



OFFICE OF THE PROVOST AND EXECUTIVE VICE PRESIDENT

OFFICE OF THE PRESIDENT
1111 Franklin Street
Oakland, California 94607-5200

December 20, 2013

ACADEMIC SENATE CHAIR JACOB

Dear Bill:

As you know, in October 2012 the University formed a Professional Degree Supplemental Tuition (PDST) Task Force to consider issues related to PDST, including the policy governing PDST and the process through which campuses propose new PDST charges and changes to existing PDST levels.

Dr. Ahnika Kline, a joint MD/PhD student at UC San Francisco who graduated last spring, and I co-chair the Task Force, which includes four faculty leaders in the Academic Senate (including former Academic Senate Chair Bob Powell), five other students (including former Regent Jonathan Stein and Regent Cinthia Flores), and eight administrators from the campuses and the Office of the President who have substantial expertise related to professional degree programs. A roster of members is attached for your reference.

The Task Force has concluded a comprehensive and thoughtful phase of deliberations and has prepared two draft documents for review and feedback by appropriate University stakeholders prior to finalizing their recommendations at a March 2014 Task Force meeting. The proposed policy revisions are intended to be presented to the Regents at the May 2014 meeting of the Board. At that time, I will also recommend policy implementation protocols to President Napolitano for her approval.

I write to request your facilitation of Academic Senate review of the draft documents. In order to provide feedback to the Task Force for consideration at their March meeting, comments should be submitted no later than March 3, 2014. This should allow the Academic Council to consider comments from committees and divisions at their February 26 meeting.

For reference, the current policy, *Regents Policy 3103: Policy on Professional Degree Supplemental Tuition*, is available at

<http://regents.universityofcalifornia.edu/governance/policies/3103.html>. In addition, the Task Force has incorporated *Regents Policy 3104: Principles Underlying the Determination of Fees for Students of Professional Degree Programs* into its draft PDST policy and therefore recommends eliminating the *Principles*, which are available at <http://regents.universityofcalifornia.edu/governance/policies/3104.html>.

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If you and/or other members of the Academic Senate have any questions, please don't hesitate to contact me, other members of the Task Force, Interim Director David Alcocer (David.Alcocer@ucop.edu) in Student Affairs, or Coordinator Elisabeth Willoughby (Elisabeth.Willoughby@ucop.edu) in Budget and Capital Resources. Thank you in advance for your assistance in facilitating this consultation period.

Cordially,

A handwritten signature in black ink, appearing to read "Aimée Dorr". The signature is fluid and cursive, with a large initial "A" and a long, sweeping tail.

Aimée Dorr
Provost and Executive Vice President

Attachments:

Draft PDST Policy
Draft PDST Policy Implementation Protocols
PDST Task Force Roster

Cc: Associate Vice President Obley
Executive Director Winnacker
Chief of Staff Ellison Crockett
Interim Director Alcocer
Coordinator Willoughby

DRAFT FOR CIRCULATION

Presidential Policy Implementation Protocols for *Regents Policy 3103: Policy on Professional Degree Supplemental Tuition*

I. Introduction

The President issues the following policy implementation protocols to provide interpretation and detail to help translate *Regents Policy 3103: Policy on Professional Degree Supplemental Tuition* (the Policy) into appropriate program, campus, and Office of the President practices that will achieve the Policy's goals and principles. The intent of the protocols is to ensure effective and appropriate practices for preparing proposals for PDST levels for consideration of approval by The Regents.

- A) The President or his/her designee will consider PDST level proposals which sufficiently adhere to these protocols and will more likely submit for Regental approval those PDST level proposals supported by program students and faculty.
- B) Per the Policy, changes in these protocols can be made at the discretion of the President or his/her designee and only after consultation with students, faculty, and administrative leadership per the following: (1) For substantive changes, the convening of a systemwide and representative task force is needed; and (2) Minor or technical changes can be made at the discretion of the President or his/her designee with notification to student, faculty, and administrative leadership.

II. Multi-year Proposals and Approvals (Policy Clause 2)

- A) The President or his/her designee shall require each program proposing PDST to submit a multi-year PDST plan, endorsed by the Chancellor, proposing annual PDST levels for three years.
- B) Any proposed increases above the approved PDST level within the three-year plan requires the submission of a new three-year PDST plan and adherence to provisions in these protocols for the submission of a new three-year PDST plan submission.
- B) Programs remaining within approved three-year PDST plans have minimal annual requirements, which are specified in these protocols.
- C) Chancellors will review PDST proposals and supporting plans concerning financial aid, loan forgiveness, outreach, diversity, evaluation, and use of any corrective measures (such as a PDST rollback, freeze, limit on future increases, or other financial and/or non-financial measures), and submit proposals as revised to the Office of the President.

