-UP YEAR -1**	**START-UP YEAR 0**	**YEAR 1**	**YEAR 2**	**YEAR 3**	**YEAR 4**	**YEAR 5**	**YEAR 6**
	FTE *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*	*FTE* *$*
EXECUTIVE MPP PROGRAM COSTS									
Faculty Compensation	$ 150,000	$ -	$ -	$ -	$ -	$ 37,500	$ 87,500	$ 137,500	$ 150,000
Textbooks	16,500	-	-	-	-	4,400	9,900	12,100	16,500
Lodging & Meals	75,000	-	-	-	-	20,000	45,000	55,000	75,000
Student Affairs Officer III	0.10 5,347	-	-	-	0.10 5,347	0.10 5,347	0.10 5,347	0.10 5,347	0.10 5,347
Assistant III	0.20 9,506	-	-	-	0.20 9,506	0.20 9,506	0.20 9,506	0.20 9,506	0.20 9,506
Campus Overhead	80,000	-	-	-	-	20,000	46,667	73,333	80,000
Departmental Overhead	10,000	-	-	-	-	2,500	5,833	9,167	10,000
Marketing	7,500	-	-	-	5,000	2,500	5,000	7,500	7,500
Supplies	7,500	-	-	-	5,000	2,500	5,000	7,500	7,500
TOTAL EXECUTIVE MPP PROGRAM COSTS	**0.30 $ 361,353**	**- $ -**	**- $ -**	**- $ -**	**0.30 $ 24,853**	**0.30 $ 104,253**	**0.30 $ 219,753**	**0.30 $ 316,953**	**0.30 $ 361,353**
PROFESSIONAL DEVELOPMENT COURSES									
Faculty Compensation	$ 60,000	$ -	$ -	$ -	$ -	$ 30,000	$ 45,000	$ 60,000	$ 60,000
Lodging & Meals	40,000	-	-	-	-	20,000	30,000	40,000	40,000
Marketing	20,000	-	-	-	10,000	10,000	15,000	20,000	20,000
Supplies	40,000	-	-	-	20,000	20,000	30,000	40,000	40,000
TOTAL DEVELOPMENT COURSES COSTS	**- $ 160,000**	**- $ -**	**- $ -**	**- $ -**	**- $ 30,000**	**- $ 80,000**	**- $ 120,000**	**- $ 160,000**	**- $ 160,000**
GRAND TOTAL PROGRAM COSTS	**$ 521,353**	**$ -**	**$ -**	**$ -**	**$ 54,853**	**$ 184,253**	**$ 339,753**	**$ 476,953**	**$ 521,353**

REVENUE	*$*	*$*	*$*	*$*	*$*	*$*	*$*	*$*	*$*
EXECUTIVE MPP TUITION	$ 597,000	$ -	$ -	$ -	$ -	$ 159,200	$ 358,200	$ 437,800	$ 597,000
PROFESSIONAL DEVELOPMENT COURSES	$ 200,000	$ -	$ -	$ -	$ -	$ 100,000	$ 150,000	$ 200,000	$ 200,000
GRAND TOTAL REVENUE	**$ 797,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 259,200**	**$ 508,200**	**$ 637,800**	**$ 797,000**
NET REVENUE	**$275,647**	**$0**	**$0**	**$ -**	**($54,853)**	**$74,947**	**$168,447**	**$160,847**	**$275,647**
CUMULATIVE NET REVENUE		*$0*	*$0*	*$0*	*($54,853)*	*$20,094*	*$188,541*	*$349,388*	*$625,035*

