



OFFICE OF THE PROVOST AND
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE PRESIDENT
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

March 25, 2019

ACADEMIC COUNCIL CHAIR ROBERT MAY

Re: UC Center Sacramento Review

Dear Robert:

As you know, last year President Napolitano announced she would like to begin the consultation process on whether and how to transition selected systemwide programs to campuses. As part of that process, I have led a review of the UC Center Sacramento (UCCS) to gain a better understanding of its current state and determine the best options for UCCS's future.

I have now completed that assessment and would like to share with the Academic Senate the report for review and feedback. This report was developed based on interviews with and data collected from various stakeholders, including members of the UCCS Faculty Council and Advisory Board, as well as campus and other stakeholders. It was refined based on feedback from the UCCS leadership team.

This report contains both a detailed current state assessment and a proposal for the future state. The current state assessment comprises my understanding of the background, activities and programs, organizational structure, financials, and competitive landscape for UCCS. The proposal for the future of UCCS, includes a vision, set of goals, and changes necessary to meet those goals.

I would appreciate receiving the Academic Senate's comments no later than **June 28, 2019**. Please submit your comments to provost@ucop.edu. If you have any questions, please contact Kimberly Peterson at Kimberly.Peterson@ucop.edu or (510) 587-6303.

Thank you again for your time and attention to this matter.

Appreciatively,

Michael T. Brown, Ph.D.
Provost and
Executive Vice President for Academic Affairs

March 25, 2019

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Enclosure: UC Center Sacramento Current State Assessment Report, February 15, 2019

cc: Vice Chair Bhavnani
Vice Provost Carlson
Associate Vice President Nelson
Executive Director Baxter
Director Kravitz
Chief of Staff Peterson

UNIVERSITY
OF
CALIFORNIA

UC Center Sacramento

Current State Assessment Report

February 15, 2019

Version 6.0 Draft

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LETTER FROM PROVOST MICHAEL BROWN

OFFICE OF THE PROVOST AND
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

January 14, 2019

Dear Colleagues,

At President Napolitano's direction, I initiated an extensive assessment of the *UC Center Sacramento* in August 2018. Over the past year, many members of our community including the Board of Regents have expressed admiration for the *Center's* growth in the past few years and a strong desire to continue expanding its programming. I sought to understand the current state of the *Center* and to understand what our community members felt should be maintained, improved, and changed in the future.

This document is an initial draft of that assessment and includes detailed information on the *Center*, based on nearly 50 interviews and a substantial reading of background materials. This document also includes options and suggestions for the future of the *Center* that arose from the interviews and analysis. This document also includes a high-level proposal for the future. This proposal is not intended to cover every detail, and it is not a formal decision. However, I believe it provides essential information and data for informing consultations processes with my colleagues and stakeholders from across the University and for working with President Napolitano to formalize a decision on the future of *UC Center Sacramento*.

My own review made several things clear to me – things that I hope will be clear to you as well. *UC Center Sacramento* is a jewel within the University of California, and a unique entity in American higher education. No other university or university system has a comparable entity dedicated to experiential learning and public service based in their state capitals. The *Center* would also not exist without the commitments and contribution of UC Davis, which has voluntarily hosted the *Center* for nearly a decade.

This *Center* is distinctly Californian. It is one of the clearest and starkest embodiments of our tripartite mission of education, research, and public service. It focuses on providing experiential learning for undergraduate students, through which our students gain invaluable experiences and contacts in Sacramento, the state gains access to unpaid, well-educated labor, and we gain the opportunity to illustrate the value of the state's investment in the University of California. The *Center* also connects our faculty and graduate students with the Sacramento community to translate their expertise and research in practical and relevant terms. I can think of no better way to meet one of the cornerstones of our mission state of "providing long-term societal benefits through transmitting advanced knowledge" – particularly with the lawmakers and policy makers in our state capital. Through *UC Center Sacramento*, we can be both the University of California, *and* the **University for California**.

During this assessment, I heard the nearly unanimous consensus that the *Center* can achieve much more in expanding the educational experiences and public service to the state. One of our community members framed the *Center's* current situation as having significant "potential energy" that is waiting to be unleashed. However, we must focus on a few areas to help the *Center* continue meeting its current obligations and look at expansion in the future:

- **Financial Stability:** As will be clear in this report, the *Center* has survived financially based on the generosity of UC Davis, as the host campus, and the UC Office of the President by providing funding. However, the historical levels of funding are insufficient to meet even the current growth trends at the *Center*, never mind additional opportunities.

- **Facilities:** I have been engaged in a separate assessment of the facilities for the *Center*, specifically looking for a long-term solution that can provide the space that the *Center* needs while maintaining a close proximity to the capital and can provide adequate housing for our students. This is clearly a priority that we must address to continue operating the *Center*.
- **Commitment:** To continue growing the *Center*, we must have a strong commitment and cooperation from the campuses and the Office of the President to ensure we can collectively address the structural issues and obstacles. The *Center* is one of the shining examples of a systemwide educational program – not just within our University but across the nation – but it can only succeed if we all contribute and cooperate.

In terms of future expansion, I believe we need to be targeted and intentional in how we ask the *Center* to grow. I believe that there is significant opportunity to more than double the enrollment in the near future – but doing so would require resources to augment staff, provide affordable and proximal housing for students, strengthen and broaden programming, and support from the campuses to recruit and send their students and scholars. In particular, I would like to see UC student interns in every state Department and Agency and working with a majority of our Senators and Assemblymembers. We already have the largest share of undergraduate student interns in Sacramento, but I want *UC Center Sacramento* to be a household name amongst our colleagues in the state government.

We also need to expand our focus on helping to connect our faculty and graduate students with the state government. We are not just the University of California – we are the research arm of the state of California. The state constitution made clear our purpose, and we have a responsibility to help the Legislature and government of California make informed policy decisions. I will be leading efforts on behalf of the UC system to enable, facilitate, and support the connection between the University and the State government, with the support of my staff and the UC Office of the President. While there are many ways for us to expand this focus and connection, I appreciate the suggestions that our community members offered in the course of this assessment. I will be carefully examining them in the weeks ahead and would appreciate additional perspectives and suggestions.

I want to thank all the individuals who participated in this assessment through thoughtful conversations with me and my team. I also want to thank Director Richard Kravitz and Associate Director Cindy Simmons from *UC Center Sacramento*; Chancellor Gary May, Executive Vice Chancellor Ralph Hexter, and Assistant Executive Vice Chancellor Karl Mohr from UC Davis; and Vice Provost Susan Carlson and Director Patricia Osorio-O'Dea from the UC Office of the President for supporting the *Center* and leading it so successfully over the past few years. On behalf of the University of California, thank you.

This report is still a draft, and I would encourage you to contact me with questions and comments. Over the coming weeks, I will be working with President Napolitano and my colleagues across the University to determine the next steps.

Appreciatively,



Michael T. Brown, Ph.D.
Provost and
Executive Vice President for Academic Affairs

EXECUTIVE SUMMARY

The report that follows is a current state analysis of *UC Center Sacramento (UCCS)* conducted by UC Provost Michael Brown, a team from Academic Affairs, and stakeholders from *UCCS*. The report includes an assessment of *UCCS*'s mission, history, educational and public service programs, organizational structure, financials, and competition from other universities. It includes several suggestions for how *UCCS* and its situation could be changed to better meet its mission and ends with a proposal for the future of the *Center*, including a vision, set of goals, and changes necessary to meet those goals.

This assessment was conducted over the course of three months, from September to November 2018, using the several methods to collect and analyze data, including:

- **Interviews:** The team interviewed 48 stakeholders across the UC system and affiliated groups,¹ and summarized themes from these interviews which are provided throughout the report;
- **Data & Document Analysis:** The team collected and reviewed 34 total documents and data sets provided by program stakeholders;² and
- **Background Research:** The team researched comparable Sacramento-based programs within the UC system and amongst other California institutions, and other state capital-based programs across the United States.

Based on the findings in this assessment, *UCCS*'s current activities and services can be summarized in the following three general categories, which are highlighted in different sections of this report:

- **Undergraduate Program:** *UCCS* offers experiential learning opportunities to a cohort of roughly 50 students per term from the nine undergraduate UC campuses through classroom instruction and a nearly full-time internship with an organization in the Sacramento area.
- **Graduate Program:** *UCCS* offers limited opportunities to graduate students to present their research to members of the Sacramento community and to teach the undergraduate students.
- **Public Engagement:** *UCCS* engages with members of the Sacramento community – particularly individuals within the state legislature and executive departments – by providing access to UC research and faculty lectures throughout the year.

This assessment identified several significant findings and opportunities, which should be considered when charting a course of the future. These findings include:

- **Addressing *UCCS*'s Structural Deficit:** *UCCS* suffers from a structural deficit largely due to the difference between the cost-to-educate and the tuition/state appropriations per student;
- **Identifying a Long-Term Facility Solution:** Many stakeholders felt that the *UCCS* should focus on identifying a workable solution for the facilities including housing for the students given the seismic and space constraints of the current facility;
- **Increasing Enrollments:** Most stakeholders agreed that *UCCS* should increase its enrollments, but several noted possible obstacles such as how some of the campuses structure their recruiting/outreach, lack of brand recognition, and competition with other entities like *UCDC*;
- **Expanding Engagement with the State:** Stakeholders from UC and the Sacramento community felt that *UCCS* should significantly expand its outreach with the state government, though there was not universal consensus on how that outreach should be structured.

Ultimately, Provost Brown and President Napolitano will decide on changes for *UCCS*, and whether to implement the changes included in the ***Proposal for the Future State*** at the end of this report.

¹ For more information on the interviewees, see the List of Interviews section of **Appendix VIII: Stakeholder Interviews**.

² For more information on the data and documents reviewed for this report, see **Appendix IX: List of Documents and Data**.

BACKGROUND

The *UC Center Sacramento (UCCS)*, a unit administratively reporting to the Division of Academic Affairs at the UC Office of the President, is a systemwide center that is physically located in Sacramento, CA. *UCCS* works to enhance the UC's presence in Sacramento by engaging the state policy community and educating UC undergraduates in public service and policy. In pursuit of the former goal, *UCCS* facilitates a series of speaker-based events, presentations, publications, and student internships designed to connect the UC with the state capital community. To achieve the latter goal, *UCCS* offers an undergraduate experiential program for UC students interested in politics, policy, and public service. Through this program, UC undergraduates spend a term in Sacramento, where they complete an internship and take academic courses through *UCCS*.

UCCS is a systemwide academic program, that engages students and faculty from all UC campuses. *UCCS*'s undergraduate program is open to students from the nine undergraduate campuses, and it represents one of several options for UC students to study away from their home campus.

UCCS is distinct from other systemwide academic programs in two key respects:

- A single UC campus, UC Davis, exercises joint administrative oversight alongside the UC Office of the President. The *UC Education Abroad Program* is similar in this regard, but units like the *UC Washington Center (UCDC)* and the *Innovative Learning Technology Initiative (ILTI)* do not share this dual administrative structure.
- *UCCS* is remote from the UC Office of the President or any single UC campus. While *UCCS* receives administrative support and oversight from UC Davis, it is not physically located on campus. The physical facility is located in downtown Sacramento near the state capitol and is managed remotely by the UC Office of the President.

Since its founding, *UCCS* has undergone a great deal of growth and evolution in its structure, administration, and programmatic offerings. The UC Board of Regents has taken particular interest in *UCCS* and its potential for continued expansion. This report offers a deep dive into the current state of *UCCS* as a foundation for any considerations about its future growth.

The following sections provide important context for *UCCS* as it exists today, including the *Center's* mission, purpose, and history.

Mission and Purpose

UCCS was initially founded to support the three tenets of the University's mission – teaching, research, and service – through a series of programs and initiatives. In the years since, this mission has remained largely unchanged:

"The University of California Center Sacramento advances the University's mission of teaching, research and public service with an integrated program to train future state leaders, to address challenging public-policy issues confronted by the nation and state, and to carry out the University's mandate to assist state government."

At its core, this mission centers around two primary goals:

- **Preparing UC undergraduates** for public service careers; and
- **Sharing UC's collective research knowledge base** to promote better state policymaking.

UCCS achieves the first goal by enrolling students in an undergraduate program that includes an internship in the Sacramento public policy community and academic coursework in the fields of politics and public policy. The *Center* achieves the second goal by hosting a series of regular events that share UC faculty research with the public policy community and invite stakeholders into the *Center*. As one stakeholder noted, *UCCS* is a "personification of UC's mission" to serve the state of California and maintain strong relationships with stakeholders at the state level.

Several *UCCS* staff, Faculty Council, and Advisory Board members noted that a central tenet of *UCCS*'s mission is also to serve a diverse population of students, including minority or first-generation students who may not otherwise have experiential learning opportunities. This sentiment underscores the *Center*'s commitment, particularly in recent years, to enroll students from a wider variety of majors, offer courses in a number of disciplines, and provide professional development and networking opportunities that students may not otherwise receive.

History

UCCS was formally established in 2003 with a request from a UC Regent to foster a greater UC presence in the Sacramento community. Housed as a systemwide unit within the UC Office of the President's Division of Academic Affairs (in the former Academic Planning, Programs, and Coordination sub-division), the new unit's stated goal was to "provide training in public policy issues critical to the future of the state and to the University's land-grant mandate to assist state government."³ The *Center* was intended to parallel the existing *UC Washington Center*'s federal government program at the state level. The first cohort of UC undergraduate students enrolled in *UCCS* in the fall of 2004.

For its first six years, *UCCS* was administered solely as a UCOP entity. When the UC began to make administrative cuts in response to the 2008 economic downturn, *UCCS* was temporarily closed. Based on response from the state legislature and several stakeholders, the UC Davis Chancellor proposed that UC Davis assume administrative responsibility for the *Center*. As a result, in 2010, the UC Office of the President and UC Davis signed a memorandum of understanding to transition administrative oversight of *UCCS* to UC Davis.

At the time, the UC Davis Institute for Governmental Affairs (IGA) effectively absorbed *UCCS* into its existing operations. Oversight of the *Center* fell to Robert Huckfeldt (then the IGA director), A.G. Block (then the *UCCS* Associate Director), and Cindy Simmons (a manager for IGA and other units within the UC Davis Division of Social Sciences). As the economy gradually recovered and UC Davis dedicated additional resources to *UCCS*, the *Center* began to grow. The current *UCCS* Director, Dr. Richard Kravitz, was hired on an interim basis in the fall of 2013. Dr. Kravitz's was appointed permanent Director in 2015, and shortly following A.G. Block's retirement in 2016, Cindy Simmons joined the *Center* full-time as the Associate Director.

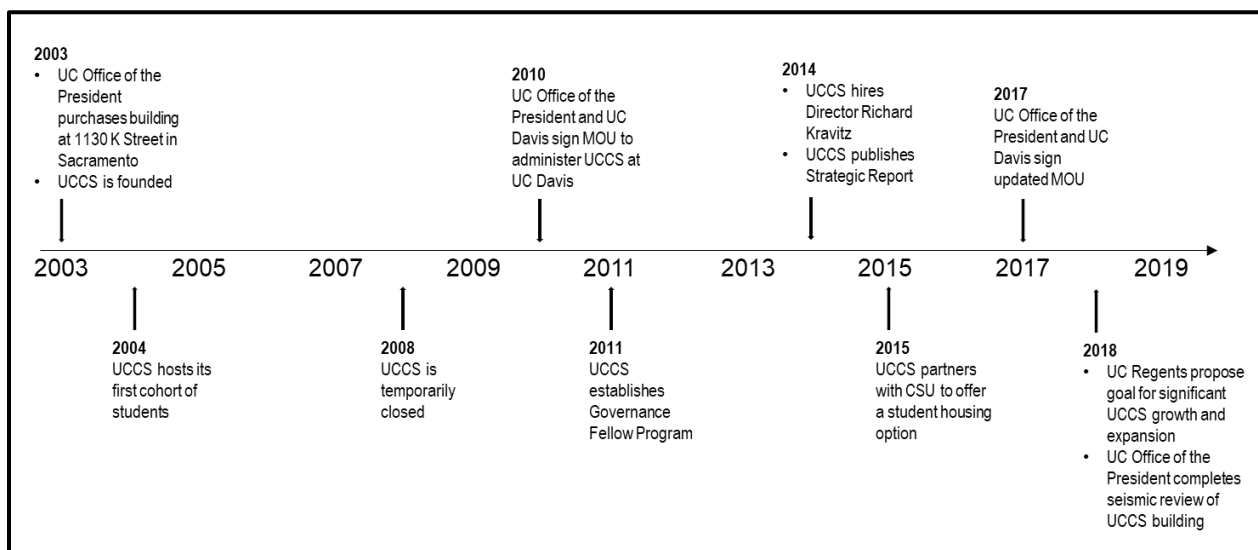
Part of Dr. Kravitz's charge as interim Director was to lead a strategic visioning process for *UCCS*. This process, which aimed to clarify *UCCS*'s mission and document its achievements, resulted in the creation of a Strategic Report designed to guide the *Center* into the next several years. The report, which was disseminated widely amongst stakeholders and approved by UC President Napolitano, presented three options for near-term growth: "baseline," "baseline+," and "baseline++." The "baseline+" option was approved by the Council of Executive Vice Chancellors during their meeting in Oakland in the fall of 2014. The resulting resource infusion fueled the *Center*'s growth over the next several years.

³ *UCCS* MOU with UCOP and UC Davis, 2017

The *Center's* staff grew to include a second full-time Program Coordinator, a part-time graduate student assistant, and additional faculty. In addition, the governance structure expanded to include a standing Advisory Board and a Faculty Council with representation from all ten UC campuses. In recognition of the continued value of the *Center*, an updated version of the MOU between the UC Office of the President and UC Davis was signed in 2017.

The figure below outlines key dates in UCC's history.

FIGURE 1: HISTORICAL TIMELINE FOR UCCS



ADMINISTRATION

The following section describes the administration and operations of the *UC Center Sacramento*, specifically focusing on the following topics:

- The **reporting structure** for the *Center* between the UC Office of the President and UC Davis,
- The **operational support** that *UCCS* staff leverage to perform basic business, financial, and human resources functions;
- The **facilities** in Sacramento where the *Center* is housed;
- The **information technology** systems that support the *Center*; and
- How *UCCS* **plans** for the future and **reports** on its progress.

Reporting Structure

As a systemwide academic program, *UCCS* is open to undergraduate students from all of UC's nine undergraduate campuses. Foundational to the *Center's* mission is its service to the entire UC system, as opposed to a single campus. However, *UCCS* is distinct from many other systemwide programs (such as the *Innovative Learning Technology Initiative* and the *UC Washington Center*) in that it is administered jointly by the UC Office of the President Division of Academic Affairs and the UC Davis Office of the Provost. The *UCCS* Director, who has a half-time appointment to the *Center*, reports dually to UC Davis Provost and the UC Provost (through Academic Personnel and Programs department within the UC Office of the President). As part of this arrangement, *UCCS* also leverages many of UC Davis's administrative and support services.

While the *Center* benefits greatly from its proximity to UC Davis and oversight from the campus, several stakeholders noted that *UCCS's* relationship with the UC Office of the President is critical for maintaining the program's systemwide nature. In general, *UCCS* staff expressed that despite being employees of UC Davis, they valued their connection to the UC Office of the President. As one noted, "we like having the link to the Office of the President because we are a systemwide program."

Host Campus

Within the UC system, there are often concerns around favoritism and preferential treatment when any one campus hosts or operates a systemwide program. Aside from *UCCS*, there are several other systemwide programs that are jointly operated by campuses and the UC Office of the President – like the *Presidential Post-Doctoral Fellowship Program* (through UC Berkeley) and the *UC Education Abroad Program* (through UC Santa Barbara). Notably, none of the campus stakeholders interviewed mentioned any concerns around having UC Davis operate *UCCS* in conjunction with the UC Office of the President. In actuality, most of these stakeholders noted significant benefits related to:

- **Proximity:** The close proximity between *UCCS* and UC Davis's campus (including a sizeable footprint in Sacramento proper);
- **Student Services:** *UCCS's* ability to leverage UC Davis's student services and systems given that the UC Office of the President does not offer comparable functions; and
- **Attention:** The strong attention and unbiased focus the *Center* receives from the UC Davis administration, including the Provost and the Provost's Chief of Staff.

Many of the *UCCS* staff noted that they were not concerned about a conflict of interest in the relationship with UC Davis because they and UC Davis administration emphasize the systemwide focus of the *Center*. Though UC Davis often sends more students to the *Center* than the other campuses, most staff and campus stakeholders attributed that more to the close proximity than to favoritism in recruiting practices.

The importance of *UCCS* maintaining its systemwide focus was also echoed in interviews with several Advisory Board and Faculty Council members.

Governance Documentation

The UC Office of the President and UC Davis signed Memoranda of Understanding (MOUs) in 2009 and 2017 outlining the service and financial commitments that both institutions would make to *UCCS*. The second MOU stipulated that it must be reviewed and renewed “not less than every five years” by both parties. Leadership from both UC Davis and the UC Office of the President spent significant time working through the details of these MOUs, especially the 2017 agreement which resolved several outstanding questions and issues. Some stakeholders noted that there remained some ambiguity in the most recent MOU regarding the length of time for certain commitments and ownership of certain responsibilities.

Some systemwide programs, like the *UC Education Abroad Program*, have transitioned to formal Program Charters and annual or regular Memoranda of Understanding to more clearly outline responsibilities and ensure regular updates to address changing conditions. Such documentation could help ensure *UCCS* is able to regularly ensure it has adequate financial resources and support.

Operational Support

UC Davis provides nearly all operational support services to *UCCS*, including:

- **Human Resources** for support on recruiting, payroll, and professional development;⁴
- **Business Services** related to financial systems;⁵
- **Student Services** in terms of registration, financial aid, student support services, etc.; and
- **Information Technology** systems.

UCCS currently receives these services through the central administrative units and the Office of the Provost, though it formerly received administrative support from the UC Davis Division of Social Sciences “Orange Cluster,” which houses the Department of Political Science.

UC Davis does not charge *UCCS* for these services – they are provided as an in-kind benefit. This is somewhat uncommon for academic programs like *UCCS*. For example, the *UC Education Abroad Program (UCEAP)* pays an administrative fee to UC Santa Barbara equivalent to roughly 6.8% of its annual operating expenses for comparable operational support services (excluding student services, which *UCEAP* offers directly). **If *UCCS* were to pay the same administrative fee (6.8% of operating expenses) to UC Davis as *UCEAP* pays UC Santa Barbara, the Center would incur additional annual expenses of nearly \$95,000.** Notably, *UCCS* did contribute to the campus assessment that funded the UC Office of the President before the funding model was changed to state appropriations.

Facilities

In the early 2000s, the head of State Governmental Relations (SGR) within the UC Office of the President began leasing space in the former Weinstock’s building at 1130 K Street in downtown Sacramento. The five-story, 159,383 square foot building was originally constructed in 1924 as a department store for Weistock, Lubin & Co. and was renovated into rentable office space in 1984. In November 2001, the head

⁴ *UCCS* currently administers some HR functions internally but receives support and services from UC Davis.

⁵ *UCCS* leverages the UC Davis’s financial systems and processes, but is responsible for its own accounting, financial processing, and budgeting.

of SGR worked with the UC Provost and UC Davis Provost to purchase the building for \$18.3 million for UC's Sacramento-based operations including *UCCS*. At that time, leadership from the UC Office of the President acknowledged that the building did not meet UC seismic requirements, and temporarily exempted the building from those requirements with the intent of making upgrades in the future. Initially, the building was overseen by the UC Provost, as it was primarily intended to house *UCCS*. Later, in 2013, operational oversight of the building was transferred from the UC Provost to the Building and Administrative Service Center (BASC) within the UC Office of the President. While no formal agreement was created for this transfer of responsibilities, BASC began leasing space in the building and managing the debt service. BASC engaged with a firm – Jones Lang LaSalle (JLL) – to manage the building's day-to-day operations; several stakeholders noted dissatisfaction with their management of the building. Over the years, BASC has leased space to several tenants in addition to *UCCS*, including SGR and several state government entities. Until 2008, the building was almost consistently 100% occupied. During the 2008 recession, many of tenants ended their leases. One stakeholder noted that as the economy recovered, refilling the building has been a challenge.

Future Planning

In August 2018, BASC completed a full seismic review of the building. This review included two levels of analysis, simulations, and building performance evaluations. The building was awarded a rating of V (poor). University policy permits the continued use of buildings with a "poor" rating until 2030, at which point all required upgrades to 1130 K Street must be completed or an alternate location for *UCCS* and SGR must be arranged. A working group comprised of leadership from *UCCS* and the UC Office of the President is currently determining whether to construct a new facility or renovate a different building in Sacramento. Renovating the 1130 K Street facility is not an option under consideration given the costs.

During interviews, **67% of staff, as well as members of the Faculty Council and Advisory Board, identified the building's location near the state capitol as a great asset that allows the Center to fulfill its mission.** Students can easily make their way between internships and classes, while legislators and staff can readily attend *Center*-sponsored policy events. Several stakeholders echoed the sentiment that "the location is ideal...you cannot get a better location," and suggested that any new facility should be a short walk from the capitol.

Occupancy

As of June 2018, roughly 34.4% of the 116,885 rentable square feet were occupied. The UC Office of the President noted that they have not actively sought new tenants due to the seismic issues and the difficulties finding new tenants. The following table lists the building space and tenants as of August 2018.

TABLE 1: SPACE AND TENANTS IN 1130 K STREET

Floor	Total Space	Vacant Space	% Vacant	Tenants
Lower Level	21,218 sq. feet	6,649 sq. feet	31%	UC Center Sacramento; and Chicano Latino Youth Leadership Project
First Floor	23,059 sq. feet	21,613 sq. feet	94%	McCallum Group, Inc.
Second Floor	15,097 sq. feet	8,222 sq. feet	54%	California Council on Science and Technology; California Student Aid Commission; Earthjustice; and Strategic Education Services.
Third Floor	28,584 sq. feet	12,597 sq. feet	44%	Los Angeles Unified School District; Service Employees International Union; and UC State Governmental Relations.
Fourth Floor	28,927 sq. feet	28,927 sq. feet	100%	N/A

Unlike the building's other tenants, *UCCS* receives 13,544 square feet of space in 1130 K Street rent-free as an in-kind benefit from the UC Office of the President. **This in-kind benefit is valued at roughly \$325,000 per year in rent and utilities costs**,⁶ or roughly 25% of *UCCS*'s operating costs in FY18.

Physical Space

UCCS currently occupies the majority of the lower level of the 1130 K Street building and includes:

- **Offices** for all full-time *Center* staff, faculty, and Teaching Assistants;
- A **classroom** in which all *UCCS* courses are held;
- A **seminar room** and **overflow room** in which the *Center*'s main events are held; and
- A **student lounge** with common space and a computer lab.

Stakeholders noted several issues with *UCCS*'s current space at 1130 K Street. For one, *UCCS* is nearing capacity with its current enrollment, and will likely need significantly more classrooms, office space, and common areas as the undergraduate program grows to include more students, faculty, and staff. Also, though the building's location a few blocks from the State Capitol is ideal for the students, *UCCS*'s location in the basement of the building is not. There is no cell phone reception, no windows, and the layout of classrooms is irregular. Though the building has served *UCCS* well for the past few years, most stakeholders agreed that the *Center* needs new space that can accommodate more students and can offer a better learning environment.

Notably, 1130 K Street does not include residential space for *UCCS* students. Stakeholders in every group – especially the UC Board of Regents, *UCCS* staff, and the Advisory Board – noted that the lack of housing was problematic and must be addressed. However, the current building cannot accommodate student housing given seismic issues. Some stakeholders highlighted the *UC Washington Center* as a model for a new facility, given that its 11-story building houses offices, classrooms, and housing for over 270 students. The working group is considering future options with housing in the same facility or nearby.

The figure below displays several *UCCS* spaces housed on the lower level of the 1130 K Street building.

⁶ Assumes a price per assignable square foot (ASF) of space of \$24, which was provided by the Building & Administrative Service Center (BASC) which manages the building for the UC Office of the President.

FIGURE 2: IMAGES OF CURRENT UCCS FACILITIES



Office Common Area



Seminar Room



Student Lounge



Lower-Level Lobby

Information Technology

The structure and function of UCCS's information technology is unique among other systemwide academic programs because of its relationship with UC Davis. UCCS is able to leverage all of UC Davis's various administrative systems. These include the UC Davis Banner student information system, Canvas learning management system, Payroll/Personnel System (PPS), and Time Reporting System (TRS). UCCS's financial activity is also tracked in UC Davis's general ledger. All UCCS staff use UC Davis employee emails and are provisioned into the campus human resource systems. **UCCS does not deploy or support any of its own systems.**

UCCS benefits greatly from UC Davis in this area, specifically the information technology support group within the College of Letters and Science (formerly of the Division of Social Sciences). Given that UCCS has transitioned to the Provost's Office, the campus's Information and Educational Technology (IET) unit

will likely provide IT support in the future. The *Center* leverages UC Davis for any telecommunications, email, network, information security, and general IT support needs, paying for these services as required. As such, ***UCCS does not employ any staff dedicated specifically to IT, systems maintenance, or technical support.***

Information technology was rarely mentioned in stakeholder interviews, and those who did suggested that **leveraging UC Davis's IT systems and services was beneficial for UCCS**. While some systemwide academic programs, such as the *UC Washington Center* and the *UC Education Abroad Program*, employ staff to support information technology and maintain their own technical systems in-house, the partnership with UC Davis has made IT fairly simple and straightforward for *UCCS*. The UC Davis systems generally meet the reporting and administrative needs of *UCCS* staff, and information technology as a whole is not perceived to be a pain point for the *Center*.

Student Systems

The application for *UCCS*'s undergraduate program is currently an online PDF. *UCCS* is, however, currently developing an online application on a third-party platform, which will be hosted by UC Davis. Once students enroll in the program, they are added to the UC Davis student information system, and all student processes, such as grade reporting, are handled through this system. Upon enrolling in *UCCS*, students are also given UC Davis Student IDs and email addresses, which *UCCS* and UC Davis units like the Registrar and Financial Aid and Scholarships use to communicate with them throughout the term.⁷

Several staff noted that the Cross-Campus Enrollment System (CCES), which was developed by the *Innovative Learning Technology Initiative (ILTI)* at the UC Office of the President, could be leveraged for *UCCS* in the future. CCES acts as a data transfer system between the Student Information Systems (SISs) at the nine undergraduate campuses. The system currently allows for the transfer of course registrations and grades between campuses for online courses that are offered for system-wide enrollment, but it could be expanded to allow for digital transfer of course registration and grades for other systemwide programs, like *UCCS*. Currently, course registrations and grades are transferred to and from UC Davis's Registrar through manual data entry. The cost of such an upgrade to the CCES is not known and would need to be investigated further to determine whether it would be worth the investment.

Website

UC Davis provides *UCCS* with a website – <http://uccs.ucdavis.edu> – and one of the *Center*'s full-time staff is responsible for managing it and updating content. During the recent transition of the *UC Education Abroad Program (UCEAP)* from the UC Office of the President to UC Santa Barbara, many stakeholders noted that *UCEAP*'s website should remain under its systemwide domain (ucop.edu) rather than transition to UC Santa Barbara's domain (ucsb.edu). The prevailing reason for maintaining the systemwide domain was to ensure that *UCEAP* was seen by students and community members as a systemwide entity and not solely a UC Santa Barbara program.