III. Establishing a Set of Peer Institutions (Policy Clause 3)

The Policy requires that programs establish and justify a set of peer institutions to be used for comparison in all elements of the planning and evaluation process, including academic quality, total charges, financial aid, and diversity, among other factors. The following implementation protocols are offered for the establishment of a set of peer institutions.

- A) A selection of at least three (and no more than six) comparators is needed for each PDST proposal; if at least three similar programs do not exist, the maximum number of comparators possible should be included.
- B) Comparators should be selected based on a range of criteria, where publicly available, including academic quality, program ranking, average student debt, faculty compensation, diversity, and other factors.
- C) Programs must use one set of comparators for all measures when determining PDST levels. Where such data are publicly available, measures may include total charges, cost for delivery of education, quality of the academic program, national academic rankings, student-faculty ratios, student diversity, the availability of program-sponsored loan repayment options and other financial aid programs, average income and indebtedness of program graduates, and other factors.
- D) Where possible, the three-year PDST plans of programs should report on comparators' most recently available total charges, net cost of attendance, and student debt levels.
- E) Programs should review and consult with program faculty and students on comparators every time a three-year plan is developed. Program faculty and students, as well as the campus graduate dean, are encouraged to assess a program's choice of comparison institutions. Student and faculty feedback and comments on the selection of comparators should be included in PDST proposal.
- F) Comparators can be both public and private, if applicable; however, most should be public. Private comparators may be used only if the relevant data measures are publicly available. In fields or disciplines with few high quality public programs, at least one-third of all comparators should be programs from other public institutions. In the rare instance in which no public comparator can be identified, the program must provide additional justification, including why other public programs are not appropriate comparators.
- G) The selection of aspirational comparators should be rare. If selected comparators are aspirational, the program must provide a rationale for the selection including the program's plan and a reasonable timeline for meeting goals that provide the basis for the selection.
- H) Programs selecting mostly private or aspirational comparators will be subjected to greater scrutiny during proposal review by the President and/or his designee. If adequate justification is not provided, the program may be required to select new

comparators and/or the proposals' PDST levels may not be recommended by the President or his/her designee to the Regents.

- I) Different professional programs on a single campus may or may not have the same comparators; the same degree program on different campuses may or may not have the same comparators provided there is reasonable justification.

IV. Inclusion and Diversity (Policy Clause 4a)

The Policy states that “the University is committed to ensuring the inclusion of diverse populations in its programs, including its graduate professional degree programs charging PDST.” Along these lines, the President or his/her designee expects that programs will adhere to the following guidelines intended to support the University’s interest in advancing graduate professional degree program opportunities for educationally and economically disadvantaged groups in a manner consistent with applicable non-discrimination laws.

- A) The following should be included in each program’s three-year plan in order to permit evaluation of the “impact of institutional climate within programs” as required by the Policy: (1) Diversity-related data and trends over a six-year period including: (a) gender, (b) race and ethnicity, disaggregated for U.S. domestic and international students, (c) residency status of domestic students at the time of entry, and (d) socioeconomic status (including, but not limited to, education and economic disadvantage) when data is available. If these data are not available, programs should make preparations to collect them. If other demographic indicators are collected, programs should also include these in program plans. (2) If possible, analysis or description of diversity data and efforts of programs at selected peer institutions. (3) Indicators for diversity measures and monitoring, such as admissions, yield, graduation, and retention rates of students, and analysis of such data by diversity indicators. (4) Comprehensive and metrics-based strategies for the inclusion of underrepresented groups. Where appropriate, programs should seek the input and feedback of campus diversity officers or offices on such strategies and report independent feedback. Noteworthy strategic plans use data on indicators such as admissions, yield, graduation, and retention rates of students by a range of diversity indicators.
- B) Programs must include information for the following areas, if applicable, in three-year proposals: (1) new approaches to creating a diverse student body for programs with no or minimal progress in this area; (2) successful efforts to diversify student populations based upon the inclusion of educationally and economically disadvantaged groups, when measured against comparable programs, disciplines, or fields; (3) program-specific success to diversify student populations over time, including evidence of meaningful efforts; and/or (4) self-imposed accountability measures.
- C) While considering the context of the professional field or discipline, progress within each specific program and representation of diverse groups at UC and within California, the President or his/her designee has the responsibility to address PDST programs which do not demonstrate a commitment to the guidelines outlined above