UCR SCHOOL OF PUBLIC POLICY
STUDENT AND FACULTY FTE START-UP MODEL

ENROLLMENT - FTE									
First Year Cohorts	Start-up Yr -1	Start-up Yr 0	Y1	Y2	Y3	Y4	Y5	**Y6**	**Yn**
C1 - Masters			**40**	40					
C1 - Doctoral			**5**	5	5				
C2 - Masters				**50**	50				
C2 - Doctoral				**5**	5	5			
C3 - Masters					**60**	60			
C3 - Doctoral					**5**	5	5		
C4 - Masters						**60**	60		
C4 - Doctoral						**10**	10	10	**10**
C5 - Masters							**60**	60	**60**
C5 - Doctoral							**10**	10	**10**
C6 - Masters								**60**	**60**
C6 - Doctoral								**10**	**10**
Total FTE By Group									
Masters			40	90	110	120	120	120	**120**
Doctoral			5	10	15	20	25	30	**30**
Undergraduate			35.56	35.56	35.56	35.56	35.56	35.56	**35.56**
Total FTE Enrollment			**80.56**	**135.56**	**160.56**	**175.56**	**180.56**	**185.56**	**185.56**
Marginal Increase			**80.56**	**55.00**	**25.00**	**15.00**	**5.00**	**5.00**	

Faculty FTE	**1.00**	**3.00**	**5.00**	**8.00**	**10.00**	**12.00**	**12.00**	**12.00**	**12.00**
Faculty Hires									
Dean	1.00								**1.00**
Senior		2.00	1.00	2.00					**5.00**
Junior	-	-	1.00	1.00	2.00	2.00	-	-	**6.00**
Total FTE	1.00	2.00	2.00	3.00	2.00	2.00	-	-	**12.00**
UCOP FTE Allocation @18.7 -1	**0**	**0**	**4.31**	**7.25**	**8.59**	**9.39**	**9.66**	**9.92**	**9.92**

UCR SCHOOL OF PUBLIC POLICY
STATE FUNDED PROGRAM BUDGET AT FULL ENROLLMENT
(Stated in FY 05-06 Dollars)

		FTE	$	Avg Sal
FACULTY				
	Full Professor	3.00	$ 375,000	$125,000
	Associate Professor	2.00	$ 180,000	$ 90,000
	Assistant Professor	6.00	$ 450,000	$ 75,000
	Employee Benefits		201,000	
	Subtotal Sal & EB	*11.00*	*$ 1,206,000*	
	Faculty Teaching/Research Support		237,000	
	Teaching Assistants	0.80	38,688	
	TOTAL FACULTY	**11.00**	**$ 1,481,688**	
ADMINISTRATION & SUPPORT		**8.20**	**$ 923,466**	
	GRAND TOTAL	**19.20**	**$ 2,405,154**	

UCR SCHOOL OF PUBLIC POLICY
STATE FUNDED PROGRAM REVENUE AT FULL ENROLLMENT
(Stated in FY 05-06 Dollars)

	Student FTE	***Value***	**Total**
SOURCES:			
State Marginal Growth (100% Allocated to Instruction)	150.00	8,471	$ 1,270,650
Educational Fees (@MCOI)	150.00	2,926	438,900
Professional School Fees (Net of Financial Aid)	150.00	2,800	419,958
GRAND TOTAL			**$ 2,129,508**

UCR SCHOOL OF PUBLIC POLICY
STATE FUNDED PROGRAM START-UP RECAP
(All Costs Stated in FY 2005-06 Dollars)

STUDENT FTE	0	0	80.56	135.56	160.56	175.6	180.56	185.56	185.56
REVENUE	**START-UP YEAR -1** $	**START-UP YEAR 0** $	**YEAR 1** $	**YEAR 2** $	**YEAR 3** $	**YEAR 4** $	**YEAR 5** $	**YEAR 6** $	**FULL BUILD-OUT** $
State Marginal Growth (100% Allocated to Instruction)	$ -	$ -	$ 381,195	$ 847,100	$ 1,058,875	$ 1,185,940	$ 1,228,295	$ 1,270,650	$ 1,270,650
Educational Fees (@MCOI)	-	-	131,670	292,600	365,750	409,640	424,270	438,900	438,900
Professional School Fees (Net of Financial Aid)	-	-	125,987	279,972	349,965	391,961	405,959	419,958	419,958
TOTAL REVENUE	**$ -**	**$ -**	**$ 638,852**	**$ 1,419,672**	**$ 1,774,590**	**$ 1,987,541**	**$ 2,058,524**	**$ 2,129,508**	**$ 2,129,508**