While no *UCCS* stakeholders expressed a strong opinion over whether *UCCS*'s website should be transitioned to a systemwide domain, such a change would make *UCCS* consistent with many other systemwide programs. There are three main options for systemwide domains:

- **Universityofcalifornia.edu** – this domain is associated with the UC system, and is maintained by the External Relations & Communications division within the UC Office of the President;

⁷ Non-UC Davis students do retain their home campus email addresses as well

- **Ucop.edu** – this domain is associated with the UC Office of the President and is maintained by the Information Technology Services department within the UC Office of the President; and
- **Independent Domains** – these independent domains (e.g., www.ucdc.edu for the UC Washington Center) are only affiliated with the programs themselves and are typically maintained by program staff.

The following table lists ten examples of systemwide academic programs, including their host institutions and web addresses.

TABLE 2: SYSTEMWIDE ACADEMIC PROGRAMS WEB ADDRESSES

Name	Administrative Home	Web Address
Domain: universityofcalifornia.edu		
Casa de California	UC Office of the President	https://casa.universityofcalifornia.edu/
Innovative Learning Technology Initiative	UC Office of the President	https://crossenroll.universityofcalifornia.edu/
National Center for Free Speech & Civic Engagement	UC Irvine	https://freespeechcenter.universityofcalifornia.edu
Domain: ucop.edu		
President's Postdoctoral Fellowship Program	UC Berkeley	https://ppfp.ucop.edu/
UC Education Abroad Program	UC Santa Barbara	http://uc.eap.ucop.edu/
Domain: Independent		
UC Scout	UC Santa Cruz	https://www.ucscout.org/
UCTV	UC San Diego	https://www.uctv.tv
UC Washington Center	UC Office of the President	https://www.ucdc.edu/
Domain: Campus-Based		
UC Center Sacramento	UC Davis	http://uccs.ucdavis.edu/
UC-Mexico Initiative	UC Riverside	https://ucmexicoinitiative.ucr.edu/

Planning & Reporting

Many systemwide programs engage in several recurring planning and reporting activities for their leadership and governance groups to ensure appropriate accountability and stewardship. These planning and reporting activities include:

- **Strategic Planning:** Multi-year planning processes aiming to establish a strategic vision for the programs;
- **Budget Development:** Annual budgeting to plan for the expenditure of funds and ensure the programs are projected to stay within their financial means; and
- **Annual Reporting:** Annual reporting on the progress and state of the programs including academic impact, financial summaries, and future plans.

The following table highlights the planning and reporting documents produced by seven systemwide programs, including UCCS, that are reviewed by their governance groups.

TABLE 3: PLANNING & REPORTING DOCUMENTS FOR SYSTEMWIDE PROGRAMS⁸

Name	Start	Expenses	Strategic Plan	Budget	Report
<i>Casa de California</i>	2003	\$0.5 million	No	Yes, <i>Annual</i>	No
<i>Innovative Learning Technology Initiative</i>	2013	\$10.0 million	Yes, 2016-21	Yes, <i>Annual</i>	No
<i>President's Postdoctoral Fellowship Program</i>	1984	\$2.6 million	No	No	Yes, <i>Annual</i> ⁹
<i>UC Education Abroad Program</i>	1962	\$40.0 million	Yes, 2016-20 ¹⁰	Yes, <i>Annual</i>	Yes, <i>Annual</i> ¹¹
<i>UC Washington Center</i>	1990 ¹²	\$9.0 million	No	Yes, <i>Annual</i>	Yes, <i>Annual</i> ¹³
<i>UC Center Sacramento</i>	2003	\$1.3 million	Yes, 2014-TBD	No	No
<i>UC-Mexico Initiative</i>	2014	\$1.5 million	Yes, 2015-20 ¹⁴	Yes, <i>Annual</i>	No

Given the relative youth and small size of *UCCS*, the *Center* has engaged in limited formal planning and reporting over the past few years. *UCCS* leadership developed a Strategic Report in 2014 which identified several options for funding in the future, and the current Director and UC Provost are developing a Strategic Vision document. *UCCS* has produced internal budgets and expense summaries, typically for the central finance offices at UC Davis and the UC Office of the President, and other reporting materials, such as summaries of accomplishments, throughout each academic year. The *Center* has not produced a regular budget or annual report for its governance groups in recent years, but the *Center's* leadership expressed an interest in producing such documents in the near future. Producing an annual budget, annual report, and a recurring strategic plan could help ensure *UCCS* adequately plans for its future and remains accountable to stakeholders across the UC system.

Future Suggestions

UCCS has been able to succeed and grow its programming in part due to the significant administrative support provided by UC Davis and the UC Office of the President. Stakeholders felt that several components of the current structure and situation for *UCCS* should be maintained, including:

- **Relationship with UC Davis:** Many stakeholders felt that UC Davis – specifically the UC Davis Provost and his staff – have been generous stewards and hosts of *UCCS* over the past few years, and that this relationship should be maintained.
- **Systemwide Focus:** Stakeholders recognized the need for *UCCS* to maintain and continue its focus as a systemwide academic program and acknowledged the efforts of UC Davis leadership to retain that focus in recent years.
- **Student Services:** Stakeholders, especially *UCCS* staff, recognized the benefits of leveraging UC Davis's student services because it means the *Center* does not need to recreate information systems or amenities. If *UCCS* were located at the UC Office of the President like some other systemwide programs, then it would not receive these benefits.

Several suggestions for adjusting *UCCS's* administration were highlighted in the course of this assessment as well. **The most prevalent suggestion from *UCCS* stakeholders was to identify a long-term solution for the space and facilities** – ideally by building or renovating a new facility near the

⁸ Records could not be obtained for the National Center for Free Speech & Civic Engagement, UC Scout, or UCTV.

⁹ PFPF's Annual Report: <https://ppfp.ucop.edu/info/documents/ppfp-annual-report-2018-11-20.pdf>

¹⁰ UCEAP's Strategic Plan: <https://ucsb.app.box.com/s/ext79r23liu84qbgjruesysdz6emsr6a>

¹¹ UCEAP's Annual Report: <http://eap.ucop.edu/FacultyStaff/Documents/AnnualReport2016-17FINAL.pdf>

¹² The first DC-based programs in the UC system began in 1990, the facility was built in 2001, and the campus programs were consolidated in 2010.

¹³ UCDC's Report: https://www.ucdc.edu/sites/default/files/uploads/documents/Other/GC/Annual%20Report%2014-15_Final.pdf

¹⁴ UC-Mexico's Strategic Framework: https://ucmexicoinitiative.ucr.edu/docs/Strategic_framework_FINAL.pdf

state capitol with student housing included in or near the facility. A working group is currently identifying options for the future facility to house *UCCS* and SGR.

The table below identifies the significant suggestions related to the administration of the *Center*, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the ***Proposal for the Future State*** section at the end of this report.

TABLE 4: FUTURE SUGGESTIONS FOR *UCCS*'S ADMINISTRATION

ID	Name	Description	Costs
*** 1 ***	Identify New Long-Term Facilities	The UC Provost and UC Office of the President should obtain a more appropriate space in the heart of Sacramento that will accommodate the long-term growth plans for the <i>Center</i> .	To Be Determined ¹⁵
*** 2 ***	Create Formal Governance Documents	Creating structured governance documents such as a Program Charter and/or an updated Memoranda of Understanding between UC Davis and the UC Office of the President could help ensure responsibilities are clearly outlined and adjusted as situations change over time.	None or Negligible
*** 3 ***	Compensate UC Davis for In-Kind Support	UC Davis contributes significant in-kind benefits to <i>UCCS</i> which could be valued at nearly \$95,000 (roughly 6.8% of <i>UCCS</i> 's annual operating expenses, which is the amount that the UC Education Abroad Program pays to UC Santa Barbara). The UC Office of the President should offer funds to UC Davis to cover these in-kind benefits to match other systemwide programs and ensure accountability.	\$95,000 ¹⁶
*** 4 ***	Acknowledge In-Kind Facility Support	The UC Office of the President contributes significant in-kind benefits to <i>UCCS</i> in the form of rent and utilities which could be valued at \$325,000. These benefits should be highlighted in <i>UCCS</i> reports and in the presentation of the budget for the UC Office of the President to ensure visibility and transparency.	None or Negligible
*** 5 ***	Leverage the Cross-Campus Enrollment System	Several stakeholders noted that the CCES could be leveraged in the future to facilitate the transfer of course registrations and grades between UC Davis and the other eight undergraduate campuses for <i>UCCS</i> students, but the cost of upgrading the system to perform this task should be evaluated.	To Be Determined ¹⁷
*** 6 ***	Upgrade & Transfer <i>UCCS</i> Website	<i>UCCS</i> 's website is currently provided under the UC Davis domain, but it could be transferred to a systemwide domain to be consistent with other systemwide programs and reinforce the message that <i>UCCS</i> is a systemwide entity.	None or Negligible
*** 7 ***	Establish Recurring Plans/Reports	<i>UCCS</i> could consider establishing recurring planning and reporting documents, such as a forwards-looking, term-limited strategic plan, annual budgets, and annual reports for governance groups to ensure accountability and anticipate the <i>Center</i> 's needs for the future.	More Staff Effort ¹⁸

¹⁵ The cost of a new facility is not known but will likely be a significant investment by the UC system.

¹⁶ The cost of in-kind benefits would need to be negotiated between UC Davis and the UC Office of the President; \$95,000 is an estimate based on the 6.8% that was negotiated between UC Santa Barbara and the UC Education Abroad Program.

¹⁷ The cost of expanding the Cross-Campus Enrollment System is not known but will likely be a significant investment given the initial implementation costs.

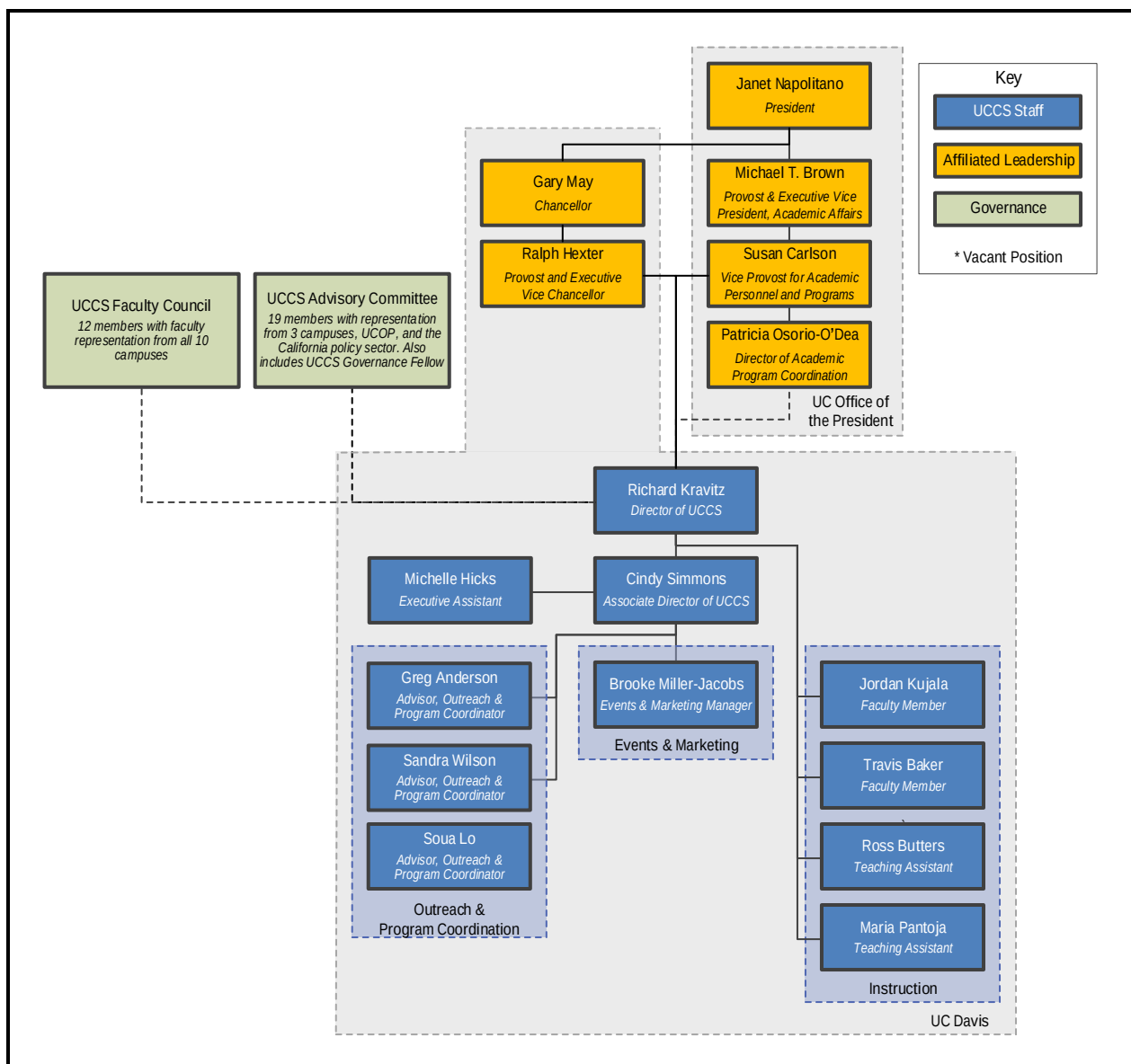
¹⁸ *UCCS* staff would need to spend significant time developing these documents, which may require reshuffling responsibilities or increasing the staffing levels within the *Center*.

ORGANIZATIONAL STRUCTURE

There are several groups within *UCCS*'s organizational structure, which are detailed in figure below:

- **Employees** who work for *UCCS* and are employed by UC Davis,
- **Governance** groups who oversee and advise the Director on the *Center*'s priorities and activities,
- **Campus Representatives** who help recruit students for the *Center*; and
- Other **Key Partners** who support or are affiliated with the *Center*.

FIGURE 3: ORGANIZATIONAL CHART FOR *UCCS*



Employees

UCCS's 11 staff (9.5 total FTE) are employees of UC Davis. These staff include:

- The **Director**, who is a half-time appointment and leads the *Center*;
- The **Associate Director**, who is the full-time administrative leader of the *Center*;
- The **Outreach and Program Coordination** team, which consists of three full-time Coordinators;
- One **Events and Marketing Manager**; and
- The **Instruction** team, which consists of two full-time faculty and two part-time Teaching Assistants (3 FTE total).

Half of the UCCS staff specifically noted that they are a lean, highly integrated, and largely effective team. The following sections provide additional information on these employees.

Director

UCCS is led by a Director, who has a half-time appointment at the *Center* and a half-time faculty appointment at UC Davis. The UC and UC Davis Provosts jointly appoint the Director for a five-year renewable term. UCCS's current Director, Dr. Richard Kravitz, a professor in Internal Medicine department within UC Davis Health, assumed the position in July 2015 after serving as Interim Director for almost two years. The former Director, Robert Huckfeldt, a professor at UC Davis, served for several years as a half-time appointment following the restart of the *Center* in 2010.

Several stakeholders mentioned that UCCS has greatly benefited from a Director with a background outside of politics and government, noting that Director Kravitz has brought fresh perspective given his academic background in health. **Most UCCS staff and members of the community praised his leadership for helping the Center expand its programming in recent years.** Director Kravitz works closely with UCCS's governance groups to set the *Center's* direction. He also works regularly with the staff to review student applications, set course curriculum, and plan the *Center's* outreach and public engagement efforts. Director Kravitz reports jointly to UC Davis Provost Ralph Hexter and Vice Provost for Academic Personnel and Programs Susan Carlson at the UC Office of the President.

Several stakeholders noted that concerns around the funding and appointment for the Director role, especially as the *Center* looks to grow in the future. For comparison, the funding and appointment levels of UCCS's director and other systemwide academic program leaders are highlighted in the table below.

TABLE 5: SYSTEMWIDE PROGRAM DIRECTOR APPOINTMENTS & FUNDING

Name	Title	Appointments & Fund Source(s)
<i>President's Postdoctoral Fellowship Program</i>	Director	0.5 FTE (Director) - UC Office of the President 0.5 FTE (Faculty) - UC San Diego Medicine
<i>UC Center Sacramento</i>	Director	0.5 FTE (Director) - UC Davis & UCOP 0.5 FTE (Faculty) - UC Davis Health
<i>UC Education Abroad Program</i>	Executive Director & Associate Vice Provost	1.0 FTE – Funded by Program Revenue
<i>UC Washington Center</i>	Executive Director	1.0 FTE – Funded by Program Revenue

UCCS leadership felt that the Director's current half-time appointment seems appropriate given the current size of UCCS, but several stakeholders noted that the Director may need to be full-time as the *Center* grows. This point was also reinforced based on UCCS's future needs like increased fundraising

and interactions with the Sacramento community, and the fact that all other major systemwide academic programs (except the *PPFP*) are led by full-time Executive Directors. If the position were made full-time, UC leadership may need to elevate the title to be Executive Director rather than Director to match comparable titles in other systemwide academic programs (like *UCDC*).

Historically, the UC Provost and UC Davis Provost committed to funding the Director's half-time salary and benefits. There is no standard for how Directors of systemwide academic programs are funded or appointed. The Director of the *Presidential Post-Doctoral Fellowship Program (PPFP)* is structured similarly to *UCCS's* Director, though the UC Office of the President offers full funding for *PPFP's* half-time appointment. Given that the *UC Education Abroad Program* and the *UC Washington Center* are largely or fully funded by program revenue, their full-time Directors are not dependent on funding from the UC Office of the President in the same way as the *UCCS* Director.

Several stakeholders noted that the split funding for *UCCS's* half-time Director between the UC Office of the President and UC Davis created a tenuous and sometimes confusing funding situation. Some also noted that UC Davis should not be required to partially fund the Director, given that *UCCS* is intended to be a systemwide program.

Associate Director

Director Kravitz is supported by **Associate Director Cindy Simmons**, who has been involved with the *Center* since it was first administered by the UC Davis Institute of Government Affairs. Associate Director Simmons serves a full-time appointment and supports *UCCS's* day-to-day operations by managing the *Center's* budget, reviewing student applications, overseeing enrollment and registration, setting academic schedules, overseeing the student internship process, managing relationships with intern hosts, and coordinating public engagement events. **71% of Faculty Council members and 75% of Advisory Board members specifically noted that Director Kravitz and Associate Director Simmons have been great assets for *UCCS* and instrumental to its success.**

Associate Director Simmons also supervises the remainder of the *Center's* staff, including the **Outreach and Program Coordination** team, the **Events and Marketing Manager**, and the **Instruction** team. Several stakeholders credited Associate Director Simmons with the *Center's* successes, noting her "outstanding operational leadership," and that she "often works nights and weekends to help achieve its goals." While this level of commitment was widely acknowledged and appreciated, such commitment will not be sustainable in the long run, especially as the *Center* continues to grow.

Outreach & Program Coordination

The **Outreach and Program Coordination** team manages many aspects of *UCCS's* undergraduate program. Specifically, these Coordinators:

- Recruit students at campus information sessions and career fairs;
- Oversee student marketing and outreach with the Campus Representatives;
- Coordinate and run student orientation;
- Support the students during their internships through career advising; and
- Oversee enrollment and registration.

Two of the Coordinators split the nine campuses, serving as primary contacts for their respective Campus Representatives and advising students from those campuses once enrolled. The third coordinator splits their time between supporting the students and coordinating the *Center's* Speaker Series and Policy Briefs by identifying dates, topics, and faculty speakers.

UCCS leadership noted that this team will need to grow and flex based on the number of students they serve per term. Specifically, they noted that their current staffing level of roughly 2.5 Coordinators dedicated to student support and advising would likely only be sustainable up to 50 students per term on average. The *Center* would likely need to hire an additional Coordinator for every 25 students added per term on average (e.g., 3 FTE required to support 51-75 students, 4 FTE required to support 76-100 students). This roughly equates to a 1:25 ratio of Coordinators-to-students.

While this 1:25 ratio is much lower – meaning there are fewer students per staff – than the typical ratios of Academic Advisors-to-students or Career Counselors-to-students on a college campus (those typically hover in the 1:100 to 1:300 range¹⁹), this ratio seems to be reasonable because their jobs focus on several activities in addition to career counseling (through the internships) and academic advising (through the students' courseloads). They also support recruitment efforts on the campuses, registration, orientation, and many other student services. The *Center* also values a high-touch approach with their students given that this is relatively new experience for many of them and that there is some risk to the University of sending unprepared students into the Sacramento community; this higher touch requires more staff to support the students. As the *Center* grows, the Coordinators could become more specialized to focus on certain activities, which is a change that the *UC Washington Center* made several years ago by transitioning from a generalist staffing model to specialized positions focused exclusively on career advising, recruiting, or student services.

Events & Marketing

The **Events and Marketing Manager** coordinates all marketing and outreach efforts for *UCCS*'s public engagement initiatives. This includes social media marketing, targeted emails to legislators, government committees, and local non-profits in advance of events, and follow-up after events. The manager also plans the *Center*'s recurring events, including catering, audio/visual technologies, travel reimbursements, speaker transportation, attendance, and other logistics.

Instruction

The **Instruction** team teaches *UCCS*'s undergraduate academic program, and is comprised of **faculty** and **Teaching Assistants**. The Instruction team meets weekly with Director Kravitz and Associate Director Simmons to discuss the goals of the academic program, evaluate the curriculum, and integrate the coursework with the internship component of the program. The Instruction team also holds weekly office hours in *UCCS*'s student lounge.

When *UCCS* was first founded, the *Center* "bought out" several tenure-track faculty from UC Davis to teach most of the classes. In recent years, *UCCS* has shifted this model by hiring two full-time **faculty** who teach a combination of seminars and elective courses, averaging one to three courses each term. These faculty are solely dedicated to teaching *UCCS* students. *UCCS* estimates that it will need to hire one or two additional faculty soon as average enrollments per term begin to exceed 50 students, so they can split the students into two sections of each course.

While some stakeholders noted that there were some benefits to having tenured campus-based faculty teaching the students in years past, most felt that *UCCS*'s faculty served the students well because they could relate to the undergraduates and they are wholly devoted to *UCCS* students without other faculty obligations. *UCCS* has focused on recruiting recent UC graduate students for these positions (the current two faculty recently received their Ph.D.s from UCLA and UC Davis), and staff felt that this structure was

¹⁹ <https://www.nacada.ksu.edu/Resources/Clearinghouse/View-Articles/Advisor-Load.aspx>

serving the students well. Also, staff noted that the Speaker Series gives the students ample opportunity on a weekly basis to interact with faculty from the campuses who are experts in their fields of study.

The two **Teaching Assistants** are current graduate students at UC Davis appointed quarter- or half-time to *UCCS*. They are primarily responsible for supporting the faculty, grading assignments, advising students, and holding office hours. *UCCS* estimates that they will need one Teaching Assistant for every 25 students enrolled per term on average, given that their primary focus is in supporting students, and that they will likely need to hire an additional Teaching Assistant soon.

Governance

In addition to UC Office of the President and UC Davis leadership, two primary groups advise the Director of *UCCS*:

- The **Advisory Board**; and
- The **Faculty Council**.

These two groups include representatives from faculty, campus administration, non-UC stakeholders, and the UC Office of the President. More so than some other programs, however, *UCCS* structures these stakeholders into two distinct groups, each with a particular charge based on its membership. Stakeholders generally felt that this structure was effective, particularly with the addition of the expanded membership on the Advisory Board. The sections below describe the composition, roles, and responsibilities of these groups.

Advisory Board

The ***UCCS* Advisory Board** consists of 19 members and includes representatives from three campuses, the UC Office of the President, and members of the California public policy community. This group advises the *UCCS* Director on the general direction and goals of the *Center*, including its undergraduate program, research dissemination, and public engagement efforts. In 2013, the *UCCS* Director revamped the Advisory Board by expanding its focus beyond the undergraduate program and its composition beyond UC stakeholders. The UC Provost appoints individuals to serve three-year terms as members of the Advisory Board, based on recommendations from the *UCCS* Director and other stakeholders. The table below outlines membership of the Advisory Board.

TABLE 6: ADVISORY BOARD MEMBERSHIP

Name	Title	Affiliation
Ben Allen	CA State Senator and Chair, Senate Education Committee	External
Stephen A. Arditti	Assistant Vice President and Director, State Government Relations, Emeritus	External
A.G. Block	Chair, Community Relations Committee, Children's Receiving Home of Sacramento	External
Henry Brady	Dean, Goldman School of Public Policy	UC Berkeley
Susan Carlson	Vice Provost, Academic Personnel and Programs	UCOP
Delaine Eastin	2014 <i>UCCS</i> Governance Fellow	External
William Emmerson	Senior Vice President of State Relations & Advocacy, California Hospital Association	External
Diane Griffiths	Former Chief of Staff, UC Board of Regents	External
Kieran Flaherty	Associate Vice President and Director, State Governmental Relations	UCOP
Robert Huckfeldt	Distinguished Professor (former <i>UCCS</i> Director)	UC Davis
Richard Kravitz	Director	UC Davis
Thomas McMorrow	Board Chair; Partner, Manatt, Phelps, and Phillips, LLP	External

Name	Title	Affiliation
Jose Medina	State Assemblyman and Chair, Assembly Committee on Higher Education	External
Karl Mohr	Chief of Staff, Provost and Executive Vice Chancellor	UC Davis
Roger Niello	2011 <i>UCCS</i> Governance Fellow	External
Oladele A. Ogunseitan	Professor, Population Health and Disease Prevention	UC Irvine
Patricia Osorio-O'Dea	Director, Academic Program Coordination, Academic Personnel and Programs	UCOP
Michael Villines	2013 <i>UCCS</i> Governance Fellow	External
Das Williams	Supervisor, First District of Santa Barbara County	External

The Advisory Board is similar in structure to the oversight groups of other systemwide programs in that they meet four times per year and have a larger group comprised of a mix of faculty, campus administrators, and representatives from the UC Office of the President.

The table below highlights *UCCS*'s Advisory Board compared to some other systemwide programs.

TABLE 7: OVERSIGHT GROUPS FOR UC SYSTEMWIDE PROGRAMS

Program	Group	Meetings	Members	UCOP	Faculty/Senate	Campus
<i>Innovative Learning Technology Initiative</i>	Steering Committee	26 times per Year	6	4 <i>Incl. Directors</i>	2 <i>Chair & Vice-Chair</i>	0
<i>UC Center Sacramento</i>	Advisory Board	~4 times per Year	19	2 <i>Academic Affairs</i>	3 <i>Faculty</i>	1 <i>Administrator</i>
<i>UC Education Abroad Program</i>	Governing Committee ²⁰	~4 times per Year	17	4 <i>Academic Affairs</i>	6 <i>Faculty</i>	6 <i>Administrators</i>
<i>UC-Mexico Initiative</i>	Leadership Council	~2 times per Year	15	3 <i>Academic Affairs</i>	3 <i>Faculty</i>	9 <i>Administrators</i>
<i>UC Washington Center</i>	Governing Council	~4 times per Year	13	5 <i>Incl. Director</i>	4 <i>Faculty</i>	4 <i>Administrators</i>

UCCS's Advisory Board is significantly larger than those for the other systemwide programs, though that is largely due to the presence of external stakeholders, which most other programs do not include. Also, the role of the Advisory Board for *UCCS* is a bit different than the groups overseeing the other systemwide programs. In most other cases – including the *UC Washington Center*, *UC Education Abroad Program*, and *Innovative Learning Technology Initiative* – the oversight group is responsible for reviewing and approving the annual budgets, Strategic Plans, annual reports, etc. In some cases, these oversight groups also provide input into the performance review of the Director. The Advisory Board for *UCCS*, in contrast, is largely focused on advising and providing input to the Director, and, indirectly, to the UC Provost and UC Davis Provost. Given *UCCS*'s significant growth over the past few years, the *Center* may need to consider expanding the role of the Advisory Board or establishing a separate group to provide more of a governance focus with approval authority over significant items like the budget.

Stakeholders also suggested examining the guidance for Multicampus Research Units (MRUs), which stipulates that multiple advisory groups may be constituted to separate the governance activities that should be owned by UC stakeholders and the advisory capacity and commitment that is desired from members of the external community. This structure is described below, from the Administrative Policies and Procedures Concerning Organized Research Units:

²⁰ The governance structure for the *UC Education Abroad Program* is being reconstituted; these statistics represent the prior configuration through AY2018.

MRUs may be aided by more than one committee acting in an advisory capacity; for example, MRUs may have an external Advisory Committee and a UC Executive or Steering Committee. The external Advisory Committee is typically made up of individuals from governmental agencies, the private sector and the public nonprofit sector and provides guidance to the MRU on how it might address the needs and priorities of the external constituencies for which the activities of the MRU are especially important. The Chair and membership of the external Advisory Committee are appointed by the President or President's designee.²¹

Faculty Council

The **UCCS Faculty Council** is comprised of 12 members, including faculty representatives from all ten UC campuses. This group meets monthly to advise the *UCCS* Director on the *Center's* undergraduate program, including recruitment, admissions, academic curriculum, housing, diversity efforts, and the student experience. This group also advises on *UCCS's* research dissemination efforts and graduate programs when applicable, and helps select topics and speakers for the *Center's* recurring lecture series. The *UCCS* Director invites and appoints individual faculty members to serve three-year terms as members of the Faculty Council. Many of the Faculty Council members have taught courses at the *Center* or presented at the Speaker Series.

The table below outlines the current membership of the Faculty Council.

TABLE 8: FACULTY COUNCIL MEMBERSHIP

Name	Title	Organization
Matthew Beckmann	Associate Professor, Political Science	UC Irvine
Susan Carlson	Vice Provost, Academic Personnel and Programs	OP
Karen Chappel	Professor, City and Regional Planning	UC Berkeley
Janet Coffman	Associate Professor, School of Medicine	UC San Francisco
Michael Gottfried	Council Chair; Associate Professor, Gervitz Graduate School of Education	UC Santa Barbara
Benjamin Highton	Professor, Political Science	UC Davis
Thad Kousser	Professor, Political Science	UC San Diego
Scott Mackenzie	Assistant Professor, Political Science	UC Davis
Adam Millard-Ball	Assistant Professor, Environmental Studies	UC Santa Cruz
Karthick Ramakrishnan	Associate Dean, School of Public Policy	UC Riverside
Jessica Trounstone	Associate Professor, Political Science	UC Merced

There are only a handful of systemwide programs which have dedicated faculty oversight groups – specifically the *UC Washington Center* and *Presidential Postdoctoral Fellowship Program*. *UCCS's* Faculty Council is the smallest, though most faculty serving on the Council felt it was an appropriate size given their role. The role of these faculty oversight groups tend to be comparable in focusing on the curricular or academic aspects of the program.

The table below highlights *UCCS's* Faculty Council compared to some other systemwide programs.

²¹ <https://policy.ucop.edu/doc/2500488/ORU>

TABLE 9: FACULTY OVERSIGHT GROUPS FOR UC SYSTEMWIDE PROGRAMS

Program	Group	Meetings	Members	UCOP	Faculty/Senate	Campus
<i>President's Postdoctoral Fellowship Program</i>	Faculty Advisory Committee	~4 times per Year	18	1 <i>Academic Affairs</i>	16 <i>Faculty</i>	1 <i>Vice Chancellor</i>
<i>UC Center Sacramento</i>	Faculty Council	~12 times per Year	11	1 <i>Academic Affairs</i>	10 <i>Faculty</i>	0
<i>UC Washington Center</i>	Academic Advisory Committee	~4 times per Year	15	3 <i>Incl. Director</i>	12 <i>Faculty</i> ²²	0

Governance Fellows

In addition to *UCCS*'s immediate staff and advisory groups, each year, the program selects a volunteer **Governance Fellow**. The Governance Fellows Program, which began in 2011, is designed to connect *UCCS* students with former elected officials who have robust policy and public service experience. Governance Fellows often spend time physically at the *Center* advising students, attending classes, and helping students build connections between their coursework and their internships. While the Governance Fellows are primarily involved with the undergraduate program, they also serve as links between the legislature and *UCCS*, connecting staff with members of the Sacramento policy community. Governance Fellows serve for a single academic year. The Governance Fellow for academic year 2017-18 is Lois Wolk.