and principles and goals articulated in Regents' policy concerning the inclusion of educationally and economically disadvantaged groups. For such PDST programs, after an initial review of a three-year plan, in subsequent three-year plans: (a) If progress on diversity indicators is not made within three years, the program will then be required to submit with their plan a strategic plan for diversity and inclusion, although all programs are encouraged to develop such plans in concert with campus diversity officers/offices and any existing campus-wide diversity framework. (b) If progress on diversity indicators is not made within six years, programs will be required to provide dedicated funding to support strategic diversity and inclusion initiatives before the President or his/her designee submits proposed PDST levels to the Regents.

V. Affordability and Financial Aid (Policy Clause 4b)

The Policy vests responsibility with the President or his/her designee for ensuring that each campus complements its proposed multi-year plans for professional degree programs with financial aid measures, including scholarships, grants, and loan repayment assistance programs, to meet these goals adequately. Along these lines, the President or his/her designee expects that programs adhere to the following guidelines related to student affordability and financial aid.

- A) Each program must submit a financial aid strategy when proposing three-year PDST plans. Financial aid strategies and resources should include and/or address: (1) front-end financial aid that ensures needy students are able to pursue their academic interests; (2) loan forgiveness programs (or equivalent alternative programs) for students interested in pursuing lower-paying public interest careers, and others, such that debt from professional school does not unduly restrict career decisions; (3) financial strategies for the inclusion of students from educationally and/or economically disadvantaged groups; and (4) detailed marketing and outreach plans to explain the program's financial aid strategy and student options.
- B) Programs should demonstrate that total charges (Tuition, Nonresident Supplemental Tuition, PDST, the Student Services Fee, campus-based fees, etc.) have been considered when proposing PDST levels and assessing affordability.
- C) Programs should develop and maintain strategies and resources that will enable graduates to pursue lower-paying public interest careers.
- D) Programs should demonstrate that PDST-setting decisions have taken place within the context of considerations of student debt after graduation and expected average earnings. Programs should, to the extent possible, collect data on student debt levels upon graduation and periodically after graduation, and utilize such data in financial aid plans.
- E) The President or his/her designee may refuse to recommend proposed PDST levels to the Regents for programs which do not take action in the face of, or demonstrate good faith efforts to address, high levels of student debt relative to potential earnings after graduation, which may unduly restrict student career and life choices. Such efforts include, but are not limited to, conducting a review and analysis of student debt levels upon graduation and periodically after graduation, providing adequate front-end financial aid or loan forgiveness options, programmatic cost reductions to offset PDST increases, among others.

- F) Financial aid planning should be discussed during student and faculty consultation. Program faculty and students, as well as the campus graduate dean, are encouraged to assess a program's financial aid strategy. Student and faculty feedback on financial aid and the accessibility to pursue lower-paying public interest careers should be included in the three-year PDST plan.
- G) Approved three-year PDST levels and best estimates of total charges should be posted by programs on websites easily accessible to potential applicants.

VI. Student and Faculty Consultation (Policy Clause 5)

The Policy requires that PDST programs consult with students and faculty when determining proposed PDST levels. Consultation serves as an opportunity for the engagement of students and faculty in program development and decision-making, provides an opportunity for understanding the impact of revenue increases or shortages on program quality and excellence, and fosters open communication and transparency with administrative leadership. The following provides implementation protocols for consultation for (A) programs on cycle to submit three-year PDST plans, (B) programs proposing increases for PDST levels previously approved by the Regents, (C) programs proposing to charge PDST for the first time, either existing programs or new programs, and (D) programs remaining within the approved levels set forth in three-year PDST plans (off-cycle years). The broadest possible consultation with students and faculty in programs directly impacted by PDST charges is desirable.

A) Consultation Protocols for Programs Submitting on Cycle Three-Year PDST Plans

- (1) Consultation should include obtaining the viewpoints of: (a) Students and faculty in the program for which the PDST is proposed through: (i) holding town-hall style meetings with appropriate faculty and students in the program to discuss the plan and solicit feedback; (ii) convening focus groups of appropriate faculty and students in the program to discuss the plan and solicited feedback; (iii) sharing the plan with faculty and students in the program via email, soliciting their feedback, and reviewing the comments received; or (iv) other means determined and explained by the program; (b) The relevant program or school student association leadership, if one exists, and the campus graduate student association, or equivalent; and (c) Other appropriate faculty and affiliated faculty leadership (e.g., faculty executive committee or other faculty leadership).
- (2) At the program level, consultation should include information on: (a) proposed PDST increases and three-year plans for any proposed increases; (b) uses of PDST revenue; (c) PDST levels/increases in the context of total charges; (d) issues of affordability and financial aid; (e) opportunities and support to pursue lower-paying public interest careers; (f) selection of comparator institutions; (g) diversity; and (h) outcomes for graduates of the program (e.g., career placement of graduates, average earnings, indebtedness levels).