EXPENSES	**START-UP YEAR -1** $	**START-UP YEAR 0** $	**YEAR 1** $	**YEAR 2** $	**YEAR 3** $	**YEAR 4** $	**YEAR 5** $	**YEAR 6** $	**FULL BUILD-OUT** $
Faculty	$ -	$ 380,000	$ 707,688	$ 1,153,188	$ 1,340,688	$ 1,554,688	$ 1,481,688	$ 1,481,688	$ 1,481,688
Administration & Operational Support	283,500	430,562	612,651 3	654,679	864,909	908,399	901,899	901,899	923,466
TOTAL EXPENSES	**$ 283,500**	**$ 810,562**	**$ 1,320,342**	**$ 1,807,867**	**$ 2,205,597**	**$ 2,463,087**	**$ 2,383,587**	**$ 2,383,587**	**$ 2,405,154**
ANNUAL SURPLUS/(SHORTFALL)	**$ (283,500)**	**$ (810,562)**	**$ (681,489)**	**$ (388,195)**	**$ (431,007)**	**$ (475,547)**	**$ (325,063)**	**$ (254,079)**	**$ (275,646)**
Cumulative Surplus/Shortfall	***$ (283,500)***	***$ (1,094,062)***	***$ (1,775,551)***	***$ (2,163,747)***	***$ (2,594,754)***	***$ (3,070,301)***	***$ (3,395,364)***	***$ (3,649,444)***	

UCR SCHOOL OF PUBLIC POLICY
STATE FUNDED PROGRAM FACULTY START-UP BUDGETARY PLAN
(All Costs Stated in FY 2005-06 Dollars)

	FULL BUILD-OUT		START-UP YEAR -1		START-UP YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		YEAR 6	
STUDENT FTE	185.56		0		0		80.56		135.56		160.56		175.56		180.56		185.56	
PERMANENT OPERATING BUDGET	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*
FACULTY																		
Full Professor	3.00	$ 375,000	-	$ -	1.00	$ 125,000	1.00	$ 125,000	1.00	$ 125,000	-	$ -	-	$ -	-	$ -	-	$ -
Associate Professor	2.00	180,000	-	-	1.00	90,000	-	-	1.00	90,000	-	-	-	-	-	-	-	-
Assistant Professor	6.00	450,000	-	-	-	-	1.00	75,000	1.00	75,000	2.00	150,000	2.00	150,000	-	-	-	-
Total Faculty	*11.00*	*$ 1,005,000*	-	*$ -*	*2.00*	*$ 215,000*	*2.00*	*$ 200,000*	*3.00*	*$ 290,000*	*2.00*	*$ 150,000*	*2.00*	*$ 150,000*	-	*$ -*	-	*$ -*
TOTAL FACULTY FTE & SALARIES	**11.00**	**$ 1,005,000**	**-**	**$ -**	**2.00**	**$ 215,000**	**2.00**	**$ 200,000**	**3.00**	**$ 290,000**	**2.00**	**$ 150,000**	**2.00**	**$ 150,000**	**-**	**$ -**	**-**	**$ -**
ESTIMATED EMPLOYEE BENEFITS		**$ 201,000**		**$ -**		**$ 43,000**		**$ 40,000**		**$ 58,000**		**$ 30,000**		**$ 30,000**		**$ -**		**$ -**
FACULTY TEACHING/RESEARCH SUPPORT		**$ 237,000**		**$ -**		**$ 49,000**		**$ 49,000**		**$ 61,000**		**$ 44,000**		**$ 34,000**		**$ -**		**$ -**
TEACHING ASSISTANT - SAL & FEE REMISSIONS	**0.80**	**$ 38,688**		**$ -**		**$ -**	**0.80**	**$ 38,688**		**$ -**		**$ -**		**$ -**		**$ -**		**$ -**
ADDITIONAL PERMANENT FUNDS				**$ -**		**$ 307,000**		**$ 327,688**		**$ 409,000**		**$ 224,000**		**$ 214,000**		**$ -**		**$ -**
CUMULATIVE PERMANENT BUDGET		**$ 1,481,688**		**$ -**		**$ 307,000**		**$ 634,688**		**$ 1,043,688**		**$ 1,267,688**		**$ 1,481,688**		**$ 1,481,688**		**$ 1,481,688**