Campus Representatives

UCCS relies heavily on a group of stakeholders called **Campus Representatives** to recruit students for the *Center*'s undergraduate program. Each of the nine undergraduate campuses has a designated Campus Representative responsible for marketing *UCCS*, encouraging students to apply, answering students' questions, and reviewing applications before passing them along to *UCCS* staff. Campus Representatives serve as *UCCS*'s primary contacts on the campuses and are typically the main touchpoint for students on their campus. *UCCS*'s Coordinators serve as the primary contacts for these Campus Representatives, and work with Campus Representatives to advertise the program and collect student applicant information. However, Campus Representatives can have a fair amount of autonomy over these processes. For example, on some campuses, Campus Representatives run their own independent application processes for *UCCS* before *UCCS* staff ever see the student applications.

Campus Representatives are employees of their respective campuses and do not report formally to *UCCS*. They are housed in a variety of departments, and often are only partially appointed to support *UCCS* in addition to other responsibilities. For example, the Campus Representative for UCLA is an Academic Counselor in Undergraduate Education Initiatives, while the Campus Representative for UC Santa Cruz is the Assistant Director of Career Development in the Career Center.

The table below highlights the different positions and departments for the nine Campus Representatives.

²² The appointments on UCDC's Academic Advisory Committee are technically campus administrators who also have faculty appointments.

TABLE 10: CAMPUS REPRESENTATIVE DETAIL

Campus	Name	Title	Unit
UC Berkeley	Michael Mansfield	Undergraduate Academic Advisor	Department of Theater, Dance, & Performance Studies
UC Davis	Ken Barnes	Assistant Director	Internship & Career Center
UC Irvine	Sharon Parks	Director, Capital Internship Programs	Division of Undergraduate Education
UCLA	Giorgia Pino	Academic Counselor	College Academic Counseling
UC Merced	Miriam Chavez	Student Success Coordinator	Office of Undergraduate Education
UC Riverside	Katie Estrella	Academic Internships Coordinator	Division of Undergraduate Education
UC San Diego	Jennifer Homrich	Internship Counselor	Teaching & Learning Commons
UC Santa Barbara	Jacob LaViolet	Undergraduate Programs Coordinator	College of Letters & Science
UC Santa Cruz	Sheila Rodriguez	Assistant Director, Career Development	Career Center

UCCS staff noted that the *Center's* relationship with the Campus Representatives varies, and that, "the amount of support they give us varies from individual to individual and campus to campus." UCCS staff largely attributed this to differences in their appointments, home departments, and other responsibilities. On four campuses, the UCCS Campus Representatives are also responsible for coordinating for the *UC Washington Center (UCDC)*. 40% of Campus Representatives noted that this split appointment hurts UCCS's marketing and recruiting efforts, and that Campus Representatives may give more attention to UCDC due to different incentives (such as UCDC's quota). One stakeholder also noted that the frequent turnover of Campus Representatives can limit the effectiveness of their partnership with the *Center*. Several stakeholders suggested that it may be worth evaluating the positions and departments of Campus Representatives to provide more consistency.

Stakeholders did not universally agree, however, on whether there was one appropriate position or department for the Campus Representatives across all nine campuses. Several stakeholders noted that having staff within academic departments serve as Campus Representatives could limit the reach of the program to only students within that department. Many stakeholders felt that Career Center staff would be helpful for marketing the internship and experiential learning aspects of the program, but one interviewee noted that these staff typically lack familiarity with the academic aspects like course articulation. However, many stakeholders agreed that more consistency, with some flexibility for specific campus needs, would be helpful.

Key Partners

UCCS's staff, leadership, and advisory groups also maintain working relationships with several key stakeholders from the UC Office of the President, UC Davis, and other groups, which are detailed below.

UC Office of the President partners include:

- The **UC Provost** and **Vice Provost for Academic Personnel & Programs**, who oversee UCCS and approve certain appointments for the *Center*.
- The **Director of Academic Program Coordination**, who works closely with UCCS leadership and serves as a liaison between UCCS and the UC Office of the President.
- The **Building and Administrative Service Center (BASC)**, which manages the 1130 K Street building, handles the debt service, and contracts with Jones Lang Lasalle property management (JLL) to provide security, maintenance, cleaning, and other building services for property.
- The **State Governmental Relations (SGR)** department which works on the third floor of 1130 K Street and serves as the lobbying arm of the University of California with the state government in

Sacramento. Several stakeholders noted the important distinction between *UCCS*'s public engagement efforts and SGR's more targeted lobbying efforts, though the two groups do partner throughout the year. The Director of SGR serves on *UCCS*'s Advisory Board, and SGR staff lauded the *UCCS* interns as important ambassadors for the University in Sacramento.

UC Davis partners include:

- The **Office of the Provost**, led by the Provost's Chief of Staff, Karl Mohr. As one of the many programs under the Provost's purview, *UCCS* participates in regular calls with Chief of Staff Mohr, partners with his office to resolve issues, and receives support through payroll, information technology, human resources, research services support, and financial management services.
- The **Office of the Registrar**, which handles all enrollment, grading, and course evaluation for *UCCS* students. The Registrar enters *UCCS* students from other campuses into the UC Davis student information system, creates UC Davis student IDs, and sends student grades to the home campus Registrars at the end of each term.
- The **Student Services Units** which provide support for *UCCS* students as part of their tuition and fees and include Student Health and Counseling Services, Student Support and Judicial Affairs, and the Unitrans bus system.

Additional partners include:

- **Campus Academic Advisors**, who often help recruit students for *UCCS*. A recent *UCCS* student survey showed that Academic Advisors were the top way students found out about *UCCS*. To expand recruitment efforts and awareness, *UCCS* recently increased outreach to Academic Advisors by marketing the *Center* to them and hosting information sessions for them.
- **Alumni** who studied at the *Center*. While *UCCS* does not have staff dedicated to alumni relations or development, Director Kravitz and Associate Director Simmons have engaged a *UCCS* alumni group which meets quarterly to plan activities and have lunch with current students.

Future Suggestions

UCCS has grown over the past few years, and stakeholders felt that many components of *UCCS*'s organizational structure are strong, including the leadership by the Director and Associate Director.

The table below identifies the significant suggestions related to the organizational structure of the *Center*, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the ***Proposal for the Future State*** section at the end of this report.

TABLE 11: FUTURE SUGGESTIONS FOR UCCS'S UNDERGRADUATE PROGRAM

ID	Name	Description	Costs
*** 8 ***	Full Fund the Director Position	Given that <i>UCCS</i> is a systemwide program, the UC Office of the President should commit to fully funding the Director's half-time salary and benefits to ensure that UC Davis and the <i>Center</i> itself do not need to fund those commitments.	Depends on the Director
*** 9 ***	Appoint the Director Full-Time	Given the growth trajectory for the <i>Center</i> , the UC Provost and UC Davis Provost should consider whether the Director should be a full-time appointment rather than a half-time appointment. If the position is made full-time, then the title may need to be elevated to Executive Director.	Depends on the Director
*** 10 ***	Increase Staffing Levels	Given the quick growth of <i>UCCS</i> 's undergraduate enrollment, its staffing levels for Coordinators, faculty, and Teaching Assistants will likely need to increase in the next year and continue increasing over time to match student enrollment.	Depends on Enrollment
*** 11 ***	Adjust Governance Structure	Given the growth of the <i>Center</i> and good practices from other systemwide programs, <i>UCCS</i> should consider separating the roles of the current Advisory Board to a Governing Committee, which is comprised of UC stakeholders and is responsible for overseeing the <i>Center</i> 's budget and reviewing the <i>Center</i> 's Director, and a Public Advisory Committee, which is comprised of external stakeholders from the Sacramento community and is responsible for advising the Director on the public engagement activities.	None or Negligible
*** 12 ***	Examine Structure of Campus Representatives	<i>UCCS</i> could work with the campuses to establish an ideal position type and department for the Campus Representatives to ensure some level of consistency. Though this would not have to be strictly enforced, establishing an ideal structure would allow the campuses to transition responsibilities over time. Based on feedback from stakeholders, the Campus Representatives should probably be employed by the Vice Provost/Dean of Undergraduate Education (VPDUE) or Career Center, and not an academic department.	None or Negligible
13	Examine Overlap with UCDC ²³	<i>UCCS</i> could work with the campuses to ensure that their Campus Representatives did not share responsibilities for both <i>UCCS</i> and the <i>UC Washington Center</i> . This would hopefully limit competition between the centers for students and ensure adequate attention is paid to both of them.	None or Negligible

²³ This suggestion is not included in the proposal for *UCCS* given that changes to other systemwide academic programs are out of scope of this assessment but may be covered in the parallel report on *UCDC*.

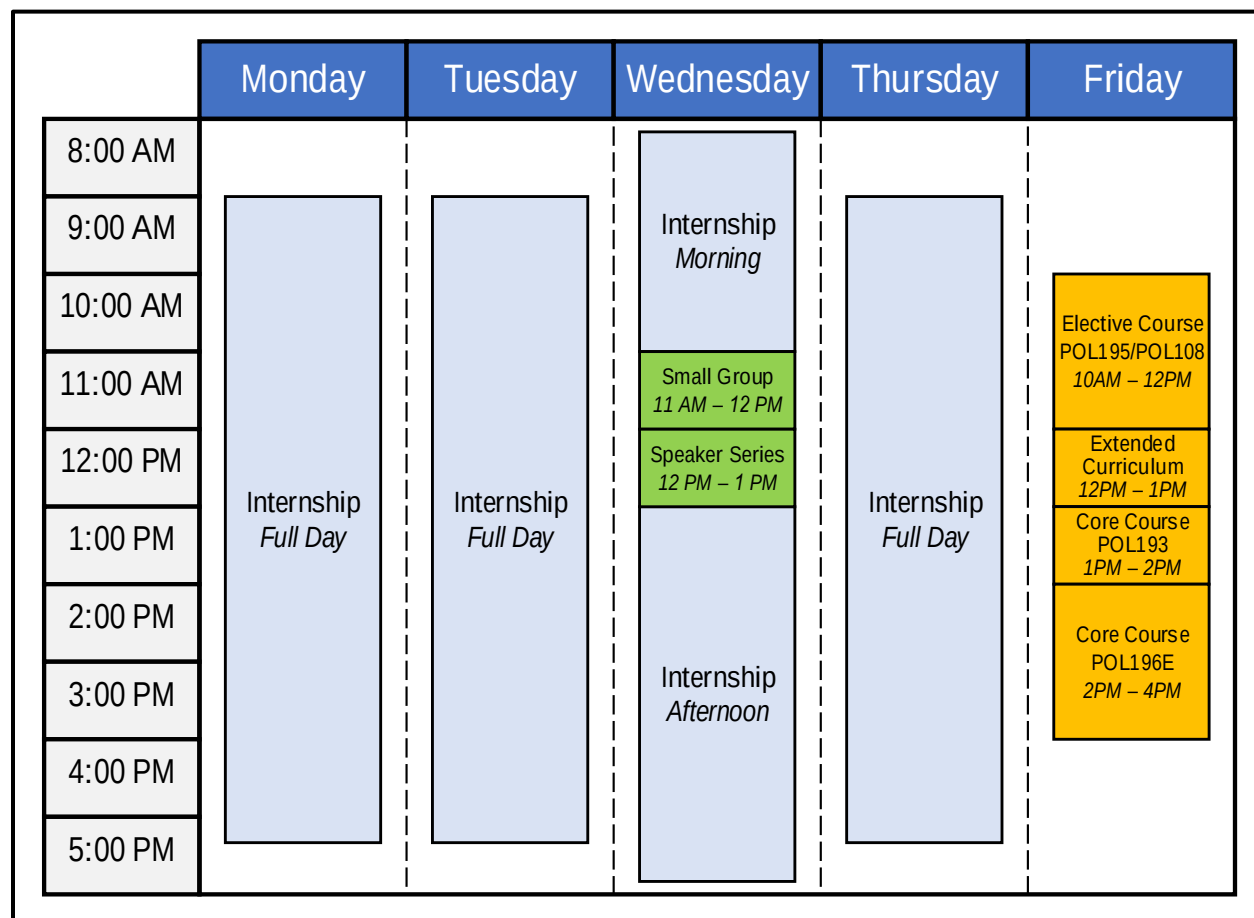
UNDERGRADUATE PROGRAM

The first arm of *UCCS*'s mission is preparing students for public service careers. The *Center* accomplishes this by enrolling UC undergraduates with junior or senior academic standing in a single-term, academic experiential program in the state capital. While the program has undergone substantial growth and transformation since its first cohort in 2004, the basic structure has remained the same. The undergraduate academic program consists of two primary components:

- Public policy-related coursework; and
- An internship in the Sacramento policy community.

During their time in the undergraduate program, *UCCS* students balance time at the *Center* – where they take courses, meet with faculty and staff, and attend extended curriculum events – and time at their internship sites around Sacramento. The figure below provides a high-level snapshot of a typical *UCCS* student's weekly schedule.

FIGURE 4: WEEKLY SNAPSHOT²⁴



²⁴ The Small Group session is included in POL195/198 and the Speaker Series is included in POL 196E.

In general, stakeholders spoke very highly of the *UCCS* student experience. **86% of Faculty Council members and 60% of Campus Senior Administrators identified the student experience as a main strength of the Center.** They frequently noted that because of the high quality internship, course of study, and support students receive, *UCCS* students leave the program with a meaningful and transformative experience. The following sections will offer a deeper dive into the different components of this experience, including:

- **Admissions and registration** covering the lifecycle from recruitment through enrollment;
- *UCCS*'s **courses**, including the articulation process and instruction model;
- Historical and projected **enrollment** trends;
- **Internships**, including the placement process, trends and competitive landscape;
- **Housing**, including *UCCS*'s current options and the placement process;
- The **cost of attendance**, including tuition, fees, and financial aid; and
- **Student services** provided by the *Center* and UC Davis.

The final two sections will offer comparisons to similar experiential academic programs and future suggestions offered by stakeholders.

Admissions and Registration

As a competitive, systemwide application program, *UCCS* draws students from all nine UC undergraduate campuses. The following section outlines the various processes required to enroll these students in the *UCCS* undergraduate program, which include:

- **Recruitment:** the process through which *UCCS* and the campuses market and recruit students;
- **Application and Enrollment:** the process of applying, being selected, and matriculating in *UCCS*; and
- **Registration and Grading:** the process through which students register for courses and receive grades.

Recruitment

Given that *UCCS* is not physically located on a campus, bringing UC students into the enrollment pipeline depends heavily on the *Center*'s partnership with the Campus Representatives. These Campus Representatives work closely with *UCCS* staff to market the program to students on their campus and recruit applicants. *UCCS* staff provide promotional materials, and they regularly attend campus career fairs and information sessions. One campus stakeholder specifically mentioned that "*UCCS* has been very good about outreach to campus," and other campus stakeholders generally echoed this sentiment.

While stakeholders felt that the partnership with *UCCS* on marketing and recruitment seems effective, notably, Campus Representatives have relative autonomy over their individual recruitment efforts. Most Campus Representatives mentioned tabling on campus, presenting to classes and student organizations, general and targeted email communications, and outreach to individual academic departments as primary methods of recruitment.

Stakeholders did note that there were some competitive influences and other factors which negatively impacted recruiting for *UCCS*. Some of those factors, like financial aid, are discussed later in this report. Several stakeholders also noted that the *UC Washington Center (UCDC)* targets a similar student population, and **50% of *UCCS* staff, as well as stakeholders in every other group suggested that *UCCS* competes directly with UCDC for students.** *UCDC* also has a quota system, which stipulates

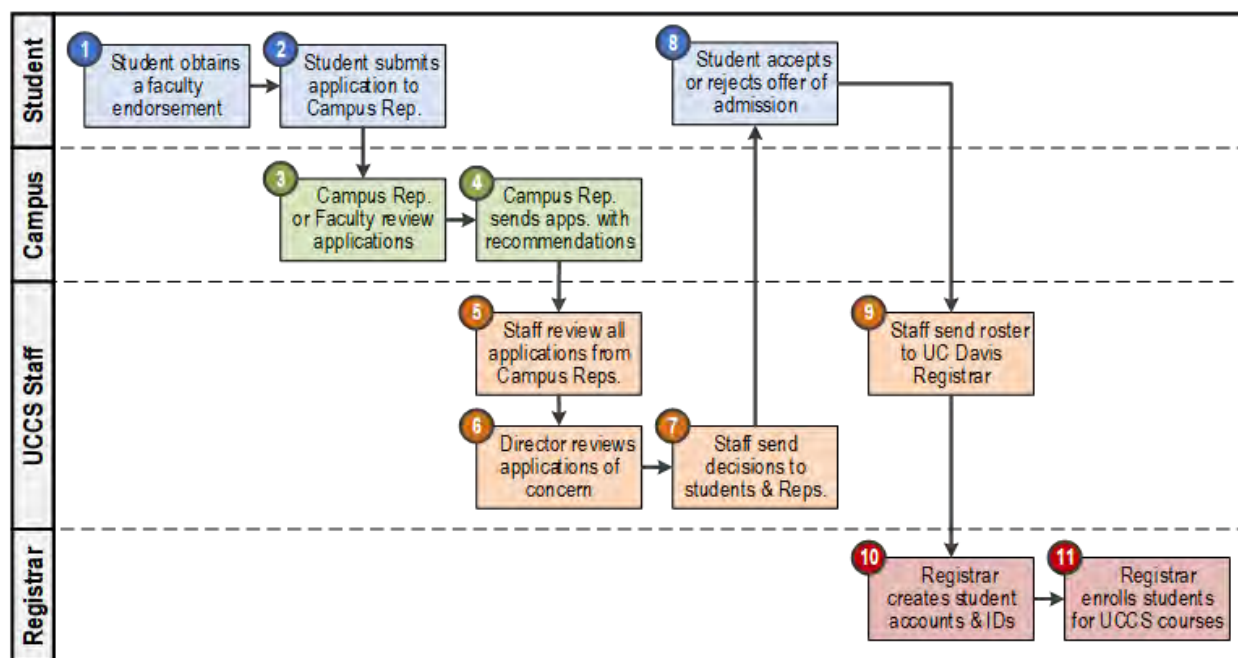
that each campus must commit to enrolling a certain number of students each term. *UCCS* does not require campuses to commit a certain number of students each term.

Many Campus Representatives and other campus leaders noted that on campuses where the *UCCS* Campus Representative is also responsible for *UCDC*, *UCDC*'s quota model actively incentivizes the Campus Representative to prioritize *UCDC* to meet their quota. Several Campus Representatives noted that their campuses are "on the hook for filling *UCDC* beds," which may pressure them to devote additional time, energy, or resources to promoting that program. They suggested that it may be worth examining the impact of *UCDC*'s quota model on the recruitment and enrollment of *UCCS* students.

Application and Enrollment

Once students express interest in the program, they follow the high-level application and enrollment process outlined in the figure below, though some deviations may exist on certain campuses.

FIGURE 5: APPLICATION AND ENROLLMENT PROCESS



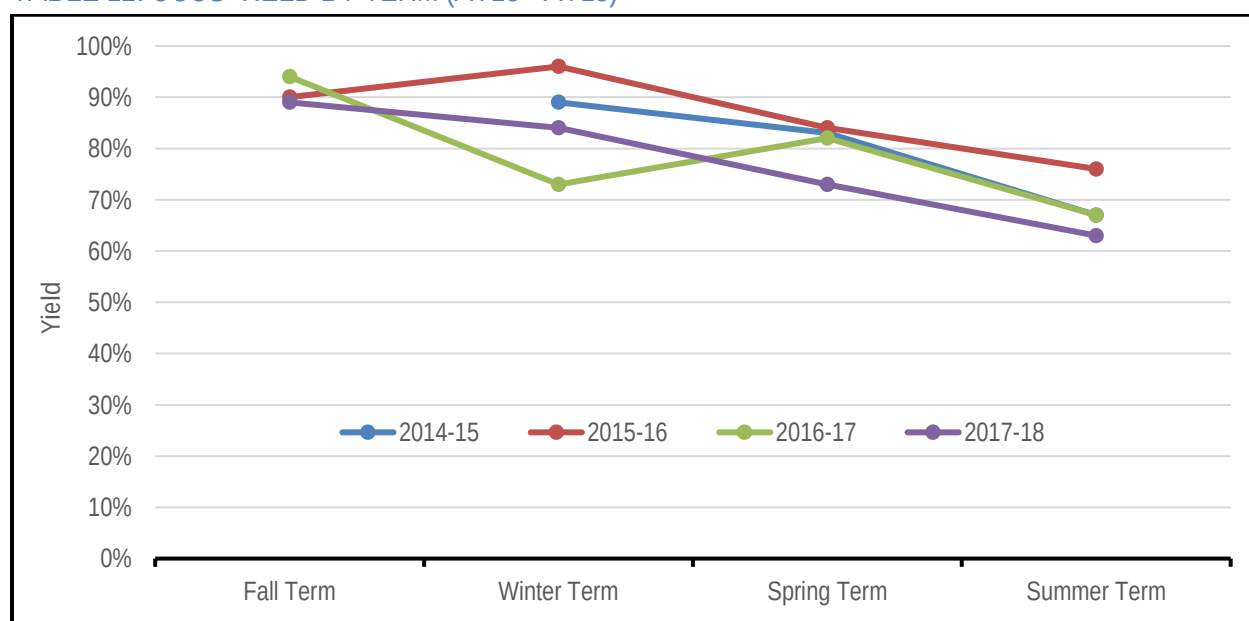
Campuses provide varying levels of support for students during the application process. For example, one Campus Representative discusses credit options with students, while another works extensively with students to review their personal statement, resume, and other application materials.

As with marketing and recruitment, Campus Representatives also have autonomy over their application review process. One Campus Representative, for example, does not filter the applications in any way, and sends the entire pool to *UCCS*. In contrast, a different Campus Representative reviews all applications, conducts interviews, and makes initial decisions before sending those applications to *UCCS*. **All five Campus Reps noted that logistically, this process of transferring student applicants from the campus to *UCCS* staff is clear and effective.** Upon receiving all applications, a group of *UCCS* staff

reviews them, taking into account Campus Representative recommendations. Ultimately, *UCCS* staff make the final enrollment decisions and send offers of admission directly to the students.

An analysis of *UCCS*'s yield for the last four years suggests that accepted students enroll at different rates based on the term. The figure below displays *UCCS*'s yield across all campuses from academic years 2015 through 2018 by term.

TABLE 12: *UCCS* YIELD BY TERM (AY15 - AY18)



For each of the last four years, summer yield rates were the lowest of the four academic terms, meaning that the percentage of accepted students who end up enrolling is lower during the summer. Campus Representatives noted that this is frequently the case when summer applicants find out the cost of attendance and lack of financial aid or identify more attractive opportunities. As one explained, “I lose most of my students in the summer.”

As students accept or decline, *UCCS* staff assemble the complete student roster. At this point, *UCCS* leverages the Intercampus Visitor Program to formally enroll students at UC Davis for a term.²⁵ *UCCS* staff send an Excel spreadsheet with all students' information to the UC Davis Registrar, who creates a UC Davis student account, ID, and email for each student in the UC Davis student information system.

Registration and Grading

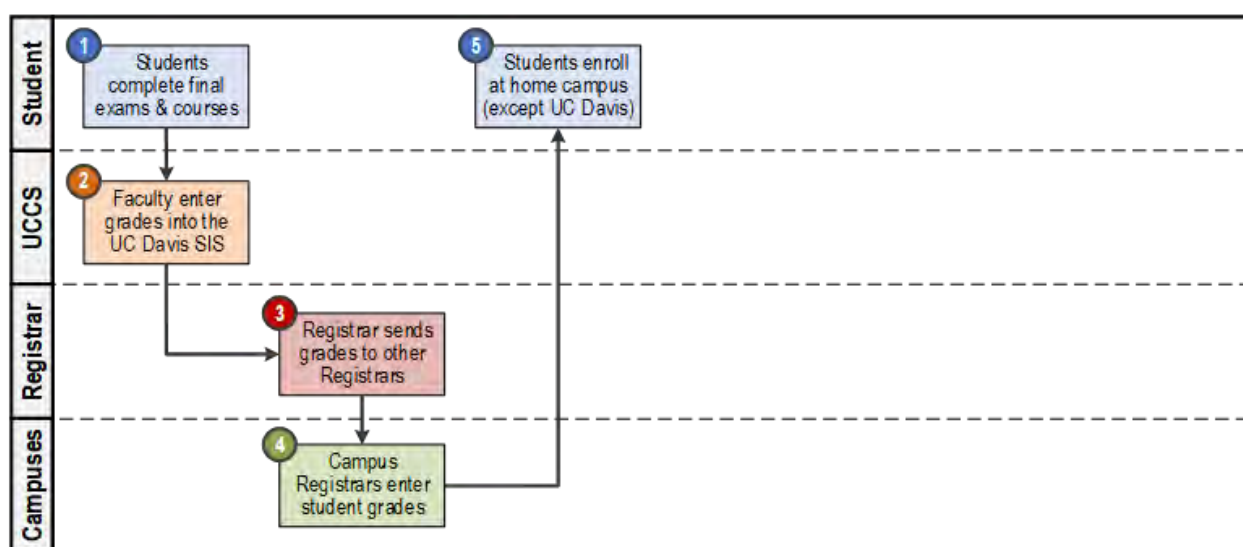
After enrolling as UC Davis students, all students register for their *UCCS* courses through the standard UC Davis processes and registration system. *UCCS* courses are listed in the UC Davis course catalog under UC Davis course ID numbers, so **the registration process is fairly smooth and straightforward.**

²⁵ The Intercampus Visitor Program was established well before *UCCS* as a means of allowing students enrolled at one UC campus to transfer for one term to a different UC campus with the intention of returning to their original campus at the end of the term. The Registrars of the nine undergraduate campuses have been managing this program for years; *UCCS* leveraged the processes for the Program when it was revamped in 2010.

At the end of each term, *UCCS* faculty submit grades directly into UC Davis's student information system. The UC Davis Registrar then sends batch transcripts to the other campus Registrars. Non-UC Davis students re-enroll at their home campuses, and *UCCS* grades are applied to their transcript. ***UCCS* staff noted that this process typically works smoothly and seamlessly.**

The figure below outlines the process for submitting student grades at the end of the term and transferring those grades to the students' home campus transcripts.

FIGURE 6: GRADING PROCESS



Courses

As part of the undergraduate program, *UCCS* enrolls students in a full-term, for-credit course of study taught by instructors on-site at the *Center*. Courses are designed to focus on “policy areas and political processes affecting the state of California,”²⁶ and are intended to integrate with the practical experience the students gain in their internships. The following sections will highlight:

- The **Course of Study**, which includes *UCCS*’s academic calendar and course offerings;
- The **Course Articulation** process; and
- The **Course Instruction** and teaching model used by the *Center*.

Course of Study

Each course in *UCCS*’s undergraduate program is a UC Davis course, meaning that it is approved through the UC Davis course approval process and uses a UC Davis Political Science course number. These courses are intentionally chosen to advance the *Center*’s academic mission in a particular way.

²⁶ *UCCS* MOU with UCOP and UC Davis, 2017

Students coming from quarter campuses²⁷ complete 15 units of study at UCCS, while students from semester campuses²⁸ complete 20 quarter units. Over the years, UCCS staff have established a consistent course of study that accommodates both campus academic calendars. In order to complete a full term's worth of credits, students from semester campuses take two additional courses in the fall, winter, and spring terms that quarter students do not.

- **Fall Term:** In the fall term, semester students arrive four weeks before the quarter students and take intensive four-week courses together. When the quarter students arrive, both cohorts of students – the semester and the quarter students – take the same 10-week courses together.
- **Winter/Spring Terms:** All students – from semester and quarter campuses – arrive for the start of the Winter quarter and take the same 10-week courses together. The semester students remain in Sacramento at the end of the Winter quarter to take intensive four-week courses together to round out their spring terms. Quarter students also arrive for another round of 10-week courses in the spring but are not taught with semester students.
- **Summer Term:** During the summer term, all students – from semester and quarter campuses – take the same 10-week courses together.

The table below lists UCCS's courses in greater detail.

TABLE 13: COURSE DETAIL

Course Number	Course Title	Focus	Terms Offered	Credits	Grading
Semester Students Only					
POL196A	Seminar in American Politics	U.S. political landscape and current issues	Fall, Winter	4	Graded
POL196	Independent Study	Student-chosen topic	Fall, Winter	2	Pass/Fail
Semester + Quarter Students					
POL196E*	Research Design & Methodology	Social science research methods	All	4	Graded
POL195*	California Politics & Policy	State political landscape and current issues	All	4	Graded
POL108*	Special Topics in Public Policy	In-depth policy exploration (e.g., education, health, environment)	Fall, Winter, Spring	4	Graded
POL192A	Internship in Public Affairs	Internship experience	All	5	Pass/Fail
POL193	General Research	Research and writing	All	2	Graded

* Core course, includes both classroom time on Fridays and additional programming on Wednesdays

Historically, UCCS has offered one section of the above courses per term, and for the majority of the term, all students take them together. In POL196E (Research Design & Methodology), students learn basic social science research methods, which they apply in POL193 (General Research) by completing a research paper related to their internship focus. Students use POL195 (California Politics & Policy) or POL108 (Special Topics in Public Policy) to explore specific policy interests or dive deeper into topics they encounter in their internships. **50% of staff noted that the academic program effectively integrates the course of study with students' internships.** This integration is critical to the success of an experiential program like UCCS, and stakeholders generally felt that it was working well.

²⁷ There are seven undergraduate campuses on the quarter system – UC Davis, UCLA, UC Irvine, UC Riverside, UC San Diego, UC Santa Barbara, and UC Santa Cruz.

²⁸ There are two undergraduate campuses on the semester system – UC Berkeley and UC Merced.

During the recent strategic visioning process, *UCCS* leadership identified several possible opportunities to expand course offerings in the future as student enrollment grows. These opportunities include:

- Adding a section of POL108 (Special Topics in Public Policy) focused on **criminal justice**;
- Adding an elective course on **policy analysis** skills; and
- Adding a one-credit **evening seminar** course.

Course Articulation

Stakeholders in all groups noted that *UCCS* has made a concerted effort to diversify its course topics in recent years. For example, since Spring 2017 the *Center* has offered five versions of POL108 (Special Topics in Public Policy) focused on a variety of California state policy issues covering environmental policy, health, education, and criminal justice. This reflects the *Center's* continued efforts to expand the academic program beyond the Political Science discipline and accommodate a greater variety of student interests. Director Kravitz teaches one of these courses – as the Instructor of Record – for POL 108 (Health Policy) every fall quarter. As one stakeholder commented, the *Center* “has shown that it’s a great opportunity for people who are studying any number of subjects.”

The diversification of course offerings, however, also presents challenges with course articulation. Notably, **33% of *UCCS* staff and 33% of senior campus administrators suggested that students do not get the credit they expected for *UCCS* courses.** This may be due in part to the fact that articulation is a decentralized process. In most cases, students are responsible for working with their department or academic advisor to determine how *UCCS* credits will transfer. Occasionally, *UCCS* negotiates wider agreements with individual campus departments to establish consistent articulation rules. At UC Davis, for example, the Public Policy department has agreed to fulfill certain minor credits with *UCCS* courses. Similarly, UC Riverside’s School of Public Policy accepts the *UCCS* internship course as a fulfillment of their undergraduate internship requirement. Such agreements are not universal, and *UCCS* staff often have to advise students on individual course credit issues. In these cases, they typically refer students to their Campus Representative or academic advisor. One campus stakeholder noted that this process “can be labor intensive on part of the university...but the biggest piece for me is the anxiety it creates for the student.”