- (3) Three-year PDST plans should include direct feedback from students and faculty including: (a) who was consulted; (b) what was consulted on; (c) how and when consultation took place; and (d) summary statements of opinions expressed, including the range of viewpoints and feedback (e.g., percentages consulted and percentages holding specific views).
 - (4) Three-year PDST plans should also include: (a) a description of how consultation occurred; (b) the nature of the impact or influence of faculty and student views on PDST-setting; (c) verification of consultation with the relevant program or school student association leadership, if one exists; (d) verification of an opportunity to provide feedback for the campus graduate student association, or equivalent; (e) verification of notification of to the campus graduate dean; and (f) an endorsement by the campus Chancellor.
- B) *Consultation Protocols for Programs Proposing Increases for PDST Levels Previously Approved by the Regents:* As indicated in Section II-B of these protocols, any proposed increase for an approved PDST level within the three-year plan requires the submission of a new proposed three-year PDST plan. Along these lines, changes to a PDST level within the three-year PDST plan requires consultation enumerated in Section VI-A above.
- C) *Consultation Protocols for Programs Proposing to Charge PDST for the First Time, Including Existing Programs or New Programs*
- (1) Consultation protocols enumerated in Section VI-A above apply.
 - (2) New programs or programs charging PDST for the first time may not have apparent direct or obvious student or faculty cohort to provide consultation. In these cases, programs should seek consultation with graduate academic and professional students and faculty in closely related established programs or groups who are reasonable approximations of the program student and faculty population. Additional stakeholders, such as future employers, should also be consulted.
- D) *Consultation Protocols for Off-Years of Programs Remaining within Approved Three-Year PDST Levels of a Plan*
- (1) Additional consultation is not required for programs implementing approved PDST levels for the duration of the three-year PDST plan.
 - (2) Three-year plans should be shared each year during the period of the plan with the campus graduate student association president, or equivalent, president and the program or school student association leadership, if one exists, for notification purposes. Program administrative leadership may also offer an opportunity for

discussion with student leadership. Any feedback obtained during off-cycle years should be included in the program's next three-year PDST plan, either at the end of the three-year cycle or in connection with a proposed increase in PDST levels during an already approved three-year PDST level period.

- (3) Programs should provide program students and faculty with at least one opportunity annually to be updated on uses of PDST revenue and issues of affordability, financial aid, and diversity. Any feedback obtained during off-cycle years should be included in the program's next three-year PDST plan.

E) *Consultation Protocols for Programs Requesting a Decrease in an Approved PDST Level*

- (1) Per the Policy, "upon request of a graduate professional program charging PDST and with the concurrence of the Chancellor, the President is authorized to reduce PDST levels that were previously approved by The Regents."
- (2) Students and faculty in the program, the campus graduate student association, or equivalent, president, and the campus graduate dean should be informed of an approved decrease in an already approved PDST level, and provided justification for any such decrease.

VII. Timeline & Multi-Year Planning (Policy Clause 6)

- A) To guide the multi-year planning process, the following timeline has been established.
- B) The specific dates may be adjusted at the discretion of the President or his/her designee, including for University holidays, campus closures, and changes in the Regents meeting schedule.
- C) The President or his/her designee will communicate a full calendar at the time of the call for proposals.
- D) Timeline follows on the next page.