	FULL BUILD-OUT		START-UP YEAR -1		START-UP YEAR 0		YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		YEAR 6	
START-UP ONE-TIME FUNDING	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*
Faculty Initial Complements/Set-up @ $36,500 *		401,500		-		73,000		73,000		109,500		73,000		73,000		-		-
TOTAL FACULTY ONE-TIME FUNDING		**$ 401,500**		**$ -**		**$ 73,000**		**$ 73,000**		**$ 109,500**		**$ 73,000**		**$ 73,000**		**$ -**		**$ -**
GRAND TOTAL ANNUAL FUNDING				**$ -**		**$ 380,000**		**$ 707,688**		**$ 1,153,188**		**$ 1,340,688**		**$ 1,554,688**		**$ 1,481,688**		**$ 1,481,688**

* Does not include funding for summer salaries.

UCR SCHOOL OF PUBLIC POLICY
STATE FUNDED PROGRAM ADMINISTRATIVE AND OPERATIONAL SUPPORT START-UP BUDGETARY PLAN
(All Costs Stated in FY 2005-06 Dollars)

STUDENT FTE	186		0		0		80.56		135.56		160.56		175.56		180.56		185.56	
	FULL BUILD-OUT		**START-UP YEAR -1**		**START-UP YEAR 0**		**YEAR 1**		**YEAR 2**		**YEAR 3**		**YEAR 4**		**YEAR 5**		**YEAR 6**	
PERMANENT OPERATING BUDGET	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*
DEAN'S OFFICE (Academic)																		
Dean	1.00	$ 185,000	1.00	$ 185,000														
Associate Dean	0.50	50,000			0.50	50,000												
Stipends/Summer Differential		8,500				8,500												
Total Dean's Office (Academic)	*1.50*	*$ 243,500*	*1.00*	*$ 185,000*	*0.50*	*$ 58,500*	*-*	*$ -*	*-*	*$ -*	*-*	*$ -*	*-*	*$ -*	*-*	*$ -*	*-*	*$ -*
DEAN'S OFFICE (Staff)																		
MSO III	1.00	$ 71,880					1.00	$ 71,880										
Development/C&G Writer	1.00	$ 80,000									1.00	$ 80,000						
Sr. Administrative Analyst	1.00	65,424									1.00	65,424						
Administrative Specialist	1.00	49,116							1.00	49,116								
Student Affairs Officer III	0.90	53,471					0.90	53,471	(0.10)	(5,347) *								
Assistant III	0.80	47,530			0.80	47,530			(0.20)	(9,506) *								
Assistant II	1.00	31,992											1.00	31,992				
General Assistants		10,000						10,000										
Total Dean's Office (Staff)	*6.70*	*$ 409,412*	*-*	*$ -*	*0.80*	*$ 47,530*	*1.90*	*$ 135,351*	*0.70*	*$ 34,263*	*2.00*	*$ 145,424*	*1.00*	*$ 31,992*	*-*	*$ -*	*-*	*$ -*
TOTAL ADMIN & SUPPORT FTE & SALARIES	**8.20**	**$ 652,912**	**1.00**	**$ 185,000**	**1.30**	**$ 106,030**	**1.90**	**$ 135,351**	**0.70**	**$ 34,263**	**2.00**	**$ 145,424**	**1.00**	**$ 31,992**	**-**	**$ -**	**-**	**$ -**
ESTIMATED EMPLOYEE BENEFITS		**$ 151,053**		**$ 37,000**		**$ 23,582**		**$ 33,838**		**$ 8,566**		**$ 36,356**		**$ 7,998**		**$ -**		**$ -**
ESTIMATED TOTAL S&E		**$ 119,500**		**$ 35,000**		**$ 25,500**		**$ 19,000**		**$ 7,000**		**$ 20,000**		**$ 10,000**		**$ -**		**$ -**
ADDITIONAL PERMANENT FUNDS		**$ 923,466**		**$ 257,000**		**$ 155,112**		**$ 188,189**		**$ 49,829**		**$ 201,780**		**$ 49,990**		**$ -**		**$ -**
CUMULATIVE PERMANENT BUDGET			**1.00**	**$ 257,000**	**2.30**	**$ 412,112**	**4.20**	**$ 600,301**	**4.90**	**$ 650,129**	**6.90**	**$ 851,909**	**7.90**	**$ 901,899**	**7.90**	**$ 901,899**	**7.90**	**$ 901,899**