Though many stakeholders noted that course articulation was a significant impediment to *UCCS* enrollment and problematic for students, most noted that there does not seem to be an easy solution. Many felt that the most appropriate path would be to continue the *Center's* current efforts of reaching out to departments on the campuses and negotiating articulation agreements. Notably, other systemwide programs also experience this issue – specifically the *UC Washington Center*, the *Innovative Learning Technology Initiative*, and the *UC Education Abroad Program*.

Course Instruction

The two faculty teach most of *UCCS's* courses with support from the Teaching Assistants. Director Kravitz also regularly teaches one course per year (fall quarter) on health policy, and the *Center* occasionally recruits emeriti faculty to teach specialized courses as well. A variety of stakeholders mentioned that this model has been effective, as it allows the faculty to be more hands-on with the students and provides consistency in the courses year-to-year.

Looking ahead, the scalability of this model is worth consideration. As noted previously, given the steady enrollment increases *UCCS* has experienced in the last five years, several stakeholders raised concerns about the *Center's* ability to support continued growth. Specifically, **83% of staff noted that additional**

instructors and student support staff would be needed to accommodate further growth. During the recent strategic visioning process, UCCS leadership identified possible needs for three graduate student Teaching Assistant positions as student enrollment grows, specifically: (1) an Undergraduate Academic Assistant, (2) a Writing Tutor, and (3) a Policy Research Tutor.

The figure below presents UCCS's self-reported estimates of their academic staffing needs based on enrollment.

TABLE 14: STAFFING LEVEL ESTIMATES BY COURSE SIZE

Term Enrollment	1-25 students	26-50 students	51-75 students	76-100 students
Students per Section	1-25 students	26-50 students	26-38 students	38-50 students
Core Courses Offered	●● (2)	●●● (3)	●●● (3)	●●●● (4)
Instructors for Core Courses	●● (2)	●●● (3)	●●●● (4)	●●●● (4)
TAs for Core Courses	● (1)	●● (2)	●●● (3)	●●●● (4)
Student Support Staff	●● (2)	●●○ (2.5)	●●● (3)	●●●● (4)

Over the last four years (sixteen terms), average enrollment per term has been 32 students. In each of these terms, the number of core courses offered has varied, but UCCS has been able to provide one instructor for each. **While instructor levels have been sufficient to support recent enrollment, UCCS staff estimate that the Center is at or near capacity and will soon need additional instructors.** For example, in 12 of the most recent 16 terms, enrollment has been greater than 25 students – the threshold at which a third instructor and additional 0.5 student support staff are required. In summer 2018, enrollment surpassed 50 students, the point at which the Center predicts a fourth instructor and third student support staff would be required to maintain program quality.

To-date, UCCS has offered one section per course, but anticipates that it will need to begin offering two sections per course once the number of students per term exceeds 50 on average. UCCS leadership believes that sections should be capped at 50 students, and several stakeholders noted this threshold as a target for enrollment in the future given that UCCS could maximize the number of students enrolled while minimizing the cost of instruction.

Extended Curriculum

In addition to the standard coursework, students are also required to attend sessions of the extended curriculum, which offer guidance and training on particular skills. UCCS currently offers three sessions of the extended curriculum, focused on:

- **Networking** and the usage of LinkedIn;
- **Policy Training** geared towards preparing for graduate school and applying for fellowships; and
- **Policy Job Opportunities** that students could pursue in California and other states.

During the recent strategic visioning session, UCCS leadership identified possible opportunities to add five more session of the extended curriculum, covering topics like advanced networking, difficult conversations, life as a lobbyist, how to read a state budget, and how to testify for a bill (with a mock hearing). The Center would require additional staffing resources to help put on these sessions, likely by leveraging additional faculty and Teaching Assistants as the Center grows.

UCCS also organizes social activities for the students as a part of their educational experience, including a lunch with UC alumni in Sacramento and a tour of a local museum. Some stakeholders suggested additional activities, like a “take your boss to lunch” event for each student and a formal mentoring

program to connect UC alumni/alumnae with the students. Adding more social activities would require additional funding and administrative staff support as well.

Enrollment

Since academic year 2013-14, *UCCS* has enrolled 597 total students from the nine undergraduate campuses, and total enrollment has grown by an average of 14% each year. Over the same period of time, enrollment across the UC system as a whole grew by an average of 2%. **Many stakeholders attributed *UCCS*'s ability to grow seven times the rate of the UC system to the strength of its programming and its growing reputation amongst students and academic advisors.**

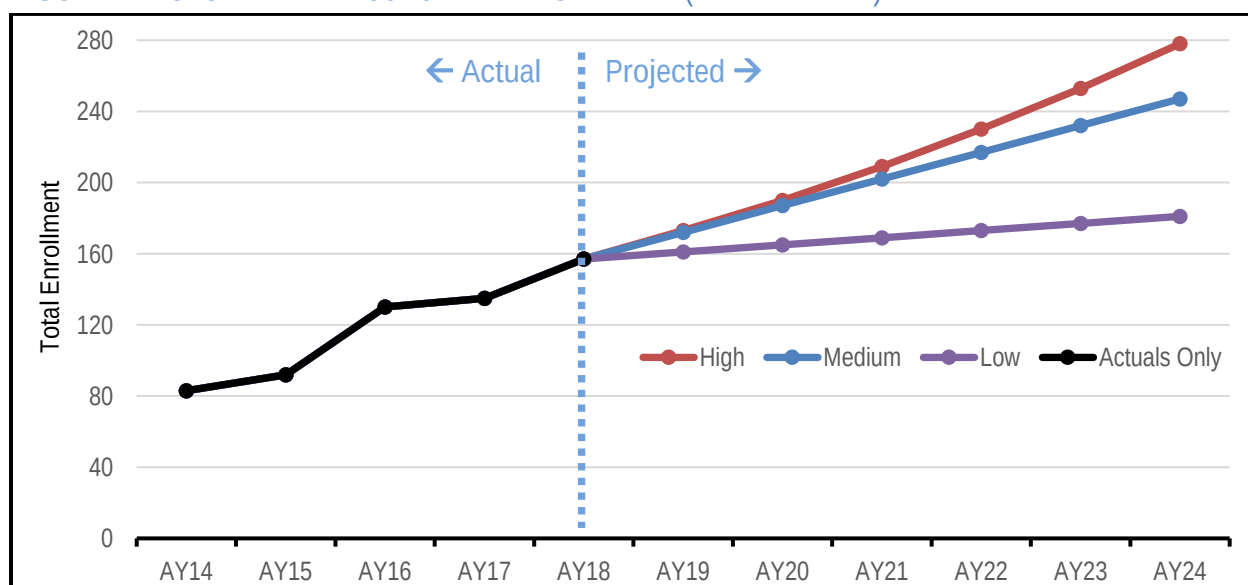
The following sections summarize enrollment information for *UCCS*, including:

- **Projections** for future growth based on several possible scenarios based on historical trends and reasonable assumptions;
- Data on the **Campus Representation** of students enrolled at *UCCS* to illustrate the distribution of students from the nine undergraduate campuses; and
- Data on the **Ethnic Diversity** of students enrolled at *UCCS* over the past few academic years.

Enrollment Projections

UCCS must continue growing to meet the goals espoused by stakeholders. The *Center* has more than doubled in the past five years, an incredibly fast growth rate. Three projections were developed for this assessment to highlight possible trajectories for enrollment at the *Center*. The figure below highlights the historic enrollment growth and the three projections for potential future growth.

FIGURE 7: ACTUAL AND PROJECTED ENROLLMENT (AY14 – AY24²⁹)



²⁹ Excludes Fall 2013 enrollment data

This figure highlights three possible enrollment growth projections – a high, medium, and low projection – based on trends from the most recent five years of enrollment. In the highest projection, based on the 10% growth rate the *Center* has experienced over the past three years, total annual enrollment would reach 278 by academic year 2023-24. In the lowest projection, based on the 2% growth rate of the overall UC system for the past five years, total annual enrollment would reach 181 by academic year 2023-24. Based on *UCCS*'s historic growth of an additional 15 students per year, the medium projection seems like a reasonable baseline if the current situation continues unabated. **83% of *UCCS* staff and several Faculty Council members, Advisory Board members, and Campus Representatives noted that *UCCS*'s staff are near capacity and that additional enrollment growth will require additional staff.**

The table below provides additional detail on these three enrollment projections. A complete breakdown of actual and projected enrollment can be found in *Appendix II: Undergraduate Enrollment Projections*.

TABLE 15: ENROLLMENT PROJECTIONS

Projection	Assumption	Rationale	AY24 Enrollment
High <i>UCCS Growth Rate</i>	Compounded Annual Growth Rate (CAGR) of 10% per year	<i>UCCS</i> enrollment has grown at a 10% CAGR for the last three years. ³⁰	278
Medium <i>UCCS Absolute Growth</i>	Absolute increase of 15 students per year	<i>UCCS</i> enrollment has grown by an average of 15 students each year for the last five years.	247
Low <i>UC Undergrad Growth</i>	Compounded Annual Growth Rate (CAGR) of 2% per year	Total UC undergraduate enrollment has grown an average of 2% each year for the last five years. ³¹	181

Campus Representation

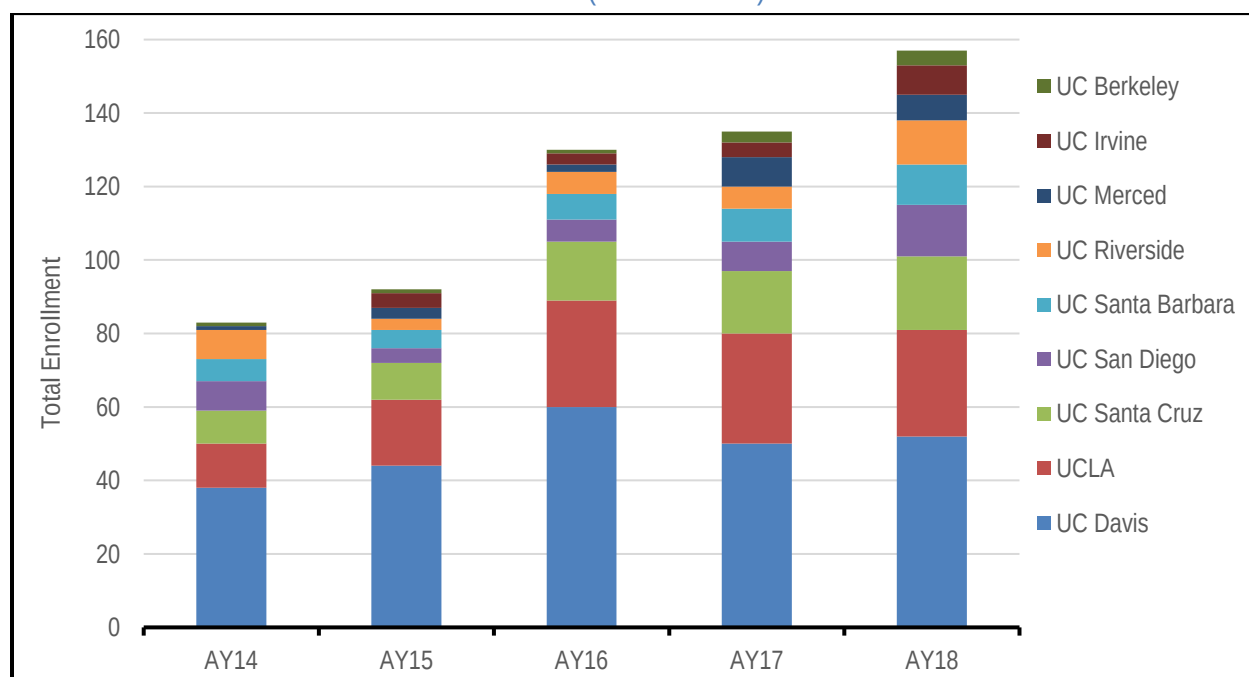
As total enrollment has grown, the composition of *UCCS*'s student population has changed. Several stakeholders noted concerns during the *Center*'s early years that its students disproportionately came from UC Davis, which was likely due to UC Davis's close proximity to *UCCS*. During interviews, however, **57% of Faculty Council members and 33% of Advisory Board members suggested that the *Center* has successfully diversified participation beyond UC Davis.**

The figure below illustrates *UCCS*'s total annual enrollment for the last five years grouped by the home campus of the undergraduate students.

³⁰ Three years was chosen given the fact that fall enrollments were not known for one of the prior years, and the Compounded Annual Growth Rate (CAGR) for the past four years and five years – 20% and 17%, respectively – seemed too high of a future projection based on feedback from staff at *UCCS* and the UC Office of the President.

³¹ By comparison, *UCCS*'s average annual enrollment growth rate for the last five years is 14%; excludes international students.

FIGURE 8: UCCS ENROLLMENT BY CAMPUS (AY14 – AY18)



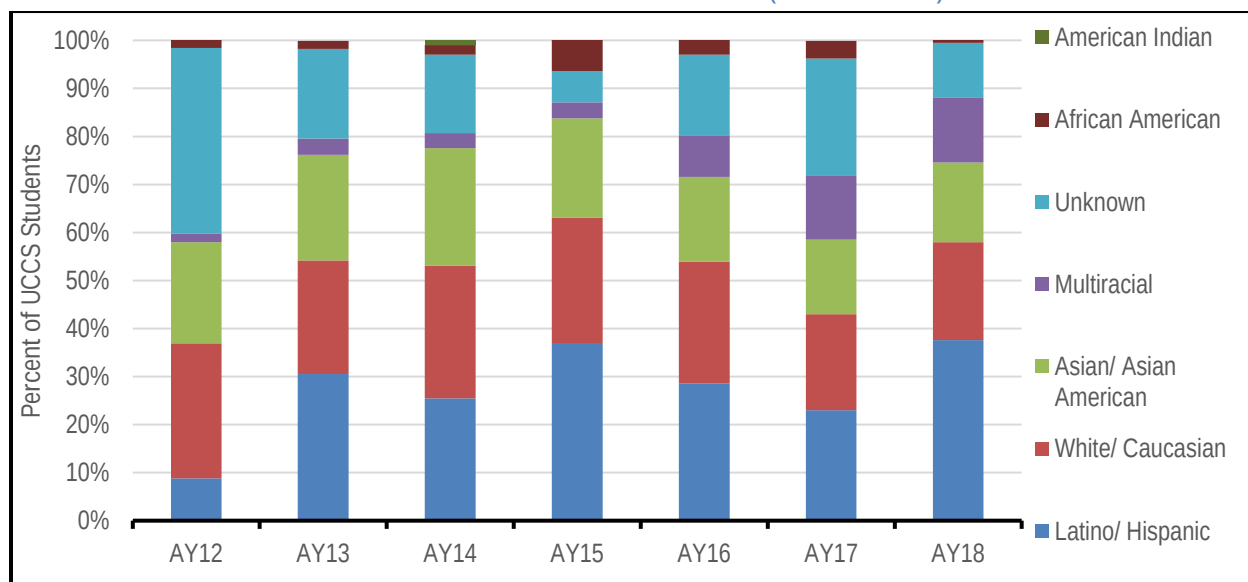
The program's enrollment has diversified in terms of campus representation in recent years. While UC Davis continues to send the most students to UCCS each year, the absolute number has remained somewhat stable while enrollment from other campuses has increased. While UC Davis students comprised 46% of enrollment in academic year 2013-14, they were only 33% in academic year 2017-18.

Ethnic Diversity

UCCS leadership and staff have made ethnic diversity amongst the undergraduate student population a priority for the past few years. The *Center* has been diversifying over time, though the relatively low enrollments (~80-150 students per year) means that some even a change of a few students can result in a large swings in the ethnic composition of the student body.

The figure below illustrates UCCS's total annual enrollment for the last five years grouped by the ethnic background the undergraduate students.

FIGURE 9: UCCS ENROLLMENT BY ETHNIC BACKGROUND (AY12 – AY18)



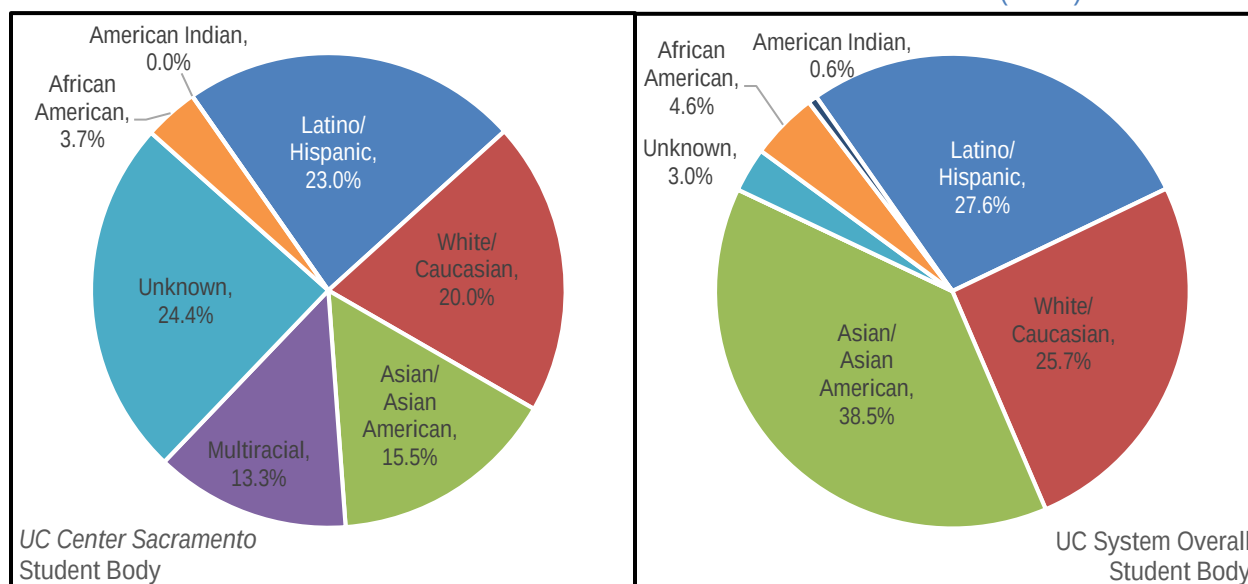
Over time, *UCCS* has worked to diversify its student population. The exact statistics are difficult to ascertain, especially considering that between 10-20% of *UCCS* students per year either do not report their ethnicity or decline to state it and that the percentage of multiracial *UCCS* students has been increasing dramatically from 1.8% to 13.4% between academic years 2011-12 and 2017-18.

UCCS leadership noted that “African-American enrollments remain low,” and that they “desire to do more to reach out to African American students on the campuses.” Current efforts include:

- Sending *UCCS* staff to visit campus centers related to the recruitment and retention of under-represented minorities;
- Sending mailings to campus-based African American Studies programs and departments on the campuses;
- Soliciting attendance at *UCCS* information sessions of staff from campus centers related to the recruitment and retention of underrepresented minorities; and
- Marketing to relevant African American student interest groups, such as the African American Pre-Law Society.

The following diagrams illustrate the difference in ethnic background between *UCCS*’s student body and UC’s student body as a whole (amongst undergraduate, domestic students) in academic year 2016-17, the more recent year for which data is available for the UC system. Notably, the data for the UC system does not include multiracial as a category and the percentage of unknown ethnicity is only 3% for the UC system compared to 24.4% for *UCCS*, so some of *UCCS*’s ethnic statistics are artificially depressed compared to the UC system as a whole. However, *UCCS* is clearly close to the UC system’s ethnic statistics, and *UCCS* leadership is committed to continuing to diversify its student body.

FIGURE 10: ETHNIC BACKGROUND OF UCCS STUDENTS AND UC STUDENTS (AY17)



Internships

In addition to their weekly course load, *UCCS* students are required to hold part-time, public policy-related internships in the Sacramento community. The internship program is designed to give students hands-on work experience with organizations in policy-related fields, including state and city government, non-profit and advocacy, media and public relations, and more. Students work on-site in the Sacramento community, and while internship hosts occasionally offer compensation, internships are typically unpaid. As part of the undergraduate program, students receive course credit for their internships by enrolling in POL192A (Internship in Public Affairs), a 5-credit, non-graded course.

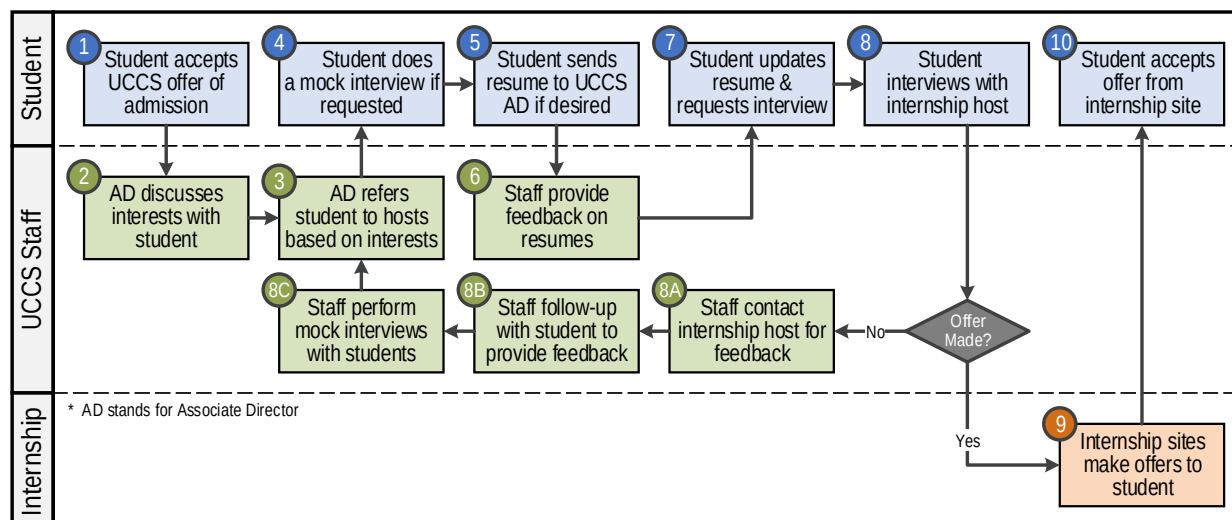
Across all stakeholder groups, individuals spoke positively of the student internship experience.

Specifically, 58% of Advisory Board members and 80% of Campus Reps identified the internship component of the program as one of *UCCS*'s most successful efforts. As one noted, "The internship program I think is exemplary." Many asserted that the student internships are the cornerstone of the *UCCS* experience, and should continue to be prioritized moving forward.

Placement Process

Once *UCCS* accepts students and they decide to enroll, the internship placement process begins. Stakeholders frequently described the high-touch nature of this process, noting the *Center* staff work closely with students to ensure that each is placed into a position in a timely manner. The figure below outlines the internship placement process.

FIGURE 11: INTERNSHIP PLACEMENT PROCESS



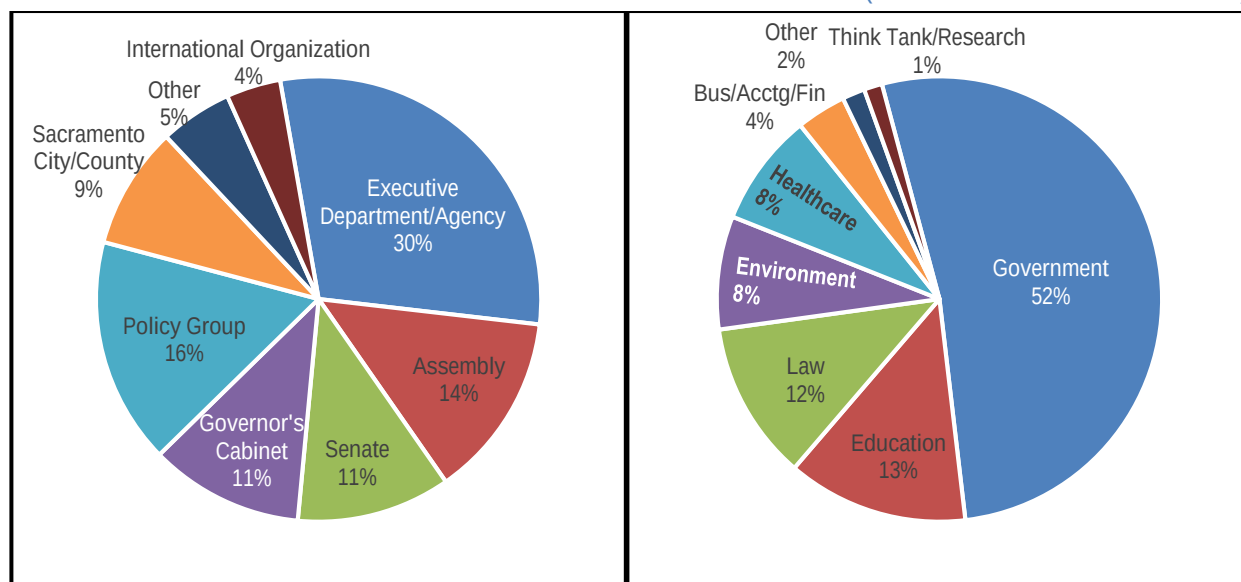
UCCS staff stay fairly involved throughout this process to ensure that all students are placed, provide students professional development, and maintain relationships with internship hosts. **Several Campus Representatives noted that UCCS students receive great personal attention and support from UCCS staff throughout this process, and that the process works efficiently because of the ongoing relationships UCCS staff have built with the Sacramento community.** Notably, however, students are responsible for setting up their interviews and corresponding with internships hosts. UCCS staff do not intervene for the students nor do they edit the students' resumes directly, largely to ensure the students are accountable and responsible for learning how to navigate these processes on their own.

Current Internships

While UCCS often attracts Political Science undergraduates with an interest in state government, individuals in each stakeholder group suggested that in recent years, UCCS has successfully attracted students from a variety of majors with diverse internship interests.

The figure below highlights the types of organizations and focus areas of internships held by students in the eight academic terms from Winter 2017 to Winter 2018. Additional detail on internship categories can be found in *Appendix III: Undergraduate Internships*.

FIGURE 12: INTERNSHIPS BY HOST CATEGORY AND FOCUS AREA (WINTER 2017 – WINTER 2018)



The chart on the left highlights that within these eight terms, two-thirds of all students have interned in state government entities, working with Executive Agencies, Assemblymembers, Senators, or the Governor's Cabinet. Policy Groups, such as advocacy-based non-profits, comprise another 16%.

The chart on the right highlights the specific focus areas of these internships, with general government being the most common (52%). Internships focused on education, law, the environment, and healthcare each represent roughly 10% of the total, which is a testament to the expansion of the program beyond traditional political internships. In general, this data suggests that **while state government-focused internships remain popular, UCCS has begun to successfully diversify the types and focuses of the sites in which students work.**

Internship Market

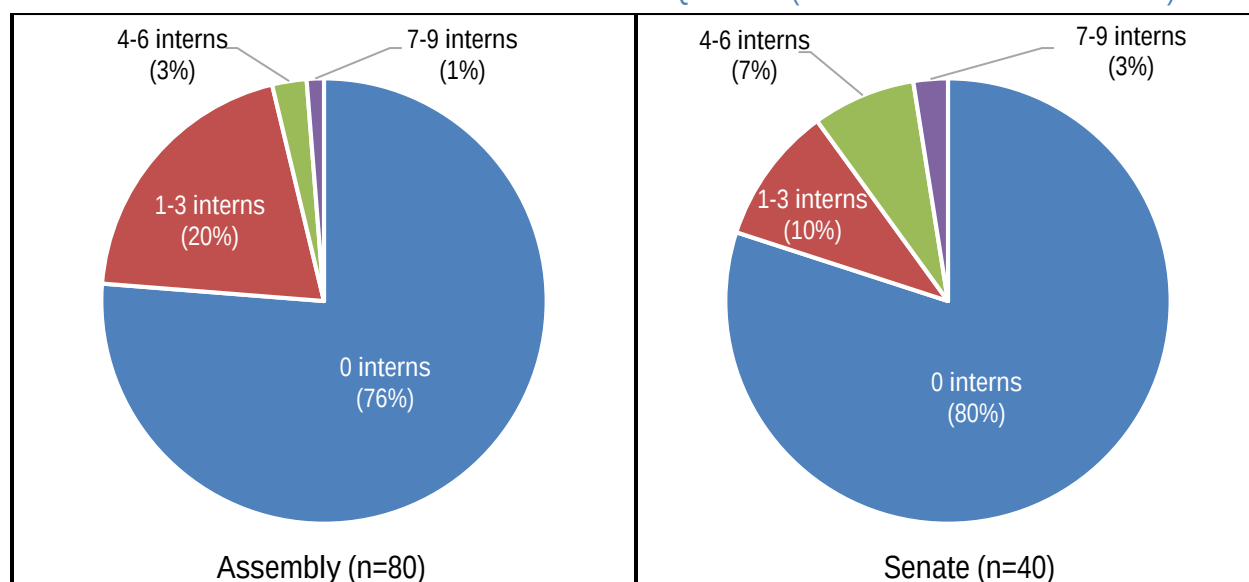
Given that 66% of all UCCS students interned with state government entities, it is helpful to understand the possible size of the market for interns within the state government and Sacramento community. Between Winter 2017 and Winter 2018 the four most common internship categories for UCCS students within the state government were:

- The **State Assembly**, which includes 80 Assemblymembers;
- The **State Senate**, which includes 40 Senators;
- **Executive Departments and Agencies**, which include 34 departments, agencies, and commissions; and
- The **Governor's Cabinet**, which includes 9 Governor's offices and cabinet member offices.

An analysis was conducted to understand the share of each of those categories that UCCS has reached through its internship program in recent years.

The figure below shows the percentage of Assemblymember and Senator offices who hosted UCCS interns between Winter 2017 and Winter 2018.

FIGURE 13: ASSEMBLY AND SENATE BY HOST FREQUENCY (WINTER 2017 – WINTER 2018)



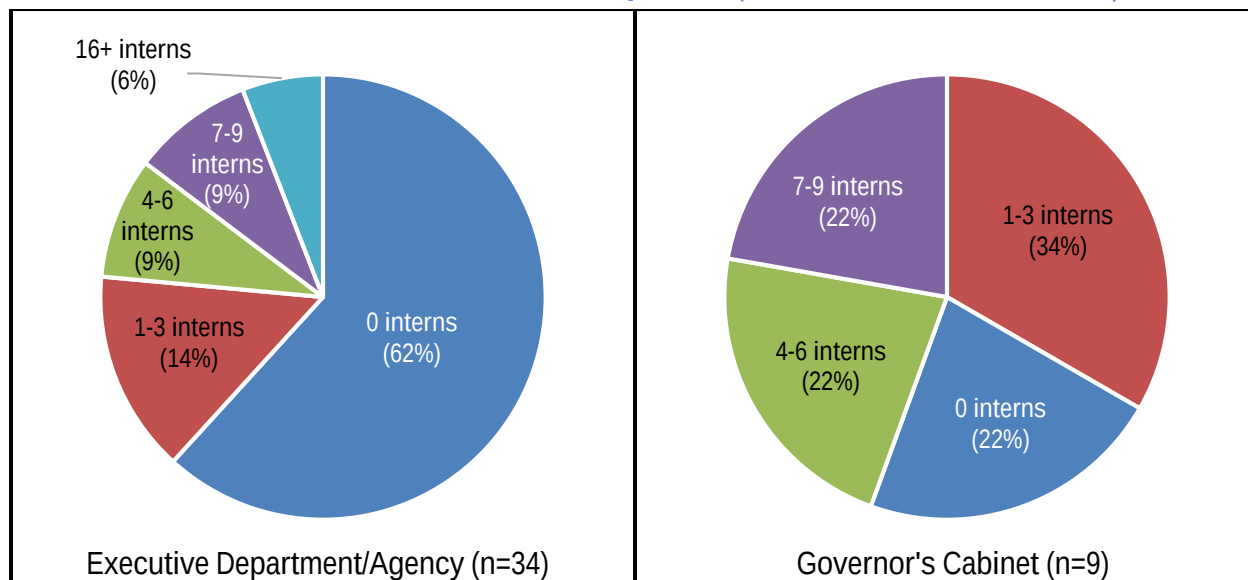
While the California Assembly and Senate are two of the more common internship categories for UCCS students, students have interned in a relatively small percentage of the total Assembly and Senate. For example, while 20% of California's 80 Assemblymembers hosted 1-3 interns between Winter 2017 and Winter 2018, 76% of did not host any at all. Within the Senate, 80% of the state's 40 Senators did not host any interns during this timeframe. There are several reasons why some of the Senate or Assembly offices have not accepted UCCS interns, including:

- **Matter of Policy:** Some offices do not accept any interns as a matter of policy;
- **Different Alma Mater:** Some offices prefer interns from the alma mater of the incumbent (e.g., Stanford University, Sacramento State University); and
- **Lack of Space:** Many offices note that they simply do not have the space to accept interns, especially given the limited square footage within the Capitol building.