Activity	Minimum time Required	Responsible Party	Recommended Start date	Recommended End date
Determine initial planning assumptions (anticipated ranges/bands may only be available)		UCOP		No later than February 1
Proposal call to campuses		UCOP		February 1
Proposal preparation	10 weeks	Program	February 1	No later than April 15
Consultation with program students and faculty, and the graduate student association President or designee	At least 4 weeks	Program and specific program entities outlined in Section F of these guidelines, where applicable	No later than March 15	April 15
Proposal revisions, if applicable	2 weeks	Program	April 15	May 1
Campus review	4 weeks	Graduate student government, Graduate Division, Faculty Senate	May 1	May 31
Webinar offered for new students		Program		No later than June 14
Proposal revisions, if applicable		Program		No later than June 15
Submission to campus leadership		Program, Budget office		No later than June 16
Communicate final planning assumptions to campuses		UCOP		No later than July 15
Campus leadership decision, proposal revisions, if applicable		VCPB, EVC, Chancellor, Program, etc.		No later than August 15
Submission to UCOP		Chancellor		No later than August 15
Review by Provost and UCOP	4 weeks	UCOP	August 15	September 15
Feedback to campuses from UCOP, if applicable		UCOP		No later than September 15
Proposal revisions, additional information, etc. requested after UCOP review	2 weeks	Program	September 15	October 1
Draft Regents item	2 weeks	UCOP	October 1	October 15
Review of updated proposals by Provost and UCOP	1 week	UCOP	October 1	October 15
Circulate Regents item for UCOP approvals	1 week	UCOP	October 16	October 24
Update item per comments from Provost, General Counsel, etc.	3 days	UCOP	October 24	October 27
Submit final Regents item to Secretary of the Regents		UCOP		Late October (varies)
Request approval at Regents meeting		President and/or Provost		Mid-November (varies)

VIII. Programs Charging Professional Degree Supplemental Tuition (Policy Clause 7)

Per the Policy, the President or his/her designee shall develop implementation protocols to provide guidance on characteristics of graduate degree programs eligible to charge PDST.

- A) Effective with the approval of 2015-16 PDST levels, PDST shall not be charged by programs awarding a Doctor of Philosophy degree or a Master's degree on a path to a Doctor of Philosophy degree.
- B) Generally, the determination of whether a program is a professional degree program eligible for PDST should be determined on a program-by-program basis. However, the Office of the President may use some combination of the following characteristics when determining the appropriateness of charging a PDST for the first time:
 - a. Program may require accreditation or may need to meet licensure requirements that will justify additional instructional needs for which PDST is required.
 - b. Job prospects for graduates of professional degree programs are very specific and targeted, often requiring licensure or certification to practice in the job market.
 - c. Program content is characterized by acquisition of an identifiable cluster of skills that is not predominantly theory- or research-focused.

IX. President's Designee and UC Office of the President Review

- A) The President assigns the Provost and the Executive Vice President of Business Operations as his/her designees in all capacities related to PDST in the Policy and these protocols.
- B) The Provost and the Executive Vice President of Business Operations will convene an Office of the President Review Team to review, analyze, and evaluate submissions of program three-year PDST plans.
- C) The Office of the President Review Team will consult with campus budget officers, program administrative leadership, and student and faculty leadership as needed during the review, analysis, evaluation, and revision of three-year PDST plans.
- D) The Office of the President Review Team will recommend to the Provost and the Executive Vice President of Business Operations three-year PDST plans which adhere to the Policy and these protocols.
- E) The Provost and Executive Vice President of Business Operations will recommend to the President PDST levels for his/her recommendation to the Regents for their approval.

DRAFT FOR CIRCULATION

Regents Policy 3103: POLICY ON PROFESSIONAL DEGREE SUPPLEMENTAL TUITION*

- (1) Professional Degree Supplemental Tuition (PDST) shall be assessed to students enrolled in designated graduate professional degree programs in order to achieve and maintain excellence so that these programs remain among the best in the country, public or private.
- (2) The Regents shall approve PDST increases in the context of multi-year plans submitted by the President for the years covered by the multi-year plan endorsed by the campus Chancellor, and any increases above the approved PDST levels must be supported by a new multi-year plan. The President or his/her designee is responsible for: (a) ensuring that programs engage in appropriate multi-year planning of PDST levels within the context of principles and goals expressed in this policy and implementation protocols developed by the President or his/her designee; (b) reporting to the Regents periodically on the status of the efforts of programs charging PDST to advance the principles and goals articulated in this policy; and (c) consulting with graduate students, faculty, and program and administrative leadership on substantial changes to implementation protocols.
- (3) Each PDST program is responsible for establishing and justifying a set of peer programs at other institutions. The comparators shall be used in all elements of the planning and evaluation process regarding academic quality, total charges, financial aid, and diversity. The total cost of education as well as other market-based factors, such as scholarship and grant support, relative to comparable peer programs shall be considered when setting PDST.
- (4) Access and inclusion are among the University's core commitments, and affordability is a vitally important component of a public education system. Any initiation of, or increase in, PDST must be justified by programmatic and financial needs, but also must not adversely affect the University's commitment to access, inclusion, and affordability for students interested in pursuing lower-paying public interest careers.
 - a. The University is committed to ensuring the inclusion of diverse populations in its programs, including its graduate professional degree programs charging PDST. In keeping with this commitment, each program charging PDST must have comprehensive strategies, based on measurable outcomes, for the inclusion of educationally and economically disadvantaged groups, consistent with [Regents Policy 4400 \(Policy on University of California Diversity Statement\)](#), and that consider the impact of institutional climate within programs.
 - b. Financial aid targeted for students enrolled in professional degree programs is necessary to ensure access to the degree program, to minimize financial barriers to the pursuit of lower-paying public interest careers, and to reduce restrictions on students' career options due to student debt. The President or his/her designee is responsible for ensuring that each campus complements its proposed PDST multi-year plans with financial aid measures, including scholarships, grants, and loan repayment assistance programs, to meet these goals adequately.