START-UP ONE-TIME FUNDING	**FULL BUILD-OUT**		**START-UP YEAR -1**		**START-UP YEAR 0**		**YEAR 1**		**YEAR 2**		**YEAR 3**		**YEAR 4**		**YEAR 5**		**YEAR 6**	
	FTE	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*	*FTE*	*$*
Equipment and Furniture		$ 83,300		$ 26,500		$ 18,450		$ 12,350		$ 4,550		$ 13,000		$ 6,500		$ -		$ -
TOTAL ADMIN & SUPPORT ONE-TIME FUNDING		**$ 83,300**		**$ 26,500**		**$ 18,450**		**$ 12,350**		**$ 4,550**		**$ 13,000**		**$ 6,500**		**$ -**		**$ -**
GRAND TOTAL ANNUAL FUNDING				**$ 283,500**		**$ 430,562**		**$ 612,651**		**$ 654,679**		**$ 864,909**		**$ 908,399**		**$ 901,899**		**$ 901,899**

Note: * Costs transferred to the Self-Supporting programs.

APPENDIX C

LETTERS OF SUPPORT

FROM COMMUNITY LEADERS

CITY OF RIVERSIDE

Office of the Mayor
Diverse • Inclusive • Committed

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

Ronald O. Loveridge
Mayor

3900 Main Street • Riverside, CA 92522 • 951.826.5551 • fax 951.826.2543 • www.riversideca.gov

OFFICE OF RECOVERY MANAGEMENT
CITY OF NEW ORLEANS

C. RAY NAGIN
MAYOR

DR. EDWARD J. BLAKELY
EXECUTIVE DIRECTOR

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

1300 PERDIDO STREET | SUITE 8W03 | NEW ORLEANS, LOUISIANA | 70112
PHONE 504.658.8400 | FAX 504.658.8425

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

APPENDIX D

LETTERS OF SUPPORT FROM

PUBLIC POLICY PROGRAMS

AT OTHER UNIVERSITIES

UNIVERSITY OF CALIFORNIA, BERKELEY

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO SANTA BARBARA • SANTA CRUZ

RICHARD & RHODA GOLDMAN SCHOOL OF PUBLIC POLICY

2607 HEARST AVENUE
BERKELEY, CALIFORNIA 94720-7320
TEL: (510) 642-4670
FAX: (510) 643-9657

April 27, 2007

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

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

UCLA
SCHOOL OF PUBLIC AFFAIRS

Public Policy Social Welfare Urban Planning

ARLEEN A. LEIBOWITZ
Professor and Chair
Department of Public Policy

office: 310-206-8653
fax: 310-206-0337
arleen@ucla.edu
3250 Public Policy Building
Box 951656
Los Angeles, CA 90095-1656

April 18, 2007

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

Dear Prof. Deolalikar:

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

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

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

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

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

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

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

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

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

Sincerely,

Arleen A. Leibowitz
Professor and Chair

UNIVERSITY of WASHINGTON
Daniel J. Evans School of Public Affairs

Box 353055, Parrington Hall
Seattle, Washington 98195-3055

Robert Plotnick, Professor
(206) 685-2055

April 19, 2007

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

Dear Professor Deolalikar,

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

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

The two other required first year courses (Interactions among population…, and Integrated policy-making…at the regional level) particularly distinguish this program from others. Education that fosters understanding of the complex interrelationships among population change, the environment, social problems, and social policy will be cutting-edge. Training in regional analysis is usually provided in urban planning programs. Making regional analysis and policy-making central to an MPP program is innovative. Moreover, the MPP core will give students interested in regional issues stronger skills and a broader perspective

than they would typically receive in an urban planning master's program. These 2 courses and the centrality of their issues to the School's intellectual character will give the School a nationally competitive niche that will attract students from the region, the state, other parts of the US, and potentially other countries.