Despite these issues, UCCS leadership noted that they have been making more inroads in the past academic year and expect to place UC interns in even more Senate and Assembly offices than previous years. Many stakeholders, including UCCS leadership, noted a desire to expand the Center's internship footprint into more Senate and Assembly offices in the future.

The figure below shows the percentage of Executive Departments/Agencies and the Governor's Cabinet Offices who hosted UCCS interns between Winter 2017 and Winter 2018.

FIGURE 14: EXECUTIVE OFFICES BY HOST FREQUENCY (WINTER 2017 – WINTER 2018)



While the largest number of *UCCS* students (90) interned with Executive Departments and Agencies, they have been relatively concentrated in a handful of units, such as the Department of Education and Fair Political Practices Commission, who have been frequent hosts and supporters of the internship program. As a result, though, **62% of all Departments and Agencies have not hosted *UCCS* interns.**³² On the other hand, while only 34 students have interned with the Governor's Cabinet, they have worked in 88% of its nine offices or units.

This data suggests that there may be opportunities moving forward for *UCCS* to expand the reach of its internship program by placing students in additional state government units. Expanding its reach may be a key way for *UCCS* to maximize its impact on the state government "market" and enhance its overall presence in the state capital. However, doing so will not be easy, and will require significant staffing support and connections within the Sacramento community to open doors to these offices.

Housing

As part of the undergraduate program, *UCCS* students are required to live in or near Sacramento for the term. While *UCCS* provides classroom, study, meeting, and work space for students in the 1130 K Street building, the *Center* does not provide housing in the building. *UCCS* staff do, however, work with students to solidify their housing plans once enrolled. Students have historically lived in the Upper Eastside Lofts near the CSU Sacramento campus or have found housing independently.

UCCS offers students a housing option in the Upper Eastside Lofts (UEL) apartment complex located near CSU Sacramento (Sacramento State), which also leases spaced in the complex. The student housing complex operates much like an on-campus residence hall with a full-time staff that includes live-in Resident Assistants, 24/7 front desk and security, and maintenance personnel. The community offers

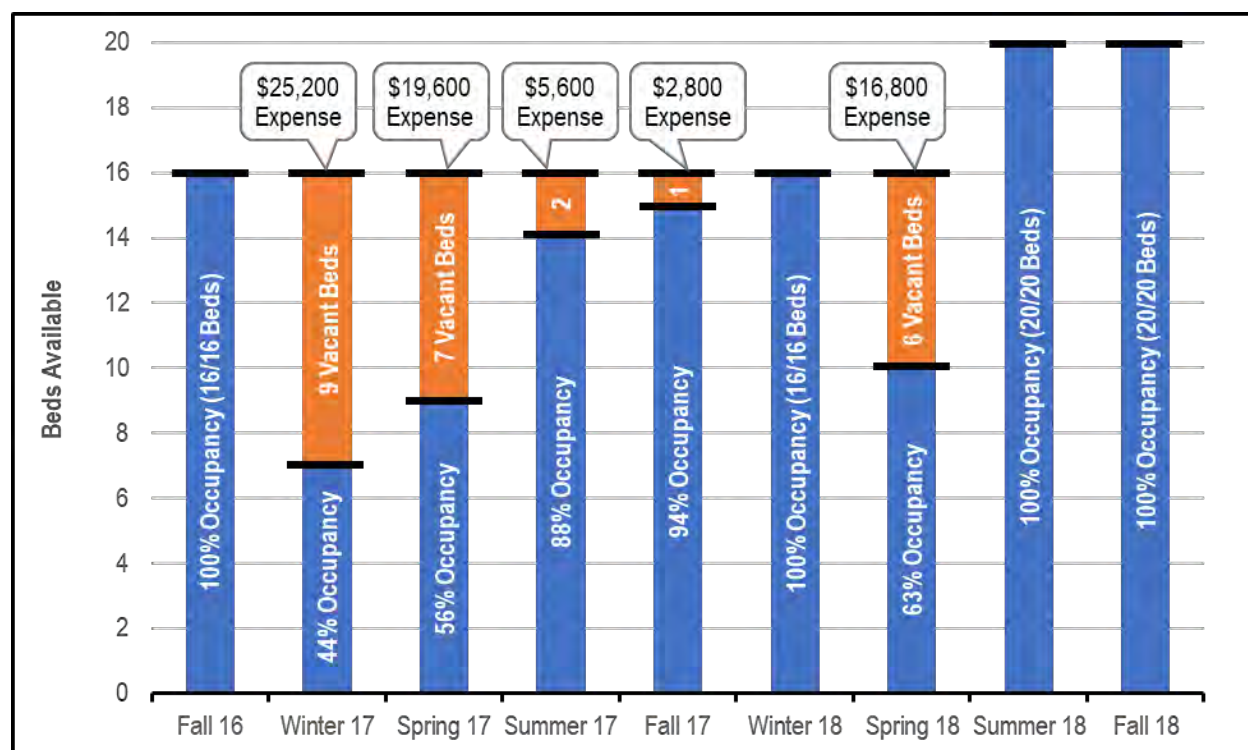
³² Note that the California Student Aid Commission, CSU Board of Trustees, UC Board of Regents, and Cannabis Control Board are not located in Sacramento and thus would likely not be able to host *UCCS* interns

standard residence life amenities like study lounges, classrooms, laundry, a theater, a fitness center, and community programming. The building includes fully-furnished 2-, 3-, 4-, and 6-bedroom units and is located across from the Sacramento State campus, roughly 4.5 miles from UCCS.

UCCS works with UC Davis Real Estate Services to manage a master lease with UEL that covers the UCCS students that live there. UCCS serves as the guarantor on the lease, which allocates 20 beds in 2-bedroom units to UCCS each year.³³ At the beginning of the lease term, the *Center* commits to filling these 20 spots for one year, and pays UEL rent monthly. Each term, UCCS students living in UEL are assessed housing charges through their UC Davis student accounts.

UCCS staff allocate the 20 UEL beds on a first-come, first-served basis. **Notably, the Center is responsible for paying rent for all 20 beds whether they fill them with UCCS students or not.** If 20 beds are not filled each term, UCCS pays the remaining balance out of its budget. In some terms, UCCS has had to cover up to \$25,000 in rent because they have not been able to fill the beds, but in the two recent terms the *Center* has filled all of the contract beds easily. The figure below highlights UCCS's housing occupancy at the Upper Eastside Lofts over the most recent nine terms.

FIGURE 15: UPPER EASTSIDE LOFTS HOUSING OCCUPANCY



In five of the most recent nine terms, UCCS has absorbed the costs of unfilled beds at UEL, which cost UCCS an average of \$11,667. Notably, however, UCCS has met its 20-bed commitment to UEL since the commitment was increased in Summer 2018. Once all beds at UEL have been filled, the

³³ Until Summer 2018, UEL allocated 16 beds to UCCS

remaining students must find housing elsewhere. *UCCS* staff support them in this process, but the students are largely on their own.

Securing housing in Sacramento also requires *UCCS* students to manage their existing housing arrangements at their home campus. As juniors and seniors, most of these students typically rent off-campus from landlords or third-party lessors, which means coordinating subleases or finding ways to pay this rent while they are in Sacramento. In some cases, this means that the students have to pay two rents – one on their home campus and one in Sacramento – which increases the cost of attendance significantly. A small handful of stakeholders noted that increasing enrollment at *UCCS* could be a solution to the UC system’s housing shortage by reducing demand for on-campus housing, but given that *UCCS* students are upperclassmen and likely living off-campus already, *UCCS* enrollments will likely have minimal impact on the housing shortage.

During stakeholder interviews, **50% of staff, 71% of Faculty Council members, and 67% of Advisory Board members noted that the lack of student housing is one of the greatest challenges facing the Center.** These interviews highlighted several ramifications of *UCCS*’s current housing situation, including:

- **Enrollment:** Several Faculty Council members noted that the lack of reliable housing may impact enrollment by dissuading students from enrolling – or applying at all;
- **Branding:** One Advisory Board member explained that *UCCS*’s arrangement with UEL near Sacramento State, “confuses legislators, who think we’re a CSU program;” and
- **Student Experience:** One senior campus administrator suggested that the arrangement with UEL and its distance from downtown create financial strain on students who have additional living and public transportation expenses. Others noted that finding short-term leases in the competitive Sacramento market is confusing and stressful for students.

By comparison, students participating in both the *UC Education Abroad Program (UCEAP)* and the *UC Washington Center (UCDC)* are guaranteed housing. While *UCEAP* accommodations vary by program, *UCEAP* staff work with students and housing representatives from the host campuses to secure housing for all participants. At *UCDC*, all students live in dormitory-style rooms in the *UCDC* facility, which also includes classrooms, event and meeting rooms, and space to accommodate the rest of the undergraduate program. All *UCDC* students are supported by a full-time, live-in Residence Life staff similar to the UEL in Sacramento. **While students in both of these programs, like *UCCS*, are responsible for handling their home-campus leases when applicable, they have the benefit of guaranteed housing in their programs.** Also, *UCCS* is unique in that UC Davis students do not require housing in Sacramento, which reduces the scale of housing needs for the *Center*.

Both the Faculty Council and Advisory Board have grappled with *UCCS*’s housing challenges for several years. Recently, the *Center* assembled an ad hoc review committee comprised of *UCCS* stakeholders and local real estate experts to evaluate student housing options. This committee is currently in the final stages of a lease agreement with a third-party developer. The initial lease would include 22 beds in a newly-constructed building roughly six blocks from *UCCS* and the Capital, which would double the number of students that could be accommodated each term. The figure below shows the location of *UCCS*, UEL, and the proposed new building in relation to the State Capitol.

FIGURE 16: SACRAMENTO MAP



Cost of Attendance

Students enrolled in *UCCS* pay a full term's worth of costs as they would on their home campus. These costs include UC Davis tuition and fees, a *UCCS* program fee, housing and living expenses, transportation, assorted personal expenses, books and supplies, and optional health insurance.

The figure below outlines the estimated cost of attendance for Winter, Spring, Fall, and Summer *UCCS* students in 2018-2019.

TABLE 16: ESTIMATED COST OF ATTENDANCE, IN DOLLARS (AY19)

		Tuition	Davis Fees ³⁴	<i>UCCS</i> Fee	Housing & Living	Travel	Personal Expenses	Books	Health Insurance ³⁵	Total
Fall, Winter, Spring	In-State	3,814	987	167	3,409	898	456	379	762	10,872
	Out-of-State	13,478	987	167	3,409	898	456	379	762	20,536
Summer	All Students	3,934 ³⁶	309	167	2,800	898	1,260	540	n/a	9,908

In the last eight years, UC Davis fees and the *UCCS* program fee have both remained essentially flat. While UC Davis's out-of-state tuition has increased slightly for the last four years, in-state tuition has effectively remained stable. **With the exception of the out-of-state tuition increase, the total cost of tuition and fees for *UCCS* students has generally remained consistent.**

³⁴ UC Davis Fees include ASUCD, Memorial Union, Facilities & Campus Enhancements, Campus Expansion Initiative, Student Services Maintenance and Student Activities and Service, Student Facilities Safety, Student Health Services, Unitrans, TGIF, California Aggie, and Student Services Fees

³⁵ Health Insurance is optional for students but is included in the cost of attendance given that many students choose to purchase it.

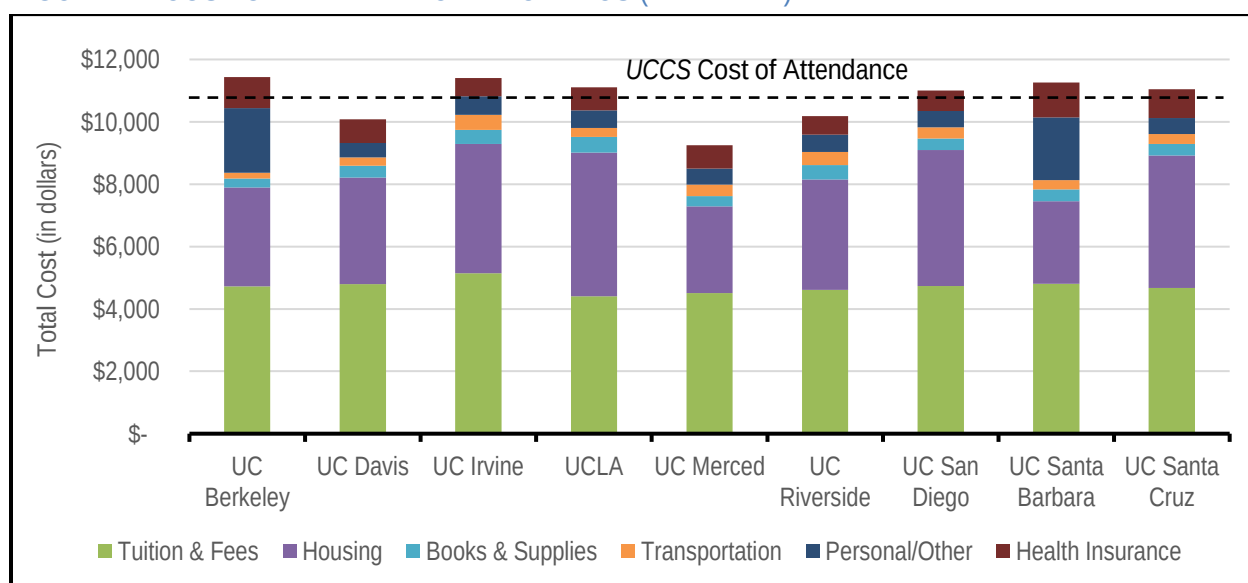
³⁶ Summer students are charged per-unit fees (\$281/unit) instead of flat tuition

Cost Comparison

Because the cost of attending varies by campus, it is helpful to compare the *UCCS* costs listed in the table above to the cost of attendance at each UC campus, as this will impact students from campuses other than UC Davis.

The figure below compares the estimated cost of attendance for each of the UC undergraduate campuses to *UCCS* for academic year 2018-19.

FIGURE 17: COST OF ATTENDANCE BY CAMPUS (PER TERM)³⁷



The per-term cost of attendance at six of the nine campuses is greater than the *UCCS* cost of attendance, suggesting that students from these campuses spend less to attend *UCCS* than they would to remain at their home campus. Students at the remaining three campuses, however, actually pay more overall to attend *UCCS* than they would to remain at their home campus for the term. Although this is not necessarily within *UCCS*'s control, it is an important consideration in the *Center's* enrollment and financial aid strategy.

Financial Aid

Financial aid for *UCCS* students is managed by the UC Davis Office of Financial Aid and Scholarships (OFAS) and in general, is packaged as it would be on the student's home campus. *UCCS* staff send OFAS information for any students requesting or transferring financial aid, and students are required to add UC Davis to their FAFSA. During the academic year, students receiving financial aid through their home campus are typically able to transfer most of that aid to UC Davis to support their term in Sacramento. As one stakeholder noted, however, scholarships specific to a student's home campus do not always transfer, so students occasionally receive smaller aid packages than they would on their home campus.

³⁷ Calculated using individual campus cost of attendance data; assumes students are California residents and living off-campus.

During stakeholder interviews, 50% of staff suggested that UCCS should find ways to provide additional aid for students. Moreover, three of five Campus Reps raised concerns with the lack of financial aid for summer students specifically. They noted that summer is often the most popular time for students to participate because they can more easily fit the program into their schedules and they do not have to break housing contracts on their home campus. Because some students' full academic-year financial aid packages do not carry over to the summer, however, *UCCS* often is a costly option. Campus Representatives noted that aid is available during the summer, but primarily in the form of loans, and to a lesser extent than during the academic year. *UCCS* financial aid is also limited and awarded on a first-come first-served basis during the summer. Two Campus Representatives specifically suggested that this lack of summer aid impacts student enrollment.

Across the board, stakeholders in every group suggested that in the future, *UCCS* should prioritize offering additional grants and scholarships for its students. This is particularly important for underrepresented minority and lower-income students. *UCCS* has successfully and intentionally diversified its enrollment amongst these underrepresented student populations, but these students often have greater financial need. Also, the cost of living in Sacramento is higher than that of many students' home campuses, so living and incidental expenses are higher. One stakeholder noted that he has met students who walk 3-4 miles to their internship because they cannot afford public transportation.

One Campus Senior Administrator offered that, "most students come back saying they need more aid than what they received." Stakeholders offered a variety of thoughts about who should provide this aid, however. Some suggested that moving forward, *UCCS* should raise funds for additional internal scholarships or coordinate a central fundraising effort with the campuses. Others felt that this was better left to the campuses, as central fundraising for a systemwide program would be challenging and could compete with campus development offices. Regardless, stakeholders clearly felt there was a need for additional grant or scholarship aid for *UCCS* students, especially if *UCCS* is going to grow its enrollment.

Existing Scholarships

UCCS currently offers three scholarships in addition to the aid students may bring with them. The figure below highlights these three scholarships.

TABLE 17: *UCCS* SCHOLARSHIPS

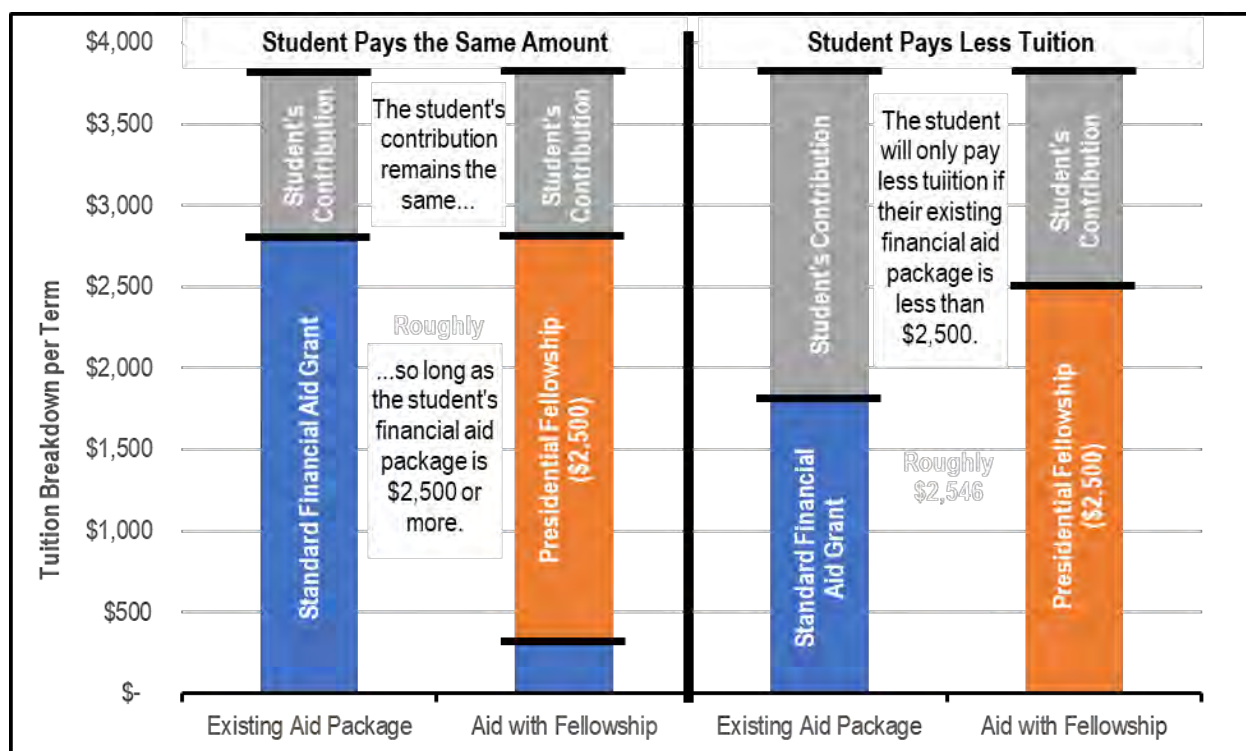
Name	Amount	Terms Offered	# Offered per Term	Awarding Entity	Source
Presidential Fellowship	\$ 2,500	Fall	9 Total (1 per undergrad campus)	Student's home campus	UC Office of the President
Health Justice Scholars Award	\$ 1,500	Fall, Winter, Spring, Summer	2-3 Total (5-7 in summer)	<i>UCCS</i>	California Endowment grant
<i>UCCS</i> Student Scholarship	\$ 250	TBD	Varies (4 given in Summer 2018)	<i>UCCS</i>	<i>UCCS</i> budget

The *UCCS* Student Scholarship and Health Justice Scholars Award are paid as honoraria to students at the end of each term to help them defray the costs of attending the *Center*. The Presidential Fellowship, which is relatively new, is disbursed by the Financial Aid office as part of their aid package. This means that Presidential Fellowships are "last-dollar" scholarships, awarded in addition to the student's existing aid package. Their impact depends on this existing aid, however, and they are not necessarily additive. If a student's initial aid package is greater than \$2,500, the Presidential Fellowship simply replaces \$2,500 of their existing aid; the student pays the same amount of tuition as they would without the Fellowship. If

the student's initial aid package is less than \$2,500, the Fellowship replaces their existing aid and then some, up to \$2,500. **Thus, for the many UCCS students who bring existing financial aid with them, this award may not be providing as much assistance as desired.**

The figure below specifically highlights the Presidential Fellowship's structure and its impact on student aid.

FIGURE 18: PRESIDENTIAL FELLOWSHIP STRUCTURE



To address these concerns, leadership from UCCS and the UC Office of the President are currently proposing changes to the structure of the Presidential Fellowship that would reduce the amount of individual awards but increase the number offered. Ideally, this would allow UCCS students with existing aid packages to still take advantage of Fellowship funds, while providing assistance for a greater number of students. Notably, the proposal suggests offering Fellowships during the Spring and Winter terms, in addition to those currently offered each Fall.

Student Services

As a term-long, off-campus experience, the UCCS undergraduate program has a variety of needs that warrant professional student services. Among these needs are student discipline, Title IX compliance, academic integrity, and mental and physical health services. Because UCCS students enroll and pay tuition and fees as UC Davis students, UC Davis student services are available to them. UCCS staff maintain individual relationships with the leaders of UC Davis units like Student Health and Counseling

Services, Student Support and Judicial Affairs, and Transportation Services. When student needs or issues arise, staff leverage these relationships to appropriately refer students to these units.

This arrangement began in 2010 when UC Davis assumed administrative responsibility for *UCCS*, and stakeholders generally felt that it has been effective. As one noted, “the Davis partnership has been critical in terms of being able to leverage Davis services.”

Comparisons

UCCS has been recognized as an industry-leading asset for the UC system and a priority for its Board of Regents. As one Faculty Council member explained, “having something like *UCCS* is important, valuable, and can pay great dividends” for the UC system. *UCCS* is unique in many ways, and the following comparative analysis was conducted to understand the *Center* in the context of its California peers and the industry as a whole.

This analysis documented university programs that include a state capital-based student internship experience. Documented entities were organized into three groups:

- **University of California:** focusing on other Sacramento-based programs offered by University of California campuses;
- **State of California:** focusing on Sacramento-based programs offered by other higher education systems or institutions in the state of California; and
- **Nationwide:** focusing on state capital-based programs offered by the largest university systems in the United States (or their campuses), and other relevant comparisons across the country.

Across all levels, the team documented **14 internship-based experiential programs** offered in state capitals for a variety of student populations, from undergraduate to graduate to post-graduate. Further detail on each of the programs mentioned below can be found in *Experiential State Capital Programs* section of *Appendix V: Public Engagement Comparisons*.

University of California

In total, five UC campuses offer or participate in four different Sacramento-based undergraduate internship programs – in addition to *UCCS*. These programs include:

- **UC Berkeley’s Cal-in-Sacramento Fellowship**, which helps place UC Berkeley undergraduates in 8-week, full-time summer internships. The program provides housing at the Upper Eastside Lofts – the same location used by *UCCS* – and does not include an academic course of study.
- **UC Irvine’s Sacramento Internship Program**, which is a 10-week summer internship organized by the Division of Career Pathways (DCP). It does not include coursework, but DCP staff assist with internship searches and provide professional development services similar to *UCCS* staff.
- **UC Riverside’s Loveridge Summer Fellowship Program**, a summer internship program named for former Riverside Mayor Ronald Loveridge. The program provides students a summer stipend, but not housing; it is not clear if this program is still operational.
- **UC Davis and UC Merced** participate in the **California Legislature Chief Clerk of the Assembly Internship Program** alongside Sacramento State. The program allows students from these nearby universities to work as full-time legislative interns and provides a series of co-curricular events and seminars.

The table below provides additional detail for each of these four programs.

TABLE 18: UC EXPERIENTIAL PROGRAMS IN SACRAMENTO

Entity	Program Name	Program Size	Administrative Home	Terms Offered	Student Eligibility	Undergrad Courses	Undergrad Internships
UC Berkeley 1988	<i>Cal-in-Sacramento Fellowship</i>	30 students per year average	Matsui Center (Institute of Governmental Studies)	Summer	• Freshman • Sophomore • Junior • Senior	Yes (Semester before)	Yes
UC Irvine	<i>Sacramento Internship Program</i>	Max. 30 students per year	Division of Career Pathways	Summer	• Freshman • Sophomore • Junior • Senior	No	Yes
UC Riverside	<i>Loveridge Summer Fellowship Program</i>	5 students per year average	Department of Political Science	Summer	• Junior • Senior • Recent graduate	No	Yes
UC Davis, UC Merced, CSU Sac. 1989	<i>CA Legislature Chief Clerk of the Assembly Internship Program</i>	5 students per year average	CA Office of the Assembly Chief Clerk	February or April - September	• Junior • Senior • Recent graduate	No	Yes

Three of these four programs were mentioned by *UCCS* stakeholders as potential detractors from *UCCS*. One stakeholder argued that, “at worst [having these additional campus programs] creates competition; at best it creates confusion.” Another noted it was problematic that “there are students from other campuses finding their way into the Sacramento world, but not being channeled through *UCCS*.” Notably, *UCCS*’s per-term and annual enrollments are substantially larger than any of these programs. The summer programs at UC Berkeley and UC Irvine - historically two of the campuses with the lowest participation in *UCCS* – enroll an average of 30 students each summer, while UC Riverside’s summer program enrolls an average of five. By comparison, *UCCS* enrolls an average of 46 students each summer and 119 each academic year.

State of California

In the state of California, the most comparable models to *UCCS*’s undergraduate program are offered by California State University (CSU) campuses. The following three programs were documented:

- **Sacramento State’s Capital Fellows Program** is uniquely targeted to graduates of any four-year college or university, who can apply for one of the four fellowships which place students in full-time, 9-12 month paid jobs in the four branches of California government. Recipients enroll as graduate students at Sacramento State and receive graduate units in Public Policy.
- **Sacramento State’s Sacramento Semester Program** is a semester-long experiential internship program for undergraduate and graduate students from any California four-year institution. Students receive intern credit and complete a seminar taught by Sacramento community members and intern supervisors. The program also hosts a speaker series similar to *UCCS*.
- **CSU Fresno’s Kenneth L. Maddy Legislative Intern Scholar Program** offers several leadership programs, including one that places juniors, seniors, and graduate students in full-time state government internships in Sacramento. Notably, this program is also open to UC Merced juniors, seniors, and graduate students.

The table below provides additional detail for each of these three programs.

TABLE 19: STATE OF CALIFORNIA EXPERIENTIAL PROGRAMS IN SACRAMENTO

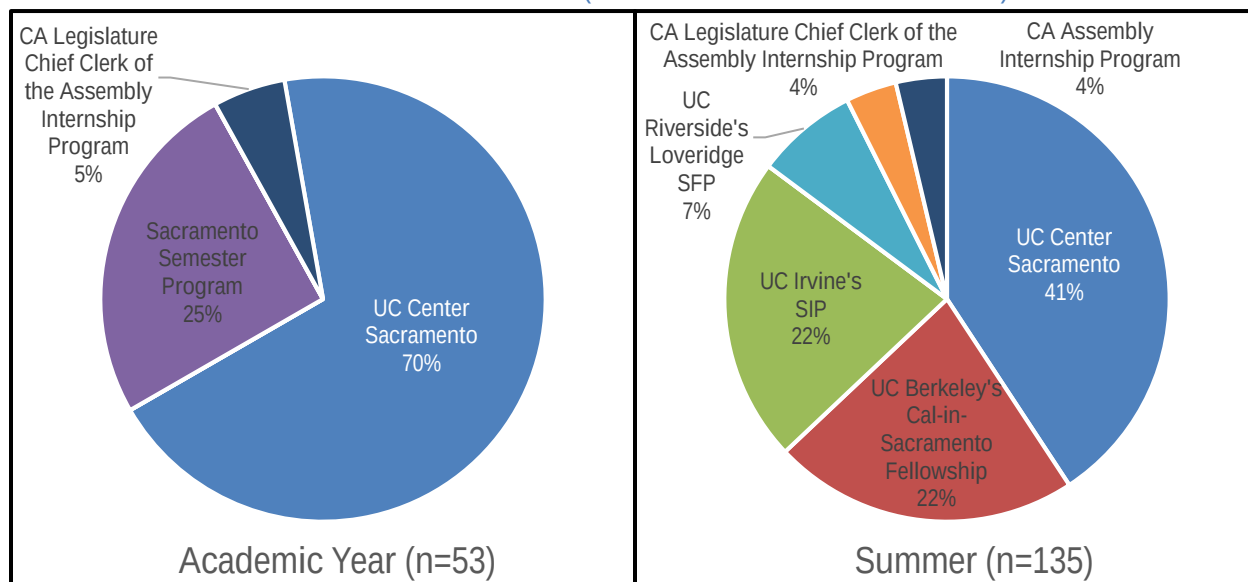
Entity	Program Name	Program Size	Admin Home	Terms Offered	Student Eligibility	Undergrad Courses	Undergrad Internships
Sacramento State 1973	<i>Capital Fellows Program</i>	Sacramento State campus	Center for California Studies	9-12 month positions every Fall	Any graduate holding a bachelor's degree	Yes <i>Graduate-level credits</i>	Yes <i>Graduate-level credits</i>
Sacramento State (for all CSUs) 1976	<i>Sacramento Semester Program</i>	Sacramento State campus	Center for California Studies	Spring Only	• Junior • Senior • Graduate	Yes <i>Undergrad & Graduate</i>	Yes <i>Undergrad & Graduate</i>
CSU Fresno	<i>Maddy Institute Legislative Intern Scholarship Program</i>	CSU Fresno campus	The Maddy Institute	• Spring • Summer • Fall	• Junior • Senior • Graduate	No	Yes <i>Undergrad & Graduate</i>

Each of these programs is distinct in that its reach extends beyond undergraduate students, unlike UCCS. Several UCCS stakeholders mentioned that Sacramento State's Capital Fellows Program is uniquely known in the capital for the post-graduate demographic it serves.³⁸ Also of note is the fact that the other two CSU programs each extend eligibility to students – both undergraduate and graduate – enrolled in other California institutions. **This suggests that there is demand for graduate-level internship programs and opportunity for UC to expand its target population beyond undergraduates.**

With seven other experiential programs in Sacramento, six of which include internships for undergraduates, an analysis was conducted to understand UCCS's place in the current Sacramento intern market. The figure below offers a summary of the total number of undergraduate interns in Sacramento (the "market") for each program during a given academic year or summer term.