- i. Current base levels of institutional financial aid shall be maintained and an amount equal to at least 33 percent of new PDST revenue shall be dedicated to financial aid for students in programs charging PDST.
 - ii. Campuses reserve the discretion to supplant the 33 percent of new PDST revenue financial aid requirement with other fund sources not specifically designated for student financial support.
 - iii. Other revenue sources specifically designated for student financial support (e.g., fundraising or donor contributions designated for student scholarships) shall provide student financial support in addition to the 33 percent of new PDST revenue that is dedicated to financial aid.
 - iv. Campuses will regularly evaluate and report on the effectiveness of these financial aid measures.
- (5) Campuses are required to consult with students and faculty in the program when determining the proposed multi-year plan for PDST.
- (6) The Regents recognize the importance of program planning relative to PDST charges, as well as planning and predictability for students, and thus shall further this goal by approving PDST levels in a timely manner for the years covered by a multi-year plan, with any increases above the approved PDST levels supported by a new multi-year plan.
- (7) The President or his/her designee shall develop implementation protocols to provide guidance on characteristics of graduate degree programs eligible to charge PDST.
- (8) Upon request of a graduate professional program charging PDST and with the concurrence of the Chancellor, the President is authorized to reduce PDST levels that were previously approved by the Regents. The President shall report those actions to the Regents.

** Nothing in this policy constitutes a contract, an offer of a contract, or a promise that any tuition or fees ultimately authorized by The Regents will be limited by any term or provision of this policy. The Board of Regents expressly reserves the right and option, in its absolute discretion, to establish tuition or fees at any level it deems appropriate based on a full consideration of the circumstances, and nothing in this policy shall be a basis for any party to rely on tuition or fees of a specified level or based on a specified formula.*

Membership

Co-Chairs

Provost Aimée Dorr
Ahnika Kline, UCSF Medicine Graduate

Faculty

Jean-Bernard Minster, Geophysics (San Diego)
Ruth Mulnard, Nursing (Irvine)
Robert Powell, Chemical Engineering & Materials Science (Davis)
Francisco Ramos-Gomez, Dentistry (Los Angeles)

Students

Regent Cinthia Flores, Law (Irvine)
Matt Gorlick, Business (Los Angeles)
Ahnika Kline, Medicine (San Francisco) (Co-Chair)
Liliana Klein, Business (Riverside)
David Nagle, Medicine (San Diego)
Former Regent Jonathan Stein, Law/Public Policy (Berkeley)

Administrators

Associate Vice Chancellor-Academic Planning & Budget Glyn Davies (Los Angeles)
Executive Vice Chancellor Ralph Hexter (Davis)
Dean Michael Lairmore, Veterinary Medicine (Davis)
Associate Vice President-Health Sciences Cathryn Nation (UCOP)
Associate Vice President-Budget Debora Obley (UCOP)
Dean Robert Sullivan, Business (San Diego)
Graduate Dean Andrew Szeri (Berkeley)
Associate Dean-Admissions David Wofsy (San Francisco)

Primary Staff

David Alcocer, Student Financial Support
Elisabeth Willoughby, Budget & Capital Resources

Additional Staff

Hilary Baxter, Academic Planning	John Power (UCLA Law)
Jerlena Griffin-Desta, Student Life	Kathleen Quenneville, General Counsel
Pamela Jennings, Graduate Studies	Gail Riley, Secretary of the Regents
Jessika Jones, Student Financial Support	Clare Sheridan, Academic Senate
Alice Kubler (UCB Business)	Lydia Yu, Health Sciences
Richard Michaelson, Budget	