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

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

I predict that the Ph.D. minor will be very popular. It is intellectually sound and will provide a significant competitive advantage for students 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

Robert Plotnick

GEORGETOWN UNIVERSITY

Georgetown Public Policy Institute

April 21, 2007

To: Professor Anil Deolalikar, Director, Public Policy Initiative

From: Vijaya Ramachandran, Assistant Professor and Chair, International Policy and Development Track, Georgetown Public Policy Institute

Re: School of Public Policy at UC Riverside

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

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

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

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

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.

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DONALD BREN SCHOOL OF ENVIRONMENTAL SCIENCE & MANAGEMENT
ERNST ULRICH VON WEIZSÄCKER, DEAN

SANTA BARBARA, CA 93106
http://www.bren.ucsb.edu/

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 is 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 Ernst v. Weizsäcker

PHONE: (805) 893-7363 • E-MAIL Ernst@bren.ucsb.edu • FAX: (805) 893-7612

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School of Social Ecology
202 Social Ecology I
Irvine, CA 92697-7075
(949) 824-3480
(949) 824-8566 Fax

April 23, 2007

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

Dear Prof. Deolalikar:

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

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

Sincerely,

Martha S. Feldman
Johnson Chair for Civic Governance and Public Management

PEPPERDINE UNIVERSITY

School of Public Policy

OFFICE OF THE DEAN

April 27, 2007

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

Dear Dr. Deolalikar:

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

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

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

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

Sincerely,

James R. Wilburn
Dean

Enclosure

24255 Pacific Coast Highway, Malibu, California 90263-7490 • 310-506-7490 Fax: 310-506-7494

APPENDIX E

LETTERS OF SUPPORT FROM

UCR ADMINISTRATORS

AND FACULTY

OFFICE OF THE EXECUTIVE VICE CHANCELLOR AND PROVOST
RIVERSIDE, CALIFORNIA 92521

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.

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Graduate School of Education
RIVERSIDE, CA 92521-0128
(951) 827-5802 FAX: (951) 827-3942
steven.bossert@ucr.edu

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

RIVERSIDE: OFFICE OF THE DEAN
COLLEGE OF HUMANITIES, ARTS,
AND SOCIAL SCIENCES

June 26, 2006

CHANCELLOR FRANCE CORDOVA

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

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

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

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

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

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

Sincerely,

Joel W. Martin

Joel W. Martin
Interim Dean
Professor of Religious Studies

UC RIVERSIDE UNIVERSITY OF CALIFORNIA

COLLEGE OF HUMANITIES, ARTS,
AND SOCIAL SCIENCES
OFFICE OF THE DEAN

April 26, 2007

CHANCELLOR FRANCE 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.

900 University Avenue
3413 HMNSS Building
Riverside, CA 92521
Tel 951.827.2762
Fax 951.827.4537
www.ucr.edu

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 multi-disciplinary 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

RIVERSIDE: OFFICE OF THE DEAN AND DIRECTOR OF PROGRAMS
COLLEGE OF NATURAL AND AGRICULTURAL SCIENCES
DIVISION OF AGRICULTURAL AND NATURAL RESOURCES
CITRUS RESEARCH CENTER AND
AGRICULTURAL EXPERIMENT STATION
COOPERATIVE EXTENSION

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 pubic 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

A. Gary Anderson Graduate School of Management

Office of the Dean
Anderson Hall 122
RIVERSIDE, CA 92521
TEL: (951) 827-4237
FAX: (714) 649-5260
anilagsm@ucr.edu

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.

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DEPARTMENT OF ENVIRONMENTAL SCIENCES – 084
2208 GEOLOGY BUILDING
RIVERSIDE, CALIFORNIA 92521-0424

HTTP://www.envisci.ucr.edu
FAX: (951) 827-3993

June 5, 2006

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

Dear Dave,

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

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

Sincerely,

Bill Jury
Distinguished Professor of Soil Physics

College of Engineering
Center for Environmental Research and Technology

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 carryout 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

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INSTITUTE FOR RESEARCH ON WORLD-SYSTEMS
COLLEGE BUILDING SOUTH, ROOM 100
RIVERSIDE, CA 92521-0419