³⁸ The Capital Fellows Program follows a similar model to UCCS but is distinct in that participants are employed in full-time, paid positions and are not technically considered interns.

FIGURE 19: SACRAMENTO INTERN MARKET (ACADEMIC YEAR AND SUMMER)³⁹



UCCS and Sacramento State's Semester Program are the largest academic-year, undergraduate internship programs. Across the three academic-year terms (Winter, Spring, Summer), on average UCCS holds 70% of the Sacramento intern market, meaning 70% of all undergraduate interns in the state capital are UC students. During the summer, the intern market is much more diverse. While UCCS interns still represent the largest group (41%), UC Berkeley and UC Irvine's programs also send approximately 30 students each, representing another 44% of the market.

Nationwide

Across the industry, there are several institutions that offer experiential programs in state capitals, but UCCS's systemwide nature and full academic course of study are largely unparalleled.

The **Educational Network for Active Civic Transformation (ENACT)** is a nationwide network of universities committed to the promotion of experiential undergraduate instruction in state government. The consortium was launched in 2016 and is administered by Brandeis University. ENACT institutions sponsor Fellows who contribute to the consortium and offer courses that follow industry best practice standards of the Brandeis International Center for Ethics, Justice, and Public Life, including:

- Credit-bearing coursework;
- A majority undergraduate enrollment;
- Non-restrictive access (i.e., not restricted to honors students or political science majors); and
- An experiential internship component in the State Capitol or advocacy organizations.

UCCS is unique among the consortium's 29 current members. Other members include private universities, broad access institutions, branch campuses, and public flagships, but none constitute a dedicated center or mini-campus. Ten members are public flagships, including UNC Chapel Hill and one

³⁹ Between UCCS, UC Irvine's Sacramento Internship Program, and the California Chief Clerk of the Assembly's Internship Program, there are an average of 53 interns in Sacramento in any given academic-year term (Fall, Winter, Spring).

from the Pac-12 Conference (Oregon State University). A full list of ENACT member institutions can be found in the *Experiential State Capital Programs* section of *Appendix V: Public Engagement Comparisons*. By 2020, Brandeis hopes to have members in all 50 states.

UC is the largest university system in the country based on overall expenses, and one of the largest when measured by total enrollment. Broadly speaking, while there do not seem to be any direct analogs for *UCCS* among the next nine largest university systems, several of their individual campuses offer programs that meet some of the ENACT standards. Namely, they are competitive programs with some degree of credit-bearing course component. A complete list of programs and further detail can be found in the *Educational Network for Active Civic Transformation (ENACT)* section of *Appendix V: Public Engagement Comparisons*. The following programs are particularly noteworthy:

- **Arizona State University's Legislative Internship Program** offers qualified undergraduate students paid internships in the Legislature, Governor's Office, or the Arizona Supreme Court. Admitted students are placed in internships, receive 12 academic credits, and substantial financial support that includes a \$5,000 stipend, and a full waiver of tuition and fees.
- **Texas A&M University's Public Policy Internship Program** offers an academic program to complement internships in state, federal, or international government. Internships are offered in the Texas State Legislature every other spring when the legislature is in session, and students complete their academic coursework online.
- The **SUNY/SED Student Internship Program** provides undergraduate and graduate SUNY students with paid, part-time internships at the New York State Department of Education. Similar to *UCCS*, students from any of the system's campuses are eligible to participate. Internships last one semester, and can be completed at any SED office around the State; as such, students do not attend the program in a cohort, as they do at *UCCS*.

None of these programs exactly replicates *UCCS*, but they each include components that set them apart, such as online courses or fully-funded experiences. Among these programs, however, *UCCS*'s systemwide nature is fairly unique, as many of the others are operated by a single campus for only students of that campus. **Generally, it is clear that the area of experiential learning is a growing priority in the industry and among UC's peers, as evidenced by the expansion of these programs and the growth of the ENACT consortium.**

Future Suggestions

Across the board, stakeholders generally felt that the *UCCS* undergraduate program was successful. The internship program, in particular, was frequently praised as providing a robust experience and operating smoothly.

The table below identifies the significant suggestions related to the *Center's* undergraduate program, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the ***Proposal for the Future State*** section at the end of this report.

TABLE 20: FUTURE SUGGESTIONS FOR UCCS'S UNDERGRADUATE PROGRAM

ID	Name	Description	Costs
*** 14 ***	Increase Undergraduate Enrollment	Many stakeholders, most notably the Board of Regents, expressed an interest in seeing the enrollment for UCCS expand over the coming years. UCCS has grown at an annualized rate of 14%, and while no stakeholders identified a specific enrollment target, most noted that the Center should continue growing quickly. However, such enrollment growth will require additional funding.	Depends on Enrollment
*** 15 ***	Continue Expanding Campus Representation	UCCS has successfully expanded the campus representation of the undergraduate program, especially increasing the number and percentage of students from campuses that are further away from Sacramento. Several stakeholders expressed a desire to continue expanding the campus representation to mimic the composition of the overall UC student body.	Increased Staff Effort
*** 16 ***	Continue Diversifying Student Body	UCCS has focused on diversifying its student body over the past few years and has successfully increased the ethnic makeup of the undergraduate program. Several stakeholders articulated a desire to continue diversifying the undergraduate program to at least mimic the ethnic backgrounds of the overall UC system, with a particular focus on increasing enrollments among African American and Asian American students.	Increased Staff Effort
*** 17 ***	Expand the Extended Curriculum	UCCS identified the possibility of adding sessions to the extended curriculum and social activities for the students. Both would require additional funding, for events, and effort from the administrative staff, faculty, and Teaching Assistants.	Increased Staff Effort
*** 18 ***	Increase Social Activities	UCCS currently offers several social activities for its students, including an alumni lunch and tours of Sacramento museums. UCCS leadership expressed a desire to add new activities such as an alumni/alumna mentoring program that pairs UC alumni in the Sacramento area with UCCS students and a "Take-Your-Boss-to-Lunch" program. Both of these suggestions would cost some effort from staff and funding for the social activities.	Increased Staff Effort \$100-200 Per Student
*** 19 ***	Add Elective Courses	UCCS identified the possibility of adding elective courses as the student enrollment grows, including adding a section of POL108 (Special Topics in Public Policy) focused on criminal justice, an elective course on policy analysis skills, and a one-credit evening seminar course.	Additional Instructors or Faculty
*** 20 ***	Expand Internship Placements	UCCS has successfully been able to lead the internship market in Sacramento, with roughly 70% of all undergraduate interns during the academic year and 41% during the summer. However, UCCS has only placed interns in 24% of Assemblymember offices and 20% of Senator offices in recent terms. While those placement rates are impressive – and are higher than the other programs in Sacramento – they also highlight a significant opportunity to expand the reach of the UC system in the state capital	Increased Staff Effort
*** 21 ***	Improve Student Housing	50% of staff, 71% of Faculty Council members, and 67% of Advisory Board members noted that the lack of student housing is one of the greatest challenges facing UCCS. Most stakeholders suggested that UC identify a long-term solution for student housing that is incorporated or near the new facility	Negligible Cost to the Center (Students pay for Housing)
*** 22 ***	Identify Financial Aid Options	50% of staff, 43% of Faculty Council members, and 60% of Campus Representatives felt that UCCS should find ways to provide additional financial aid for students. Several stakeholders noted that the limited financial aid in the summer, where yield is typically the lowest of all terms, impacted student enrollment and that enrolling in UCCS imposes more costs on students than they might face at their home campuses – including travel, cost of living in the	To Be Determined

ID	Name	Description	Costs
		Sacramento area, possibly paying for two apartments (on their home campus and in Sacramento), the cost of professional attire, etc. While stakeholders were mixed on who should fund such financial aid, most felt that more aid would be required to continue expanding the <i>Center</i> and recruiting a diverse mix of students	
*** 23 ***	Adjust the Presidential Fellowship	Many stakeholders noted that the current structure of the Presidential Fellowship is helpful but is not permanently funded and may not be making as high an impact on students since it often simply replaces the standard aid they would have received. Stakeholders suggested making the funding permanent, doubling or quadrupling the funding, reducing the amount of the award, expanding access to the awards beyond just the fall term, and offering the award outside of financial aid so students could use it to defray the costs of their travel and other unique expenses	~\$70,000 in additional funding per year
24	Examine the UCDC Quota System ⁴⁰	40% of Campus Representatives suggested examining UCDC's quota system and the overlap between <i>UCCS</i> Campus Representatives and UCDC Campus Representatives, as the current structure may incentivize campuses to direct more students and attention to UCDC. Stakeholders suggested examining options of splitting responsibilities for the two centers on all campuses to reduce overlap and examining whether UCDC still needs a quota system in the future	None or Negligible Costs to <i>UCCS</i>
*** 25 ***	Hire Additional Center Staff	To meet all these suggestions, <i>UCCS</i> will need to hire more Coordinators, faculty, and Teaching Assistants (such as an Undergraduate Academic Assistant, Writing Tutor, and Policy Research Tutor). This hiring will likely require additional funding and may require resources like facility space	Increased Funding per Student

⁴⁰ This suggestion is not included in the proposal for *UCCS* given that changes to other systemwide academic programs are out of scope of this assessment but may be covered in the parallel report on *UCDC*.

PUBLIC ENGAGEMENT

In addition to the undergraduate academic program, *UCCS* engages in a number of public outreach activities designed to achieve the second part of its mission: **sharing UC's rich knowledge base through research dissemination and outreach**. *UCCS* serves as a conduit for UC to inform state policy in meaningful ways. In doing so, the *Center* serves as a critical link between the UC system, the state government, and the broader California policy community.

In general, stakeholders across every group emphasized the importance of *UCCS*'s public engagement efforts. As one Advisory Board member noted, "serving as a bridge between [UC and the state government] is a key function of an entity like the *UC Center Sacramento*." Connecting these two groups is critical because:

- The California legislature needs **timely information** to inform its policy agenda;
- The UC system produces **world-class research** in a variety of fields; and
- UC students are **a diverse population** that are directly impacted by the state's policies and investment.

Currently, the *Center* offers three primary initiatives designed to engage the Sacramento community:

- **Internships:** The student interns that participate in *UCCS*'s undergraduate program serve as representatives of UC and provide service to the state policy community;
- **Speakers:** *UCCS* holds a number of lecture- and discussion-based events that feature individual speakers or panels and are open to the Sacramento community; and
- **Publications:** *UCCS* sponsors policy briefs published by a variety of stakeholders – primarily UC faculty – on specific research topics that are relevant to public policy.

Several stakeholders noted that much of *UCCS*'s public engagement activities have focused more on a "push" approach than a "pull." The "push" approach is one in which the *Center* identifies topics, speakers, and content that it feels are relevant to the Sacramento community and "pushes" them out through open-invite events, publications, etc. In contrast, a "pull" approach would mean that state legislators, committee heads, or agency leaders would proactively identify and communicate policy needs that *UCCS* could then address on an individual basis. While stakeholders noted that the current approach was appropriate to begin the *Center*'s public engagement activities, many expressed an interest in increasing lines of communication with the Sacramento community so public engagement could be based more on demand, or "pull." This is a theme across all three of the public engagement initiatives that the *Center* offers, but would require additional resources and support to achieve.

The following sections provide additional analysis of each public engagement initiative, its approach, intended audience, and general success.

Internships

During interviews, stakeholders frequently suggested that the *UCCS* internships, while part of the academic program, also benefit the *Center*'s public engagement efforts. The internship program offers a unique and highly educated workforce that is largely unpaid to support the Sacramento community. As one stakeholder noted, the student interns also create "a more lasting and indelible impression on the legislature" for the UC system than any other efforts of the *Center*.

Additional detail on the internships can be found in the ***Undergraduate Program*** section.

Speakers

UCCS currently offers three main events that feature speakers or panels and are focused on the dissemination of research and knowledge:

- **Speaker Series:** A weekly lecture-based event hosted at the *Center*;
- **Emerging Scholars Awards:** Awards given to Ph.D. candidates to present at the Speaker Series; and
- **Capitol Insights Forum:** A topical, targeted speaker event with both a lecture and discussion,

These initiatives are offered with varying frequency throughout the year, and they engage slightly different participants and audiences. As such, the *UCCS* Events and Marketing Manager markets and advertises these events in different ways. General email communications are sent to the *Center's* existing connections in the Sacramento community, and more targeted invitations are sent to individual contacts within specific, researched organizations. *UCCS* staff also promote events online and through social media, and share follow-up materials with attendees after each event. The majority of these events are coordinated by a combination of *UCCS* staff and executed by the entire team.

Speaker Series

The *Center's* most substantial public outreach effort in terms of both frequency and attendance is the weekly Speaker Series. Held almost every Wednesday throughout the year (typically 6-10 per term), the Speaker Series is an open lunchtime lecture that allows UC faculty to present their research and discuss policy implications with a general audience. The series aims to achieve the *Center's* core mission of sharing knowledge and disseminating UC research in Sacramento to inform state policy.

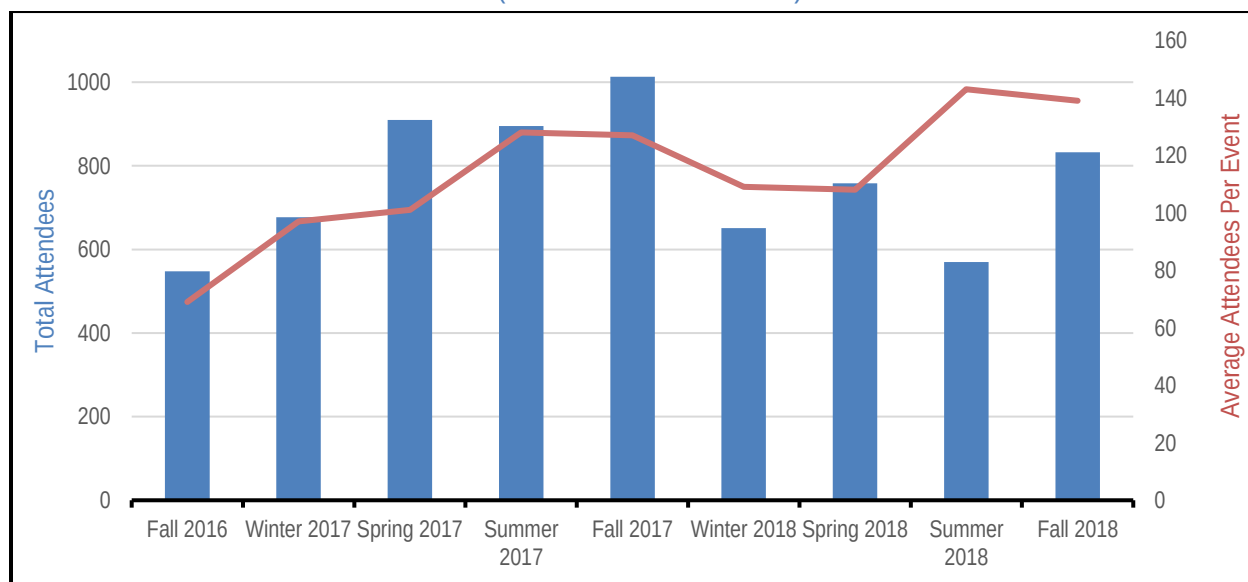
The Series is an example of UCCS's "push" approach to public engagement in that the *Center's* Director, Associate Director, and one Coordinator meet weekly to determine the topics, incorporating feedback from the Advisory Board. The Coordinator then identifies faculty speakers from across the UC system, and the Events and Marketing Manager publicizes the events broadly. This process is entirely driven by the *Center*. The Coordinator and Events and Marketing Manager coordinate speaker travel, reimbursements, presentation materials, audiovisual needs, catering, attendance tracking, and day-of logistics. As several staff described, the day of the event is an "all-hands-on-deck affair" for the *Center*, with the entire staff supporting the execution of the event.

As part of the undergraduate program, *UCCS* students are also required to attend several of the *Center's* public engagement initiatives, including the weekly Speaker Series. Students earn course credit for attending the Speaker Series, as the Series is the critical manifestation of the *Center's* effort to integrate the academic program with the public engagement activities. Recently, the Speaker Series events were expanded to include time for the speaker to meet with *UCCS* students before the presentation. The remainder of the event consists of a one-hour lecture, question-and-answer session, and free lunch for all participants.

The figure below highlights the total and average number of RSVPs to Speaker Series events for the most recent eight terms and the current (Fall 2018) term⁴¹. This represents 62 individual events, with an average of seven events per term. Note that the Fall 2018 term does not include all RSVP data as the term was still ongoing during the development of this report.

⁴¹ Note that the data reflects RSVPs for each event and may differ slightly from actual attendance

FIGURE 20: SPEAKER SERIES RSVPs (FALL 2016 - FALL 2018)



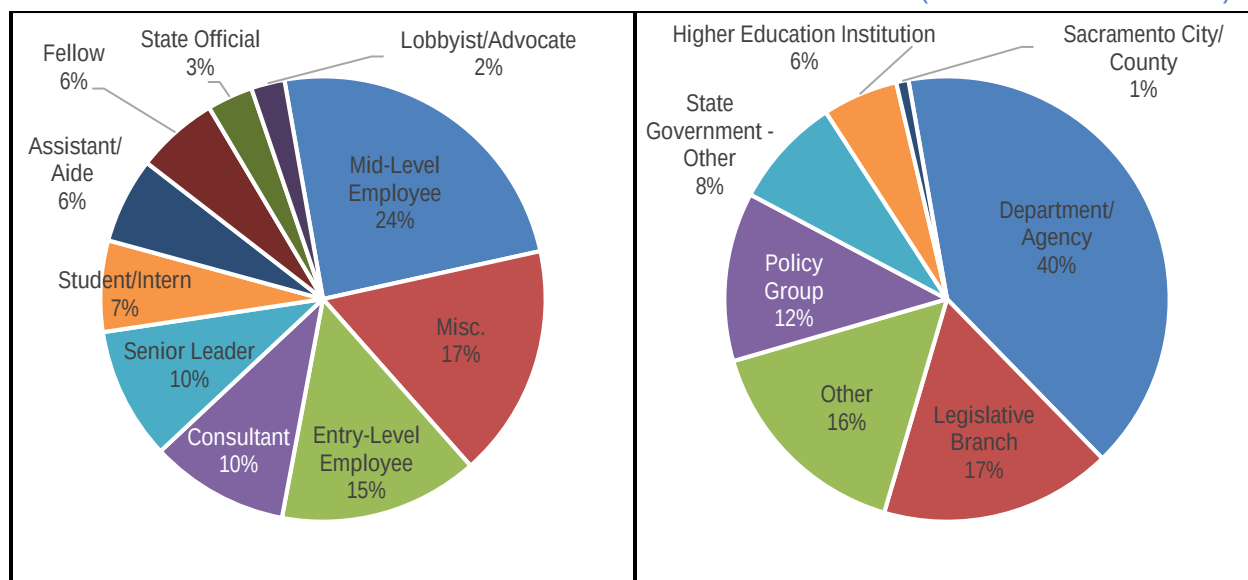
While the total number of Speaker Series RSVPs has fluctuated each term, the average number of RSVPs for each individual event has increased fairly steadily. In two years – between Fall 2016 and 2018 – average event RSVPs increased by 50%. Most *UCCS* staff mentioned the growth of this initiative as a success metric of *UCCS*'s public outreach efforts.

As *UCCS*'s most consistent public engagement initiatives, the Speaker Series is also one of its most costly. As lunch is considered *de rigeur* for Sacramento-area public policy events, *UCCS* pays for catering and often reimburses speaker expenses like travel or transportation. Events are free to attendees and thus generate no revenue for the *Center*. As attendance has grown, so have expenses. *UCCS* staff have worked to control costs by adjusting the menu and exploring options for making the Series sustainable moving forward. As one stakeholder noted, the *Center*'s (and UC's) return-on-investment for the Speaker Series is reputational and not financial.

Stakeholders shared mixed thoughts about the effectiveness of the Speaker Series. **33% of *UCCS* staff and 25% of Advisory Board members felt that the Speaker Series is successful and effective at reaching its intended audience** of legislators, agency and commission members, and high-level officials. **A handful of stakeholders, however, suggested that the Speaker Series may not be reaching the maximal or intended audience.** To explore this further, an analysis was conducted to determine the types of individuals who were attending the events and the organizations they represent.

The figure below categorizes the Speaker Series RSVPs for the most recent eight terms and the current (Fall 2018) term by job position, or role, and organizational affiliation. The *Speaker Series* section of *Appendix IV: Current State Public Engagement Activities* provides additional detail on these RSVPs.

FIGURE 21: TOTAL SPEAKER SERIES RSVP'S BY ROLE & AFFILIATION (FALL 2016 – FALL 2018)



Over the last nine terms, the total number of RSVPs for these events was 6,854. During this time, the largest portion of Speaker Series RSVPs were Mid-Level Employees (e.g. Manager, Associate, Specialist, and comparable levels)⁴². Aside from a Miscellaneous category, the next largest group of attendees have been Entry-Level Employees, which are primarily Analysts. Notably, Seniors Leaders (e.g. Executive, Associate, and Deputy Director-level or equivalent) and State Officials (e.g. senior officials like the State Secretary or their representatives) constituted 10% or less of all attendee RSVPs. **This suggests that the Speaker Series may not be attracting the high-level officials that some stakeholders desired, but is reaching a broad swath of influencers and staffers within the capitol who have access to those high-level officials.** Several stakeholders who worked in the state government mentioned that it is actually more important for the *Center* to reach mid- and low-level staffers, since they often have an outsized influence on the policymakers and lawmakers.

In terms of affiliation, nearly 60% of RSVPs came from members of state Departments, Agencies, or the Legislature. Another 12% represented Policy Groups, such as the California Primary Care Association, Water Education Foundation, and the Capitol Advisors Group. **This suggests that the Speaker Series does reach members of a variety of the organizations that are directly involved with state policymaking and lawmaking.**

Emerging Scholars Awards

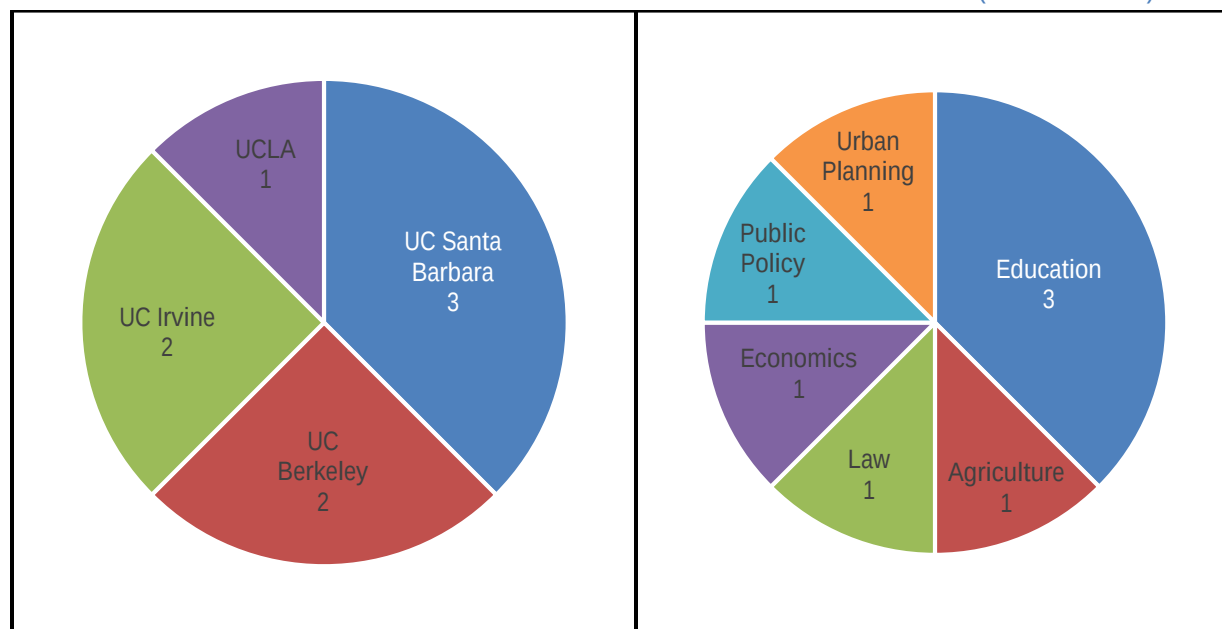
Through the Emerging Scholars Award initiative, *UCCS* recognizes Ph.D. students conducting public policy research and allows them to present a public lecture at the *Center* as part of the weekly Speaker Series. Aside from the two Teaching Assistants employed by *UCCS*, the Emerging Scholars Program is the *Center's* primary, consistent method for engaging graduate and professional students. Ph.D. candidates from any UC campus are eligible to apply for an award, and are evaluated and selected by a small committee from the *Center*. Emerging Scholars receive an honorarium to cover transportation to

⁴² See **Error! Reference source not found.** for a full list of role categories

and from the *Center*, lodging in Sacramento, or any costs associated with delivering their talk (e.g., printing, copying).

Since the initiative was started in academic year 2015-16, *UCCS* has awarded scholarships to eight UC Ph.D. candidates, three of whom have also published policy briefs through the *Center*. The figure below highlights the breakdown of Emerging Scholars Award recipients by campus and discipline.

FIGURE 22: EMERGING SCHOLARS AWARDS BY CAMPUS AND DISCIPLINE (AY16 – AY19)



While the limited number of Emerging Scholars represent only four of the ten UC campuses, they come from a variety of disciplines, from agriculture to economics. The table below lists the specific schools represented by the Emerging Scholars recipients.

TABLE 21: EMERGING SCHOLARS RECIPIENT DETAIL

Year	Discipline	Recipient Campus	Recipient School
2015	Public Policy	UC Berkeley	Goldman School of Public Policy
2015	Education	UC Santa Barbara	Gevirtz Graduate School of Education
2016	Agriculture	UC Berkeley	College of Natural Resources
2016	Urban Planning	UCLA	Luskin School of Public Affairs
2017	Law	UC Irvine	School of Social Ecology
2017	Education	UC Santa Barbara	Gevirtz Graduate School of Education
2018	Economics	UC Irvine	School of Social Sciences
2018	Education	UC Santa Barbara	Gevirtz Graduate School of Education

Notably, Emerging Scholars Awards are driven by student interest, and *UCCS* staff do not actively recruit applicants working in specific policy areas. **Given that approach, the variety of disciplines represented suggests that the *Center* does indeed appeal to students beyond the Political Science field.** Most

stakeholders, however, did not mention the Emerging Scholars Program as one of the *Center's* public engagement efforts, which suggests that this relatively new initiative may still need additional marketing.

Capitol Insights Forum

In academic year 2016-17, Director Kravitz started the Capitol Insights Forum as more targeted, semi-regular initiative to supplement the *Center's* Speaker Series. While the Speaker Series is geared toward broadly sharing UC faculty research with the Sacramento community, the Forums are designed to stimulate discussion and knowledge-sharing on particular current policy issues with subject matter experts. The Forums are formatted as a combination of discussion and lecture, featuring a mix of UC panelists and speakers from the state legislature, departments, and agencies. *UCCS* staff coordinate more targeted marketing efforts for Forums to secure a more focused audience.

The table below lists the Capitol Insights Forums that have been held thus far.

TABLE 22: CAPITOL INSIGHTS FORUMS

Date	Title	UC Panelists	External Panelists	Attendees
July 2017	<i>California in Crisis: Infrastructure Failure & Risk Management</i>	1	1	59
October 2017	<i>Homelessness in California: Causes and Solutions</i>	1	3	122
November 2017	<i>Soaring Drug Prices: Consumer and Clinician Perspectives and Policy Options</i>	1	2	69
February 2018	<i>Addressing the Opioid Crisis in California</i>	2	1	100
May 2018	<i>Addressing the Problem of School Violence: From Schoolyard Bullying to Mass Shootings</i>	2	1	71
August 2018	<i>The Tax Cuts and Jobs Act: How California Has Responded and Could Respond</i>	2	0	79

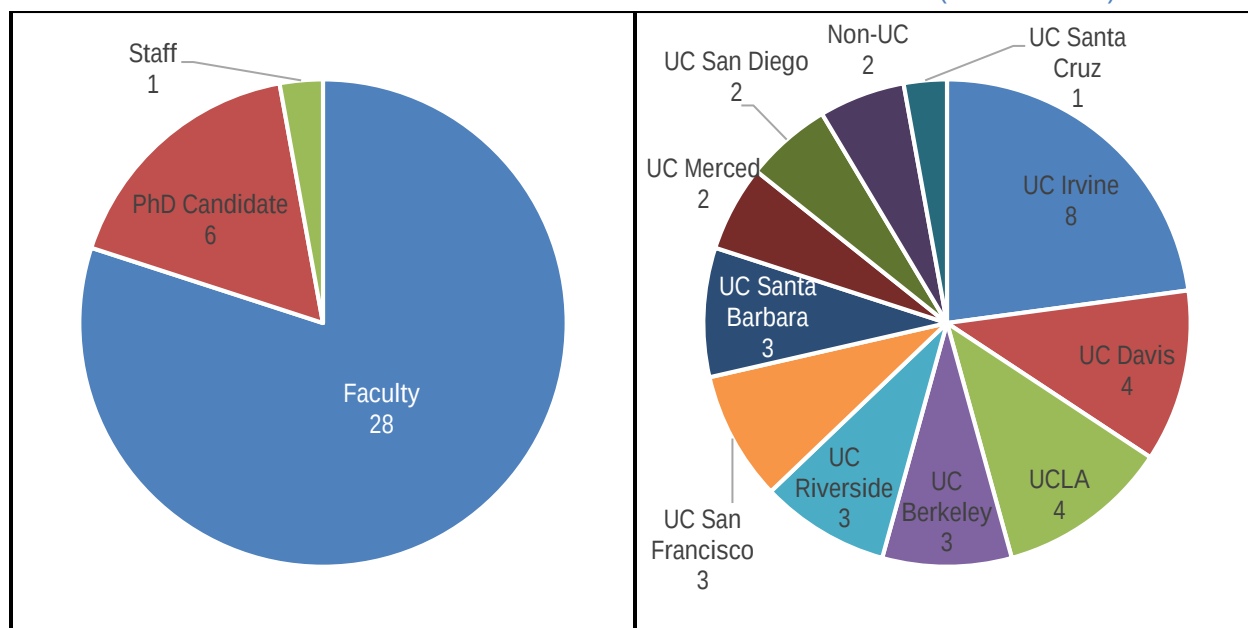
The *Center* held six Capitol Insights Forums in the first year of the initiative, with an average attendance of 83 individuals per event. Events focused on a range of issues including homelessness, drug prices, school violence, and the opioid crisis. **Notably, the Capitol Insights Forum represents the *Center's* most “pull-oriented” approach to engaging the policy community:** while the *Center's* leadership and Faculty Council choose topics, they work intentionally to determine the most current, pressing state policy issues and recruit experts from the UC and the Sacramento community to speak.

Publications

In academic year 2016-17, *UCCS* began providing the opportunity for students and faculty to publish policy briefs based on their research. Briefs are 1-2 page summaries of research studies that focus specifically on particular policy implications. They span a variety of policy topics, from homelessness and mass incarceration to groundwater management and reproductive health. Briefs are often published by faculty presenting in the Speaker Series, but are notably distinct from the Speaker Series. The *UCCS* staff member who coordinates the Speaker Series is also responsible for coordinating the policy briefs.

In the first two years of this initiative, *UCCS* sponsored 35 total briefs – 19 in the first volume and 16 in the second. The figure below shows the breakdown of these briefs based on the authors' positions and home campuses.

FIGURE 23: POLICY BRIEFS BY AUTHOR POSITION AND HOME CAMPUS (AY17 – AY18)



While the vast majority of the briefs have been published by UC faculty, *UCCS* also engages professional students by allowing them to publish policy briefs. Three of the six Emerging Scholars selected since the initiation of these publications have published policy briefs, and three other UC Ph.D. candidates have published as well. While UC-Irvine affiliates have published the most briefs, **the authors overall have been fairly evenly distributed across the UC campuses** (as well as two non-UC campuses: faculty from the University of Southern California and California State University, Sacramento have each published one brief). A full list of published policy briefs can be found in the *Policy Briefs* section of *Appendix IV: Current State Public Engagement Activities*.

The policy brief initiative represents one way in which the *Center* has recently expanded its public engagement efforts. The impact of this initiative, however, is difficult to estimate. **Notably, none of the interviewed stakeholders mentioned the policy briefs without prompting, suggesting a possible lack of awareness.** Briefs are also published based on faculty interest, not necessarily based on demand from the Sacramento community.

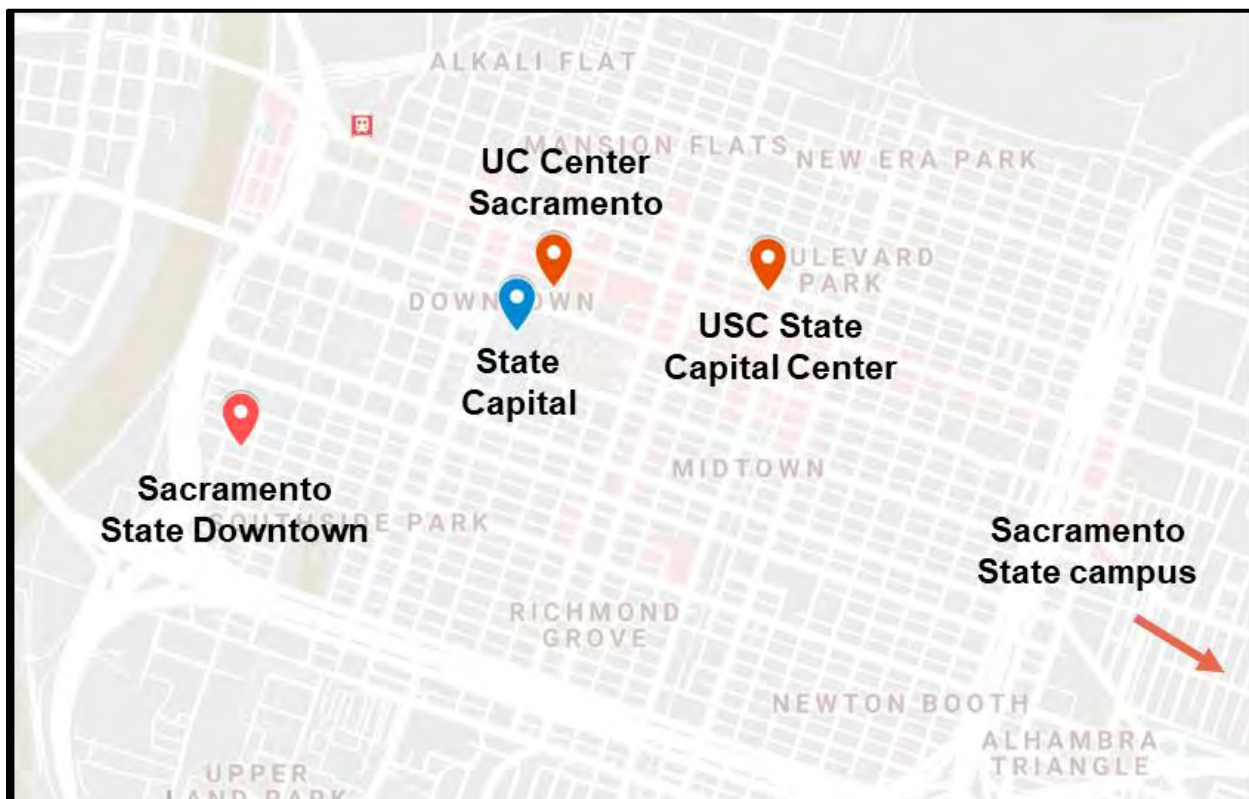
Comparisons

UCCS is a fairly unique organization in higher education. Few other institutions replicate *UCCS*'s public engagement model or pair such initiatives with an undergraduate academic program. Broadly speaking, there do not seem to be any direct analogs to *UCCS* in other states. Given *UCCS*'s mission of informing California state policymaking, a comparative analysis of other California institutions was conducted. This analysis documented university-owned centers in Sacramento and university-led public engagement initiatives offered by other California higher education systems or institutions.

While the UC has a strong presence in Sacramento through *UCCS*, it is not alone. The team documented **two institutions that own a physical center in Sacramento** and **one institution that coordinates substantial public engagement efforts** comparable to *UCCS*. California State University, Sacramento

(Sacramento State) and the University of Southern California (USC) each own properties in downtown Sacramento. Geographically, *UCCS* is the closest in proximity to the state capital. The figure below depicts the location of each of these properties.

FIGURE 24: MAP OF UNIVERSITY SACRAMENTO CENTERS



USC owns a physical property in downtown Sacramento, several blocks further from the state capital than *UCCS*. USC's State Capital Center is home to the Price School of Public Policy and USC's Office of State Government Relations. This facility is not generally used for additional public engagement efforts beyond those of the two units it houses.

Sacramento State offers the most robust and comparable services to *UCCS*, including many of the public engagement opportunities suggested by *UCCS* stakeholders. Through its Sacramento State Downtown campus and its Center for California Studies, Sacramento State offers a host of public engagement initiatives designed to connect the university with the capital. The Sacramento State Downtown property, a 3-floor building renovated in 2017 and located within a 20-minute walk from the state capital, serves as a campus for the entire CSU system in Sacramento. The facility is utilized by all eight of Sacramento State's colleges, as well as other CSU systemwide stakeholders, for:

- Academic programs and classes;
- Fellowship programs (i.e. Center for California Studies' Capital Fellows Program);
- University Institutes (i.e. Calspeaks Opinion Research, Community Engagement Center);
- State employee leadership programs;
- Certificate and continuing education programs for Sacramento working professionals; and

- Arts and culture programming.

Sacramento State also operates the Center for California Studies on its main campus, which is approximately a 20-minute drive from the state capital. The Center's mission, which is notably similar to UCCS's, "is to bridge academia and government in the service of strengthening California's democracy."

⁴³ They do this by facilitating Sacramento State's two experiential internship programs – the Capital Fellows Program and Sacramento Semester Program – and several other public outreach initiatives, including:

- The **Faculty Research Fellows Program**, which is an initiative that uses state funds to sponsor CSU faculty research projects. Funds for the program are included in the Center for California Studies' state budget each year. Notably, "research projects are originated by the Legislature and Executive branch, not faculty members, and thus represent direct research needs of state policy makers."⁴⁴
- The **California Elections Data Archive**, which is a statewide database maintained in partnership with the California Secretary of State to provide historical reports on local California elections.
- The **LegiSchool Project**, which is a collaboration with the state legislature to educate high schoolers in state policy and government.

The UC system is not the only significant higher education presence in Sacramento, and other institutions are engaging the state capitol community in a number of ways. Stakeholders frequently commented on the importance of UC's continued presence in this space, with one noting that a primary goal of UCCS should be to "keep the UC system visible" in light of the other institutions also working in Sacramento. Between its downtown campus and California-focused research and programming center, Sacramento State has established a significant CSU presence in Sacramento. As California's other sizeable public university system, CSU is a comparison for UC to consider as it looks to the future of UCCS and shapes its own footprint in Sacramento.

Future Suggestions

While UCCS currently offers a number of public engagement initiatives, many stakeholders suggested that **the Center should expand its public outreach efforts with a more deliberate, proactive approach.** 71% of Faculty Council and 83% of Advisory Board members offered this suggestion, noting the criticality of an expanded UCCS presence in Sacramento. The following specific suggestions for the future were offered most frequently by Advisory Board members and were explored further:

- **Research Hub:** 58% of Advisory Board members suggested that UCCS should serve as a research hub for the UC system in collaboration with other offices at the UC Office of the President, like State Government Relations and Research & Graduate Studies.
- **Connector:** Stakeholders across all groups shared a number of ways in which UCCS could connect the UC system, its stakeholders, and its expertise with the Sacramento community.

Research Hub

Most commonly, stakeholders suggested that UCCS should serve as a hub for UC research and expertise. Many recommended that the Center or the UC Office of the President maintain a database of UC subject matter experts, ongoing research projects, or recent publications from UC faculty and consistently utilize these in Sacramento. With an up-to-date record of current and past work, UCCS could

⁴³ <https://www.csus.edu/calst/>

⁴⁴ https://www.csus.edu/calst/faculty_research_fellows_program.html

quickly respond to legislative needs or specific policy questions. This suggestion was also proposed in the 2014 Strategic Report developed by *UCCS* leadership under the “baseline++” plan, but was not funded.

For example, when a new bill is introduced in a legislative session, *UCCS* staff could convene UC faculty researching the topic, work with them to create policy briefs or white papers, or share their existing publications with the legislative committees. As one stakeholder noted, “legislators say they want help and academics say they want to be helpful, but the timeframe of the two is just so different.” *UCCS* could serve as a hub to successfully bridge the two in a timely manner.

Stakeholders mentioned several organizations that serve similar functions as comparison models; four of these organizations are highlighted in the figure below.

FIGURE 25: RESEARCH AND POLICY ORGANIZATION COMPARISONS

Name	Status	Founded	Location	Mission	Policy Area(s)
Public Policy Institute of California (PPIC)	Non-Profit Research Center	1994	San Francisco Sacramento	<i>“Our mission is to inform and improve public policy in California through independent, objective, nonpartisan research.”</i>	Climate Change, Corrections, Economy, Education, Fiscal/Governance Reform, Health & Human Services, Political Landscape, Population
Legislative Analyst’s Office (LAO)	State Government Agency	1941	Sacramento	<i>“The mission of the office is to provide analysis and nonpartisan advice and recommendations to the California Legislature on fiscal and policy issues.”</i>	Budget and Fiscal
California Health Benefits Review Program (CHBRP)	University of California Program	2002	Berkeley	<i>“CHBRP responds to requests from the State Legislature to provide independent analysis of the medical, financial, and public health impacts of proposed health insurance benefit mandates and repeals.”</i>	Health Insurance Benefits
California Program on Access to Care (CPAC)	University of California Research Center	1997	Berkeley	<i>“CPAC supports the translation of research evidence generated by University of California faculty into state health policy and public health practice to improve health equity.”</i>	Health

Each of the above organizations has a specific policy-related mission that hinges on the collection and dissemination of research expertise. **Notably, two of the four organizations mention timely production of information as a priority on their websites.** They work to quickly collect research, synthesize information, and produce material that will be useful within state budget cycles or legislative sessions, which stakeholders suggested *UCCS* struggles to do. In fact, CHBRP’s tagline is, “Academic Rigor on a Legislator’s Timeline.” Two of the four organizations are also UC-affiliated, which could provide an opportunity for strong partnership and shared resources with *UCCS*. The most common comparison

organization offered by stakeholders was the Public Policy Institute of California (PPIC), which is highlighted in further detail in the *Public Policy Institute of California (PPIC)* section of *Appendix V: Public Engagement Comparisons*.

While each of these organizations serves as a version of a “research hub” in its respective policy area(s), *UCCS* is in the unique position of having direct access to the faculty conducting the research leveraged by many of these organizations. One stakeholder noted that “in terms of comparative advantage, what *UCCS* has is faculty who are working and doing research in areas that touch on a host of policy issues, and [the ability to] tap into those areas.” This direct link to faculty puts *UCCS* in an advantageous position as one of the most well-resourced public engagement organizations in Sacramento. While other groups within the UC Office of the President, like the Department of Research & Graduate Studies, currently support some connection between the faculty and outside entities, stakeholders felt that *UCCS* could be a prime connection point for the Sacramento community in the future.

Connector

Stakeholders felt that a public engagement staff member would allow the *Center* to serve as a connector between the university and the state capital more broadly. Suggestions included:

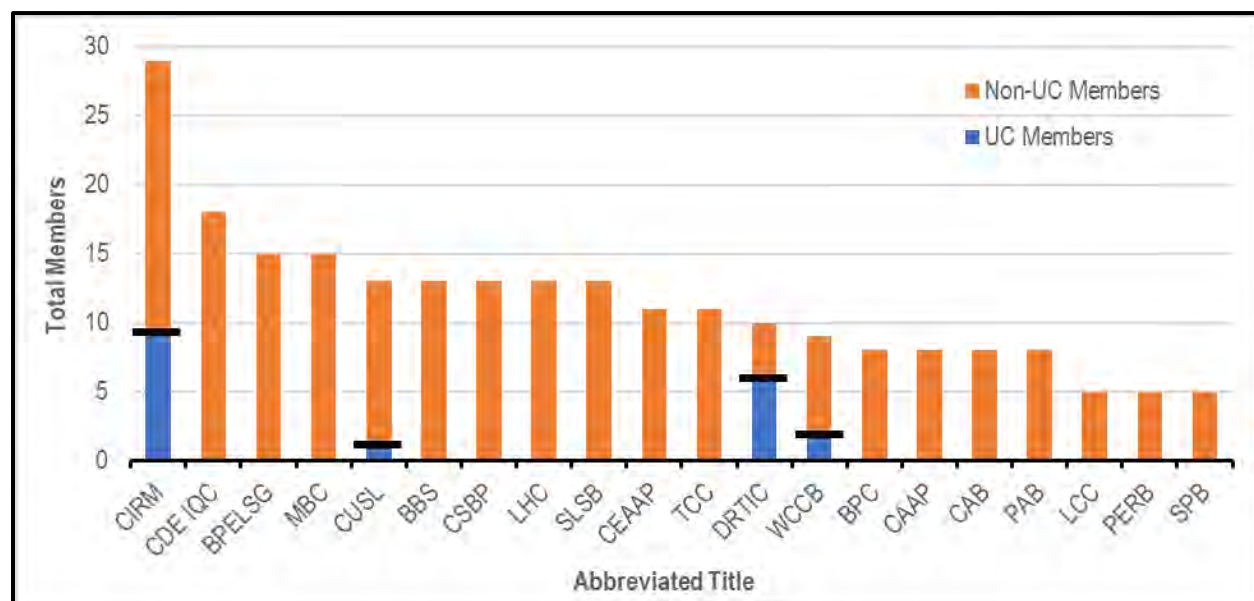
- **Convening** the various UC Schools of Public Policy and leveraging their collective expertise;
- **Partnering** with legislative committees to host topical forums for their members at the beginning of legislative sessions;
- **Facilitating** one-on-one meetings between legislators and faculty working in specific issue areas;
- **Introducing** *UCCS* student interns to their local elected officials; and
- **Staffing** UC affiliates on state boards and commissions.

The latter suggestion was specifically raised by 25% of Advisory Board members, who noted that UC has historically had weak representation on California’s roughly 200 state boards and commissions, which includes organizations like the Board of Parole Hearings and the California Arts Council.⁴⁵ The Governor appoints members to serve on these boards and commissions, and occasionally the state legislature approves the appointments as well. Historically, the *Research Grants Program Office* within the Research & Graduate Studies department in the UC Office of the President has offered suggestions for these boards and commissions when asked by representatives from the state government, but these requests have been ad hoc and irregular over the past few years.

An analysis was performed by randomly sampling 10% of these boards and commissions to determine the number of UC representatives on the groups. The figure below highlights this analysis.

⁴⁵ <https://www.gov.ca.gov/wp-content/uploads/2017/09/Statutory-Index-2015.pdf>

FIGURE 26: GOVERNOR-APPOINTED BOARDS AND COMMISSIONS



Of the 20 groups sampled, 16 (80%) currently have no UC representation. The representation of UC affiliates on the remaining four varies drastically, from 8% to 60%. As several stakeholders noted, these groups may represent missed opportunities for UC to lend expertise to state policy conversations and decision-making. For example:

- The **Board for Professional Engineers, Land Surveyors, and Geologists** stipulates that its 15 members must be licensed professionals in a variety of engineering disciplines, and that eight of these members must be public. Faculty in the various UC engineering schools could lend expertise to the board, who directly advises the state Department of Consumer Affairs. Members are appointed by the Governor, Senate Committee on Rules, and Speaker of the Assembly, with whom *UCCS* may already have existing relationships.
- The **State Library Services Board** includes 13 members who also comprise the State Advisory Council on Libraries for the federal Library Services and Technology Act. Board members work directly under the State Librarian, engaging firsthand with the state's primary research and reference library. This board may represent an opportunity for the UC to share the expertise of professionals in units like the UC's California Digital Library or the UC Libraries.
- The **California Earthquake Authority Advisory Panel** is an 11-member board consisting primarily of property insurers, insurance agents, and public members. With some of the world's leading seismologists and seismic researchers, UC may be able to add tremendous value to this group, who advises the state's primary earthquake insurance provider.

There are examples of boards with significant UC representation, such as the Development and Reproductive Toxicant Identification Commission, which is comprised of 60% UC affiliates. This suggests there is indeed opportunity for UC faculty to be heavily influential in particular state policy areas. As several stakeholders noted, *UCCS* could serve as a conduit for this. Not reflected in the table above is the fact that nine of these 20 groups currently have vacant seats. *UCCS* could directly connect the university with the legislature by tracking openings on these groups, publicizing them to UC faculty and staff, and networking with the board leaders to actively promote the value of UC expertise on them.

While specific recommendations varied, stakeholder feedback on the *Center's* public engagement efforts generally reflected a common desire to see *UCCS* execute a more timely, targeted strategy for linking the UC with the state in the future. As one individual summarized, "there needs to be a savvy, strategic approach in place to make sure [the legislature] gets to see our faculty and their expertise."

Future Suggestions

The table below identifies the significant suggestions related to public engagement activities offered by the *Center*, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the **Proposal for the Future State** section at the end of this report.

TABLE 23: FUTURE SUGGESTIONS FOR UCCS'S PUBLIC ENGAGEMENT ACTIVITIES

ID	Name	Description	Costs
*** 26 ***	Hire a Public Engagement Leader	42% of stakeholders recommended that <i>UCCS</i> hire a staff member with prior work experience in the state capital to direct the <i>Center's</i> public engagement efforts and serve as a connection with policymakers and lawmakers. This leader would likely need additional Policy Analysts and support to achieve the goals of becoming a Research Hub and Connector between the UC system and Sacramento.	~\$220,000 for salary, benefits & expenses ~\$150,000 for Policy Analysts
*** 27 ***	Double the Capitol Insights Forums	During the strategic visioning process, <i>UCCS</i> leadership identified the opportunity to expand the Capitol Insights Forum from one late-afternoon panel per quarter to two per quarter (or eight total events throughout the year). <i>UCCS</i> would require additional funding for these four additional events.	~\$12,000 for 4 more Forums per year
*** 28 ***	Add Point-Counterpoint Faculty Debate	During the strategic visioning process, <i>UCCS</i> leadership identified the opportunity to add a semi-annual debate between two UC faculty members on a particular policy-related topic that is moderated by a public official or legislative staffer. <i>UCCS</i> would require additional funding to host these events.	~\$4,000 for 2 events per year
*** 29 ***	Establish Faculty Expert Database	Leadership from <i>UCCS</i> and the UC Office of the President identified a need to develop a database of UC faculty and research that can be leveraged to connect Sacramento stakeholders with UC subject matter experts as needed. Staff within the Research & Graduate Studies department within the UC Office of the President previously supported this informally, but this database could be formalized and leveraged by <i>UCCS</i> and other groups within the UC system.	To Be Determined
30	Establish Faculty-in-Residence	During the strategic visioning process, <i>UCCS</i> leadership identified the opportunity to create a Faculty Scholar in Residence program where two faculty from any UC campus would be sponsored each quarter to perform research, engage with the undergraduate and graduate students, and support public engagement with the state government.	~\$200,000 depending on the structure
31	Establish a Lectureship Competition	During the strategic visioning process, <i>UCCS</i> leadership identified the opportunity to create a systemwide White Paper competition amongst faculty and graduate students related to a topic of public policy importance where the winner of the competition would deliver a public lecture in Sacramento.	~\$2,000 per year
*** 32 ***	Fund <i>UCCS</i> Reception	Several stakeholders identified the opportunity for <i>UCCS</i> to sponsor receptions amongst UC faculty and students with members of the Sacramento community, including legislators and members of the executive branch. These receptions would be aimed at helping to connect policy- and law-makers with experts from the UC system who can speak to public policy topics that are relevant. <i>UCCS</i> could conceivably host two receptions per term (eight per year).	~\$25,000 for 8 receptions per year

The most significant and impactful suggestion from stakeholders was that *UCCS* needs a dedicated staff member focused exclusively on engaging with the capitol community who had previous experience working in the state government. Stakeholders suggested this position would be crucial to drive any type of expanded public outreach for several reasons:

- **Rolodex:** Many stakeholders felt that the *Center* needs someone who has worked in the Capitol building and knows staffers and stakeholders throughout the community to make connections and open doors. Nearly all stakeholders who worked in the state government noted the importance of relationships and connections to be able to make an impact in the Sacramento community.
- **Timeframe:** 42% of Advisory Board members pointed out that *UCCS*'s public engagement efforts are not as timely or relevant as they could be because of the difference between the demands of the legislature ("I need it now") and the typical research approach and timeline within academia.
- **Visibility:** Because UC does not currently have a strategy for sharing its research with the capitol community, third-party policy organizations often leverage UC research for their own public engagement work, and the UC may not get credit for the work it produces.

Each of these challenges could be mitigated by a dedicated staff member to oversee the *Center*'s public engagement initiatives. **Importantly, stakeholders noted that while the *Center*'s current staff are strong and effective, none of the employees have direct experience in the state government.** Stakeholders offered varying opinions about who specifically should fill this role. Regardless of the individual, a staff member in this role is crucial. As one stakeholder noted, "nobody's had real responsibility for driving [public engagement with the legislature], and it will not happen unless it's driven." Subsequent stakeholder suggestions, which are detailed below, represent specific efforts that would require the leadership of someone in this position.

GRADUATE PROGRAM

Since its founding, the *Center's* academic mission has always focused on undergraduate students. Both the internship experience and course of study are designed for UC undergraduates, and one stakeholder noted that, "the university's agenda in Sacramento is so undergraduate education-centric." While *UCCS* does not currently offer an academic program for graduate or professional students, it does engage them in three primary ways:

- The **Emerging Scholars Program**, which has recognized eight Ph.D. candidates and allowed them to present research talks at the *Center*;
- The **Policy Brief** initiative, through which six Ph.D. candidates have published policy briefs since academic year 2017-18, and
- As **Teaching Assistants** for courses in the undergraduate program. The *Center* currently employs two half-time graduate Teaching Assistants from UC Davis. Since FY14, three Teaching Assistants have gone on to serve as faculty.

Several stakeholders noted that *UCCS* has considered additional graduate student opportunities at various points over the years, but at present these are the three main channels. In the coming academic year, *UCCS* is also planning on launching the **STEM Solutions Award Competition**, in which UC graduate students focusing on STEM fields will propose a new law based on their research or experience. This competition will be operated with the help of legislative aides from the offices of Senator Jerry Hill and Assemblymember Bill Quirk.

Stakeholders in multiple groups expressed the strong desire to expand the *Center's* reach beyond undergraduates. **50% of staff, 29% of Faculty Council members, and 25% of Advisory Board members suggested that *UCCS* should find additional ways to engage graduate and professional students.** As one noted, the *Center* should consider how to make *UCCS* something that "professional students know of and see as something of value." Stakeholders felt that increasing graduate and professional student opportunities should be a priority for *UCCS* for a number of reasons:

- The early success of and interest in the Emerging Scholars Program and Policy Brief initiative suggest graduate student demand for *UCCS* engagement;
- Graduate students could expand the *Center's* capacity to do additional public engagement work;
- UC professional schools already enroll students with policy interests doing policy-related research; and
- The sentiment that *UCCS* should be seen as an opportunity and resource for all UC students.

Several options were posed for expanding graduate student programming at *UCCS*, aside from increasing the number Teaching Assistants (which would be required to continue expanding the undergraduate program). In particular, stakeholders noted opportunities to:

- **Expand Current Programming:** *UCCS* leadership expressed a desire to expand current programming through the Emerging Scholars Program and Policy Brief Initiative;
- **Partner with Campuses:** Over one-quarter of the *UCCS* Advisory Board suggested that the Center could partner directly with policy-focused master's and Ph.D. programs on the campuses to offer fellowships and applied research opportunities to students working in policy areas; and
- **Add a Distinct Academic Program:** Several staff & Advisory Board members suggested that the *Center* could offer an academic track or full graduate-level program to leverage academic infrastructure already in place for undergraduate program and expand *UCCS's* teaching and academic portfolio.

UCCS's leadership expressed willingness to explore models the first two options, though many stakeholders were not supportive of the last suggestion to add a distinct academic program to the *Center*, preferring that *UCCS* partner with existing campus programs instead. As noted earlier, however, adding graduate student opportunities would require additional staff, financial, and/or physical space resources. *UCCS* staff cautioned that while graduate and professional initiatives may be a desirable opportunity for the *Center*, they should be carefully explored and appropriately resourced.

Finally, *UCCS* is not unique in its desire to engage graduate students in state public policy. California State University offers three experiential programs in Sacramento similar to *UCCS*, all of which include graduate-level internships and/or curriculum. This suggests that other institutions are already pushing into the graduate and professional student space in Sacramento, and that *UCCS* may need to move quickly if it wants to stay at the forefront.

Future Suggestions

The table below identifies the significant suggestions related to graduate student programming offered by the *Center*, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the **Proposal for the Future State** section at the end of this report.

TABLE 24: FUTURE SUGGESTIONS FOR *UCCS'S* GRADUATE PROGRAMMING

ID	Name	Description	Costs
*** 33 ***	Add a <i>UCCS</i> Policy Fellowship Program	Over one-third of <i>UCCS</i> staff suggested that the <i>Center</i> could establish a fellowship for graduate or professional students enrolled at one of the UC campuses to spend one-term "in residence in Sacramento for the purpose of conducting research relevant to public policy in California." ⁴⁶ Initial estimates suggested three fellows per year, who would spend the fall quarter in residence at <i>UCCS</i> , check-in with <i>UCCS</i> staff during the terms when they are at their home campuses, and offer a public presentation at the end of the year.	~\$155,000 for 3 Fellows per year
*** 34 ***	Add a Brief <i>UCCS</i> Travel Fellowship Program	Several stakeholders suggested adding a short-term fellowship for graduate and professional students to travel to Sacramento for two to three weeks to perform relevant research and analysis. Initial estimates suggested adding roughly 12 such fellowships, which could predominantly cover the costs of travel, lodging, and food. The <i>Center</i> would need to provide space for these fellows to work.	~\$30,000 for 12 brief travel fellowships per year
*** 35 ***	Expand the Emerging Scholars	<i>UCCS</i> leadership identified the opportunity to expand the number of graduate students in the Emerging Scholars Program from two per year to five per year. This would require additional funding for the monetary awards.	~\$3,000 for 3 more Scholars per year
*** 36 ***	Add a Policy Research Grad Slam	<i>UCCS</i> leadership identified the opportunity to add an annual contest in which master's or Ph.D. students would compete by providing brief presentations on research that is relevant to the Sacramento policy community. This contest would build on the campus-based and systemwide Grad Slam events but be judged specifically by Sacramento stakeholders.	~\$6,000 for one competition per year

⁴⁶ Presidential Public Service Fellowship proposal, October 2018

FINANCIALS

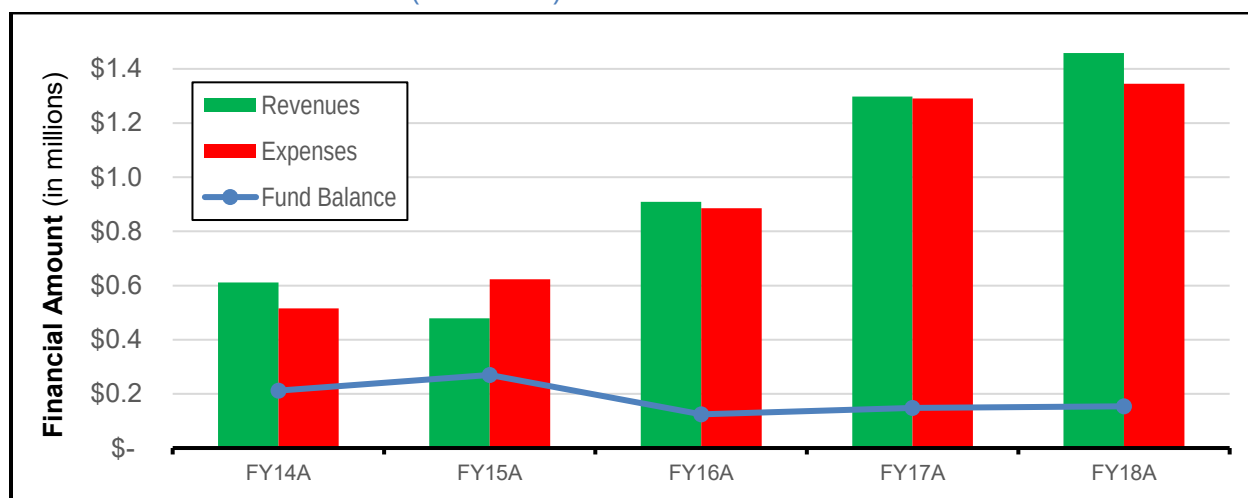
This section provides a general overview *UCCS*'s financials over the past few years, with a projection for how the *Center*'s financial position may be in the next few years if current trends continue. *UCCS*'s financials can be organized into two key categories:

- **Revenues**, which the *Center* receives largely through student tuition and an allocation from the UC Office of the President; and
- **Expenses**, which the *Center* largely spends on salary and benefits for staff and some associated costs like supplies and entertainment.

UCCS has seen a significant growth in both expenses and revenues – an increase of 160% in four years – with nearly \$1.4 million in expenses for FY18. In the same four-year period, the *Center* has retained financial reserves of roughly \$150,000-\$200,000 per year.

The following figure illustrates the revenues, expenses, and fund balances for *UCCS* since FY14.

FIGURE 27: *UCCS* FINANCIALS (FY14-FY18)



UCCS also receives in-kind support from the UC Office of the President in the form of space in the 1130 K Street building, which is estimated to be worth roughly \$325,000 per year, and from UC Davis in the form of administrative services, which is estimated to be worth roughly \$95,000 per year. These amounts for in-kind support are not included in the formal financial analyses included in this report.

The following sections provide additional detail for *UCCS*'s revenues and expenses, and a projection of where the *Center*'s financials could be trending in the future. Additional detail on *UCCS*'s financials are provided in *Appendix VII: Financial Analysis*.