PH: 951.827.2062
www.irows.ucr.edu

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

Kathleen Montgomery, AGSM

Dear Dave,

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

Kathleen

Toby Miller, Departments of English, Women's Studies, and Sociology

Thanks Dave

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

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

The Well-Tempered Self: Citizenship, Culture, and the Postmodern Subject (The Johns Hopkins University Press, 1993)
Cultural Policy (Sage Publications, 2002 – with George Yúdice)
Critical Cultural Policy Studies: A Reader (Blackwell, 2003 – edited with Justin Lewis)
Global Hollywood 2 (British Film Institute/University of California Press, 2005 – with Nitin Govil, John McMurria, Richard Maxwell, and Ting Wang)
Cultural Citizenship: Cosmopolitanism, Consumerism, and Television in a Neoliberal Age (Temple University Press, in press)

Gloria Gonzalez-Rivera, Department of Economics

Dave and Anil,

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

With best wishes,

Gloria

Mindy Marks, Department of Economics

Anil and David,

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

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

Sincerely,

Mindy Marks

Roberto Sanchez-Rodrigues, UC MEXUS

Anil and David,

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

Best,
Roberto Sanchez

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David C. Funder, Ph.D., Professor and Chair
DEPARTMENT OF PSYCHOLOGY
RIVERSIDE, CA 92521-0128
TEL: (951) 827-5244, FAX: (951) 827-2214
funder@citrus.ucr.edu

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

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ROBERT PRESLEY CENTER FOR CRIME AND JUSTICE STUDIES
COLLEGE OF HUMANITIES, ARTS, AND SOCIAL SCIENCES
(909) 787-4604

RIVERSIDE, CALIFORNIA 92521-0221

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 translational component of the Presley Center mission surely falls squarely in the public policy arena, meaning a connection between the Center and the School of Public Policy could be a natural fit.

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

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

Best wishes in your effort.

Sincerely,

Kirk R. Williams
Professor of Sociology and Acting Director

UNIVERSITY OF CALIFORNIA, RIVERSIDE

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ROBERT PRESLEY CENTER FOR CRIME AND JUSTICE STUDIES
COLLEGE OF HUMANITIES, ARTS, AND SOCIAL SCIENCES
(909) 787-4604

RIVERSIDE, CALIFORNIA 92521-0221

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

Robert Nash Parker
Professor of Sociology and Director

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June 6, 2006

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

Dear Professor Deolalikar:

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

Sincerely,

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

Ken Baerenklau, Department of Environmental Sciences

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

Linda Fernandez, Department of Environmental Sciences

Hi Anil and David,

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

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

Sincerely,

Linda Fernandez

Bowman Cutter, Department of Environmental Sciences

June 13, 2006

To Whom it May Concern

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

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

Sincerely,

W Bowman Cutter

Assistant Professor,
Department of Environmental Sciences

[STREET ADDRESS] • [CITY/STATE] • [ZIP/POSTAL CODE]
PHONE: [PHONE NUMBER] • FAX: [FAX NUMBER]

Chuck Whitney, Department of Sociology

Gentlemen:

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

With very best regards,

D. Charles Whitney

----- Original Message -----

From: "Kevin M. Esterling" <kevin.esterling@ucr.edu>

To: "Anil B. Deolalikar" <anil.deolalikar@ucr.edu>

Cc: "David H. Warren" <david.warren@ucr.edu>; <shaun.bowler@ucr.edu>

Sent: Wednesday, June 21, 2006 2:56 PM

Subject: Re: Letter of support for the School of Public Policy

June 21, 2006

To whom it may concern:

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

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

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

In addition, I teach classes on statistical methods, game theory, public policy analysis, and political institutions, all of which are central to the training of public policy students.

Please let me know if I can lend any further support to the effort to establish a school of public policy at UCR. My office number is 951-827-3833, and my email address is kevin.esterling@ucr.edu. Thank you for considering this letter.

Sincerely,

Kevin M. Esterling
Assistant Professor
Department of Political Science

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COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF POLITICAL SCIENCE

RIVERSIDE, CALIFORNIA 92521

Dear Professor Deolalikar,

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

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

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

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

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

Very truly yours,

John W. Cioffi
Assistant Professor of Political Science

Krishnan Ramakrishnan, Department of Political Sciences

Dear Anil and David,

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

Best,
Karthick