Revenues

Between 2010, when UC Davis began operating *UCCS*, and 2014, the *Center* was primarily funded by a subsidy from the UC Office of the President of approximately \$246,000 per year, and roughly \$256,000 from UC Davis for tuition and fees from the roughly 80 students per year who enrolled in the *Center*.

During the 2014 *UCCS* strategic planning process, Director Kravitz proposed three new options for funding the *Center's* activities by the UC Office of the President. These scenarios were based on an incremental scaling of activities, with the first option termed the “baseline,” followed by the “baseline+” and the “baseline++” options. UC and UC Davis leadership selected the “baseline+” option, which:

- Assumed an annual enrollment of 125 students per year, an increase of 50% over the prior enrollments; and
- Increased the annual subsidy from the UC Office of the President to \$638,000, a 159% increase.

UCCS is currently funded by several different revenue streams, including:

- **Funding from the UC Office of the President**, which includes the base contribution of \$638,000, support for the Director’s salary and benefits, a small tuition buyout of \$4,000, and a grant from the Alquist Fund of roughly \$40,000 per year;
- **Tuition & Fees** from the *UCCS* students, which was roughly \$485,000 in FY18 and is allocated based on a tuition distribution model from UC Davis.

Notably, the funding from the UC Office of the President has been flat since the “Base Plus” option was selected, and there are no current plans to adjust that funding to account for increased enrollments or costs. Several stakeholders, including *UCCS*, UC Davis, and UC Office of the President leadership, noted that this would likely be an issue in coming years as the costs of the *Center* are forecasted to increase.

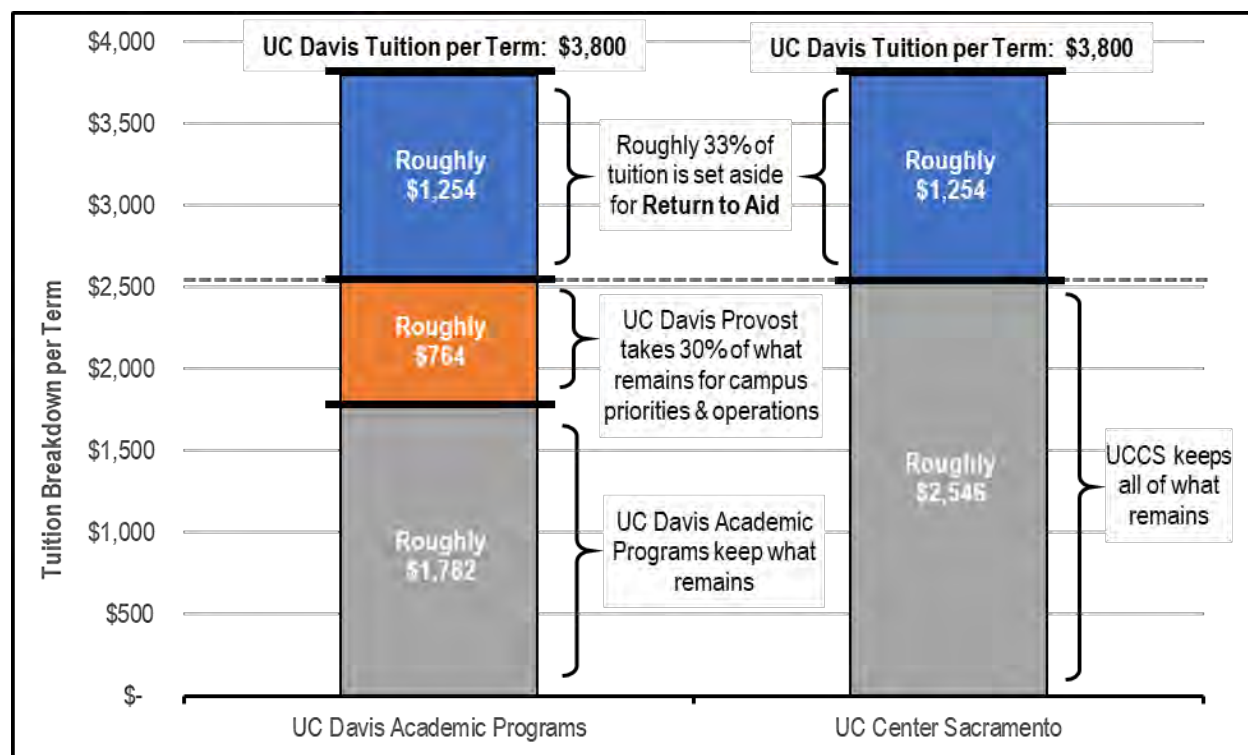
UCCS also receives a portion of student tuition and fees from UC Davis as revenue per the February 2017 MOU between UC Davis and the UC Office of the President. UC Davis includes *UCCS* in its Undergraduate Tuition Revenue (UTR) model along with the campus’s other academic programs and departments, which calculates the amount of funding *UCCS* should receive based on the number of students enrolled and a portion of the in-state tuition and fees that the students pay.

UC Davis retains approximately one-third of each student’s in-state tuition revenue for return-to-aid. The remaining balance, called **Available Tuition Revenue** – is distributed to the UC Davis colleges and academic programs like *UCCS*. For all other academic programs other than *UCCS*, 30% of the Available Tuition Revenue is withheld for the UC Davis Provost to support various campuswide academic services and priorities, and the remaining 70% is distributed to academic programs based on the number of credit hours taught. *UCCS* funding is allocated slightly differently, in that the *Center* gets 100% of the Available Tuition Revenue for its students. If *UCCS* were to follow the same funding model as the other UC Davis academic programs, the *Center* would have forgone \$120,000 in revenue in FY18 alone (roughly 9% of total revenue).⁴⁷ **Thus, *UCCS* actually receives more in tuition revenue than the average UC Davis academic program, which could be interpreted as another form of in-kind support from UC Davis.**

The following figure explains the funding model for *UCCS* and other UC Davis programs based on the quarterly tuition per student.

⁴⁷ This is calculated by assuming \$764 times 157 students (the FY18 total enrollment), which equals \$119,948.

FIGURE 28: UC DAVIS UNDERGRADUATE TUITION REVENUE MODEL



UCCS also receives a portion of the UC Davis Student Services Fee, which was roughly \$376 per term in FY18, and all of the UCCS Program fee, which has been flat at \$167 per term for the past five years. Additional detail on UCCS's financials are provided in *Appendix VII: Financial Analysis*.

Several UCCS stakeholders noted that the UC Davis's tuition model seemed like a fair allocation of resources, but many expressed concern that the funding from the UC Office of the President was flat despite rising enrollments and costs across the board.

Expenses

UCCS's expenses can be divided into **staffing costs** – primarily salaries and benefits of the UCCS employees – and **programmatic costs** from the undergraduate program and public engagement activities.

Staffing costs were roughly two-thirds of UCCS's annual expenditures in FY18, which highlights the fact that UCCS does not directly pay for several other common expenses, like facilities and administration. Staffing costs have increased by 130% over the past four years, though that is largely due to the increased staffing levels; salaries and benefits for individual employees have increased at a comparable rate to other positions in the UC system.

The programmatic costs for the undergraduate program and public engagement activities can be summarized into several different categories, including:

- **Food & Entertainment** for *UCCS* students and participants in the public engagement events;
- **Travel & Lodging** for *UCCS* employees and visitors of the *Center*;
- **Supplies & Equipment** for the *Center* including furniture and handout materials;
- **Advertising** for the *Center* itself and for its public engagement events; and
- **Miscellaneous** expenses including some insurance charges.

These programmatic costs have also been increasing over the past four years, though at very different rates given *UCCS*'s priorities. Programmatic costs for the **Undergraduate Program**, which reached nearly \$160,000 or 12% of total expenses in FY18, have increased by nearly 125% at the same time that enrollment grew by roughly 90%. Costs have increased more than enrollment largely because the *Center* has evolved over the past few years to provide more services to their students and begin investing in new functions, like advertising in campus newspapers. Stakeholders felt that these were necessary and reasonable investments to help advance the *Center*, but *UCCS* leadership has been carefully tracking costs given their limited funding.

Programmatic costs for the **Public Engagement** activities, which reached nearly \$135,000 or 10% of total expenses in FY18, have increased by nearly 200% over the past four years. This is largely due to the increased focus on public engagement that came with the "Base Plus" funding model, and the uptick in events like the Speaker Series and Forums. Most of these expenses (over 60%) are concentrated in food and entertainment for attendees of the events, while the remainder of the expenses cover travel for the speakers, supplies for the events, and limited advertising in the Sacramento community. Additional detail on *UCCS*'s expenses are provided in *Appendix VII: Financial Analysis*.

Projections

It is important to understand the viability of *UCCS*'s current finances and ensure the *Center* will be healthy and successful in the long run. An analysis was performed to project how *UCCS* would fare in the future if current assumptions and trends continued. It is important to note that this analysis did not assume that any additional changes would be made to *UCCS*, including suggestions offered elsewhere in this report.

This analysis provided three different pathways based on the high, medium, and low enrollment projections mentioned previously in the *Enrollment* section. The table below provides the assumptions for each of these three enrollment projections. A complete breakdown of actual and projected enrollment can be found in *Appendix II: Undergraduate Enrollment Projections*.

TABLE 25: ENROLLMENT PROJECTIONS

Projection	Assumption	Rationale	AY24 Enrollment
High <i>UCCS Growth Rate</i>	Compounded Annual Growth Rate (CAGR) of 10% per year	<i>UCCS</i> enrollment has grown at a 10% CAGR for the last three years. ⁴⁸	278
Medium <i>UCCS Absolute Growth</i>	Absolute increase of 15 students per year	<i>UCCS</i> enrollment has grown by an average of 15 students each year for the last five years.	247
Low <i>UC Undergrad Growth</i>	Compounded Annual Growth Rate (CAGR) of 2% per year	Total UC undergraduate enrollment has grown an average of 2% each year for the last five years. ⁴⁹	181

⁴⁸ Three years was chosen given the fact that fall enrollments were not known for one of the prior years, and the Compounded Annual Growth Rate (CAGR) for the past four years and five years – 20% and 17%, respectively – seemed too high of a future projection based on feedback from staff at *UCCS* and the UC Office of the President.

⁴⁹ By comparison, *UCCS*'s average annual enrollment growth rate for the last five years is 14%; excludes international students.

Revenues

Several assumptions were made for *UCCS*'s revenues in the future based on historic trends and an understanding of the current state of decision-making within the UC system:

- **Funding from the UC Office of the President would remain flat** at FY18 levels, given that the MOU between UC Davis and the UC Office of the President from 2014 does not stipulate any funding increases and there are no negotiations underway to adjust that funding.
- **Tuition would remain flat** at the FY18 rate (\$3,834 per term) given the UC system's decision to limit the growth of tuition in future years.
- **UC Davis's Student Services Fees would increase** by roughly 5% per year, as it has over the previous few years.
- ***UCCS*'s Program Fee would remain flat** at \$167 per term as it has been for the past five years.

Expenses

UCCS's expenses were projected based on several additional assumptions based on the assumed inflation rate, hiring needs, and other factors:

- **Staffing costs were projected to increase 5%** per year for existing staff, given traditional salary and benefits increases, and with additional staffing hires based on enrollment projections (e.g., hiring additional faculty, Coordinators, or Teaching Assistants).
- **Public Engagement costs were projected to increase 2%** per year based on an assumed rate of inflation and similar activity levels to the current state.
- **Undergraduate Program costs were projected to increase at variable rates.** Some expenses like travel and lodging, advertising, miscellaneous expenses were projected to increase at 2% per year based on the assumed rate of inflation and because those costs are not directly tied to the number of students enrolled. Other costs like food and supplies were forecasted to increase with the number of students enrolled and with 2% increases per year based on the inflation rate.

Net Position

Given these assumptions, *UCCS*'s financial health has a severely negative outlook. For all three enrollment scenarios, the *Center* is projected to begin running annual deficits in FY20, which would lead *UCCS* to be roughly \$3.4 million to \$4.0 million in debt by FY27, depending on the enrollment scenario. The following three pages offer different depictions of the financial projections for each of the three enrollment scenarios:

- **Projected Revenues & Expenses:** These charts illustrate the overall revenues and expenses for *UCCS* in each of the three enrollment scenarios, alongside the projected enrollment numbers.
- **Projected Net Position:** These charts highlight *UCCS*'s annual deficit and the accumulated debt (assuming the *Center* is allowed to go into debt) in each of the three enrollment scenarios.
- **Projected Revenues & Expenses per Student:** These charts illustrate the total revenue and expenses available per student enrolled at *UCCS* to calculate the cost-to-educate and the per-student deficit over the long run.

FIGURE 29: UCCS PROJECTED REVENUES AND EXPENSES (FY19 – FY27)

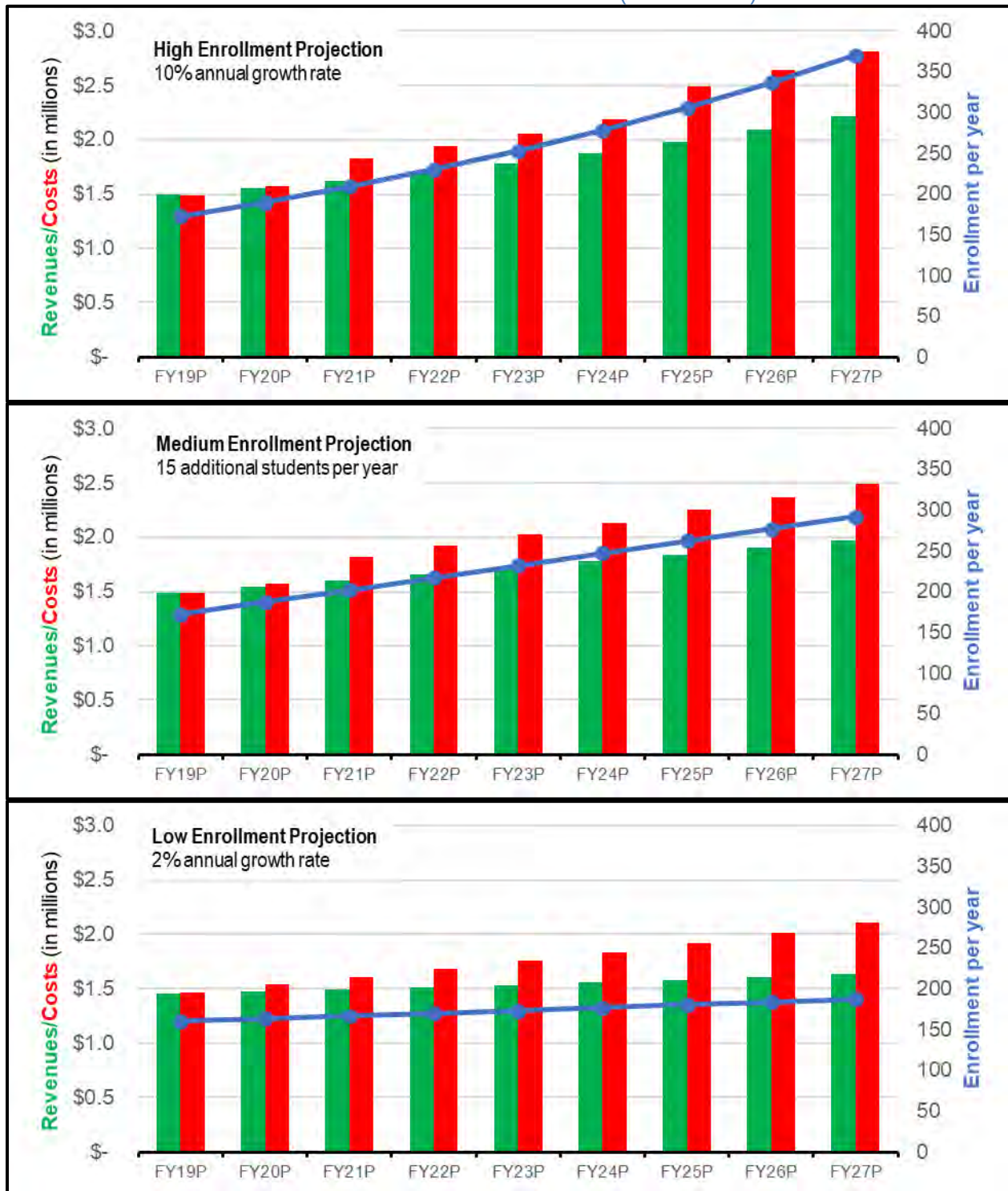


FIGURE 30: UCCS PROJECTED NET POSITION (FY19 – FY27)

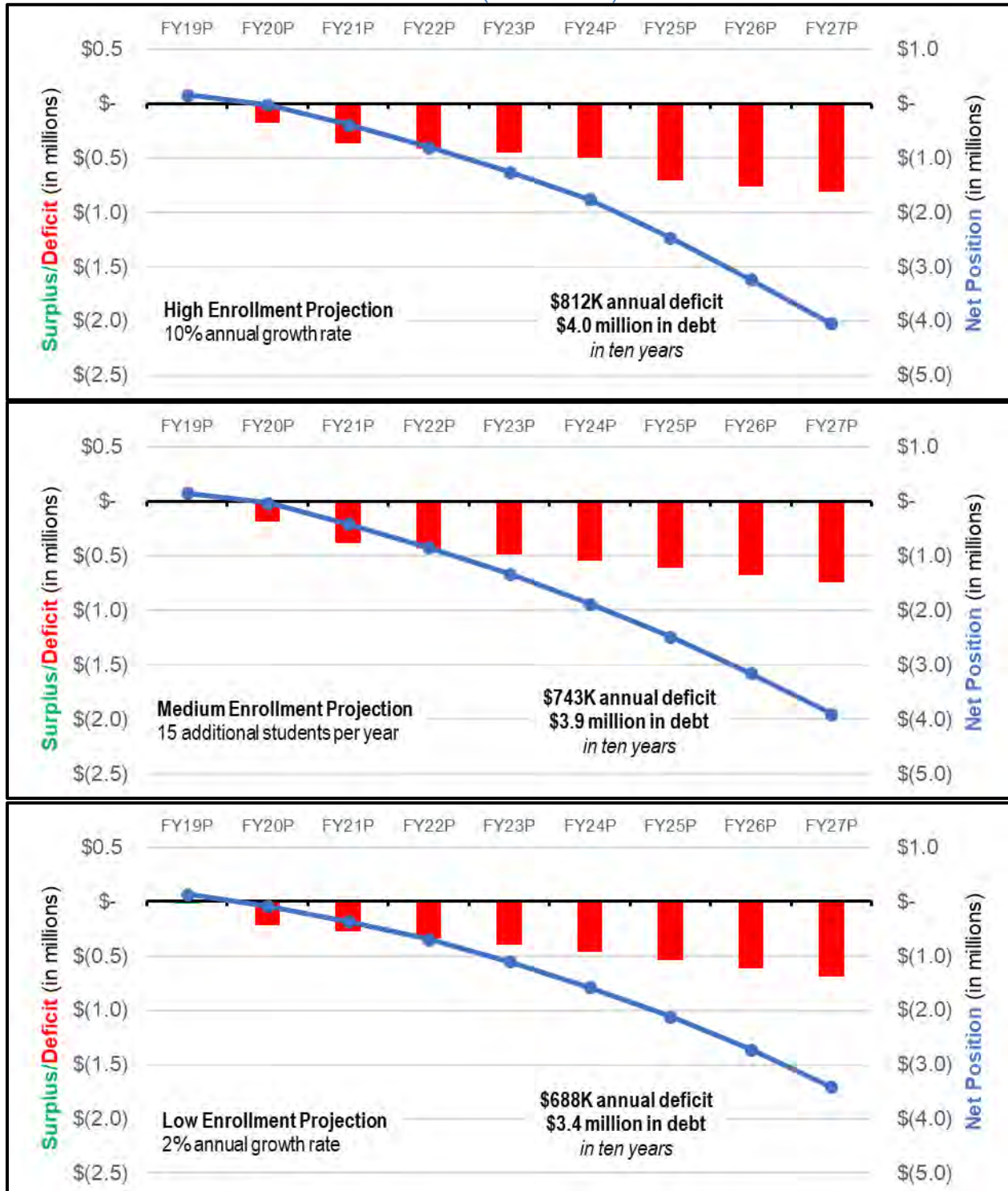
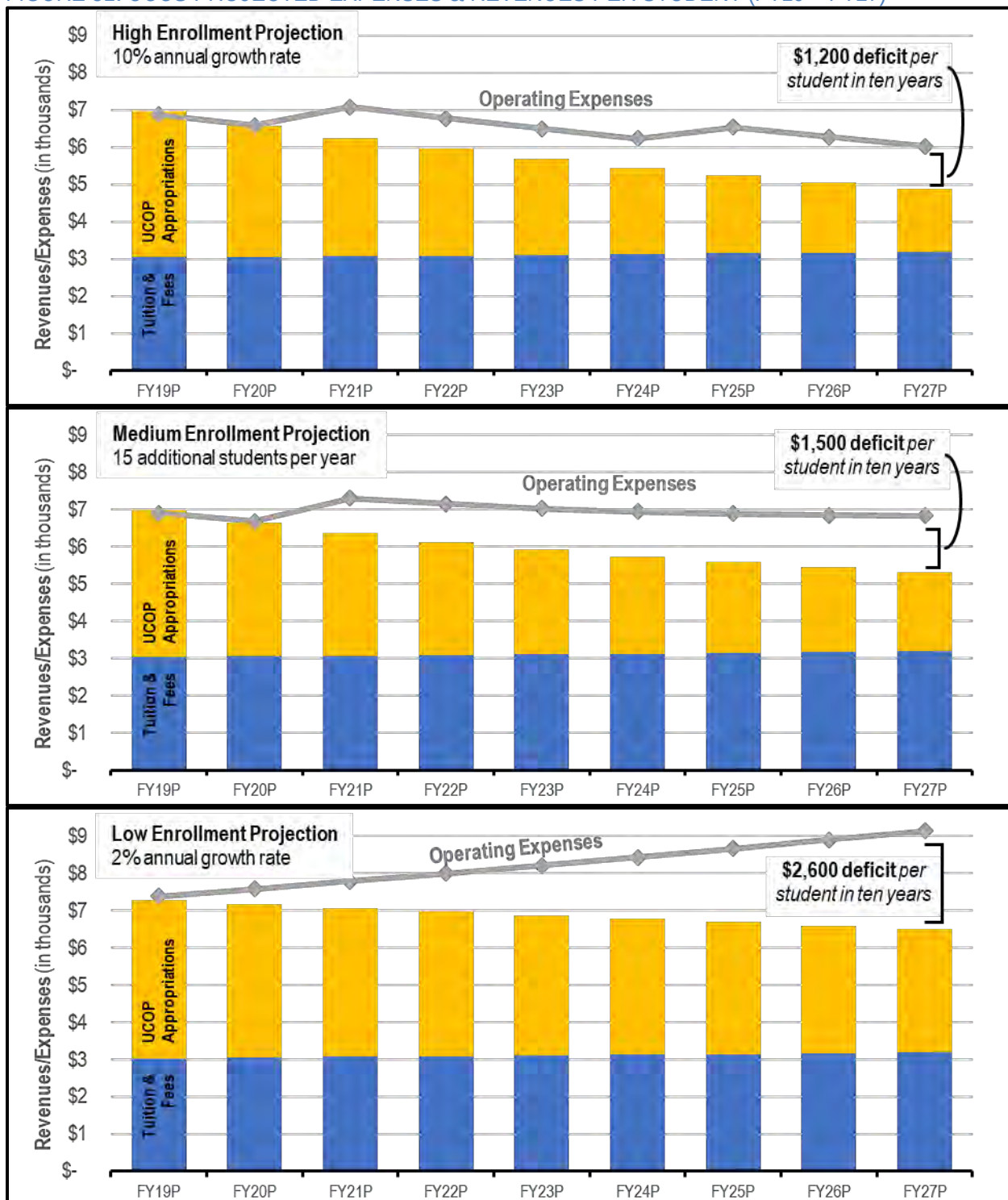


FIGURE 31: UCCS PROJECTED EXPENSES & REVENUES PER STUDENT (FY19 – FY27)



The main takeaway from these projections is that *UCCS* is faced with dire financial circumstances if current trends continue. These projections do not incorporate the costs of any additional activities, such as those included in this report, so any additional changes would likely add more costs and hurt the financial outlook even more. The main drivers of these significant annual deficits are:

- **Flat funding from the UC Office of the President**, which does not account for the increase in students and increase in costs due to inflation;
- **Flat tuition per student**, which is reduced in real terms every year; and
- **Increasing costs** due to inflation, staffing needs, and standard salary and benefits increases.

Notably, though the per-student costs do decrease as the number of students increase, shown in the third figure above, there is still a significant per-student deficit even in the high projection. This per-student deficit is largely due to the flat funding from the UC Office of the President, which is used to pay for the public engagement programming (whose expenses are projected to rise with inflation) and the undergraduate program (whose expenses are projected to rise with inflation and the number of students). This means that *UCCS* cannot simply “grow itself” to financial stability, because its costs per student will almost always exceed the revenues per student (given the current funding model). The second figure above highlights that the *Center’s* annual deficit and accumulated debt would be the largest under the high projection, so even though the per-student deficit is the lowest in that scenario, *UCCS’s* finances would be the worst.

UCCS leadership expressed extreme concern over the *Center’s* financial health given these projections, and noted that additional funding must be procured to address these issues soon.

Fundraising

The Director of *UCCS* has raised over \$200,000 for the *Center* in the past few years, most notably:

- Raising **\$60,000** for the Bacon Lectureship between 2014 and 2016;
- Raising approximately **\$40,000 per cycle** for the California Endowment Health Justice Scholarship between 2014 and 2019;
- Raising **\$35,000** for a public lectureship competition from the Center for California Real Estate in 2015;
- Raising **\$36,000** for a housing crisis speaker series from the Center for California Real Estate between 2018 and 2019;
- Raising **\$10,000** for the Governance Fellow Dinner Scholarship Fund in 2018 (2019 fundraising is currently underway); and
- Raising **\$10,000** for the Mesple Scholarship in 2018.

Many stakeholders acknowledged these fundraising efforts, and felt that there is still an untapped opportunity in raising money from alumni and wealthy California citizens who have an interest in supporting the mission of the UC and state of California as a whole. This could help address some of the *Center’s* funding shortfall, however stakeholders noted that fundraising would likely need to be targeted at corporate or major donors and should not in any way impact or conflict with campus-based fundraising efforts (especially those of UC Davis).

Increasing fundraising activities at *UCCS* would likely require additional staff time and effort and possibly an entity to receive donations directed to the *Center*. Some stakeholders noted the possibility to hire a Development Officer directly for *UCCS* who could lead fundraising efforts, but hiring a dedicated staff person can be difficult to justify given that donations would need to significantly exceed the added cost of salary, benefits, and marketing efforts (estimated to be more than \$100,000 per year). More stakeholders

felt that responsibility for raising funds should be a focus of the *Center* Director, though such a responsibility would likely require that Director to be appointed full-time.

Stakeholders also suggested that *UCCS* could benefit from establishing their own independent 501(c)3 foundation to receive and manage donations, in a comparable fashion to how UC Press raises funds through the UC Press Foundation.⁵⁰ Establishing such a foundation could benefit the *Center* by ensuring that their funds are dedicated to the *Center's* use and reducing possible confusion amongst donors. Donations for the *Center* are currently directed to the UC Davis Foundation, which can create concern or confusion amongst donors and stakeholders given that *UCCS* is a systemwide program.

Future Suggestions

While *UCCS* has been able to keep costs relatively low – at around \$7,000 per student per term, or roughly \$21,000 per student per academic year – despite being relatively small in terms of enrollments, the *Center* is now facing significant financial problems on the horizon. As is the case with many financial issues, there are two core solutions – **raising revenues** and **decreasing costs**.

The table below identifies the significant suggestions related to the finances of the *Center*, with anticipated costs identified where applicable. The suggestions denoted with asterisks are included in the ***Proposal for the Future State*** section at the end of this report.

⁵⁰ https://apps.irs.gov/pub/epostcard/cor/942682969_201706_990_2018100115747240.pdf

TABLE 26: FUTURE SUGGESTIONS FOR UCCS'S FINANCES

ID	Name	Description	Costs
*** 37 ***	Adjust Base Funding	Flat funding from the UC Office of the President is not sustainable for the <i>Center</i> . Funding from the UC Office of the President could be based on a formula, so that <i>UCCS</i> receives a certain amount of funds per student plus an amount to cover the public engagement activities. Both amounts would ideally rise over time as well. Notably, this would increase <i>UCCS</i> 's budget and the overall budget for the UC Office of the President.	Depends on the Model
*** 38 ***	Increase Enrollments	The annual deficit-per-student will decrease as the number of students enrolled in <i>UCCS</i> increases. This is largely due to the decreasing proportion of fixed costs, like the costs of the Director, Associate Director, and some support staff. Assuming that revenues can be increased as well, increasing enrollments will help drive down the <i>Center</i> 's deficits.	Lower Costs per Student
*** 39 ***	Increase UCCS Program Fees	The \$167 per student program fee for <i>UCCS</i> has not been increased in at least the last five years. Though this would not be ideal, given the adverse impact on students, the <i>Center</i> could increase the program fee over time to account for limited growth in tuition and other fees.	Higher Costs for Students
*** 40 ***	Engage in Fundraising	Though the <i>Center</i> has engaged in limited fundraising in the past, many stakeholders felt that there was an untapped opportunity in reaching out to alumni and wealthy California citizens who have an interest in supporting the mission of the UC and state of California as a whole. This could help address some of the funding shortfall.	Increased Staff Effort
41	Hire a Development Officers	<i>UCCS</i> could hire a dedicated development officer to lead fundraising efforts for the <i>Center</i> . This staff member would report to <i>UCCS</i> leadership (not the UC Davis Foundation) and would primarily focus on raising funds for <i>UCCS</i> . This suggestion was somewhat contentious amongst stakeholders, considering the high amount of money the Officer would need to raise to justify the cost.	~\$100,000 per year
*** 42 ***	Establish a <i>UCCS</i> Foundation	<i>UCCS</i> could establish a separate foundation dedicated to fundraising for the <i>Center</i> . This would require some administrative effort to create and maintain the foundation but could help by providing an easy recipient for donations for the <i>Center</i> . This could also help reduce the confusion with donors by distinguishing <i>UCCS</i> from UC Davis, given that donations were previously directed through the UC Davis Foundation.	None or Negligible

PROPOSAL FOR THE FUTURE STATE

UC Center Sacramento has been built over the past decade through significant efforts and investments from the leadership and staff of the *Center* and support from UC Davis and the UC Office of the President. Stakeholders from across the UC system and the Sacramento community espoused a consistent message throughout this assessment – that *UCCS* has achieved significant growth and strides towards meeting its mission, and that there is still significant potential for *UCCS* in the future. As noted throughout this report, *UCCS* has enjoyed many successes and accomplishments, and there are fantastic opportunities to continue serving students and the state moving forwards.

Based on the information and suggestions highlighted in this assessment, the Academic Affairs division has, at the direction of Provost Brown, developed the following high-level proposal for the future of the *Center*. This proposal should be considered a draft and open for revisions. There are undoubtedly many more details that need to be determined, but this proposal was developed to facilitate conversations with members of the community and help determine what additional considerations should be discussed.

Vision & Goals

Based on findings and suggestions from stakeholders and a strategic visioning process by *UCCS* leadership and the UC Provost, a cohesive and strategic vision for *UCCS* was developed along with a series of goals aligned with advancing the *Center* towards that vision.

Vision Statement

Nearly all of the roughly 50 stakeholders interviewed for the assessment noted the uniqueness of and potential for *UCCS*, and that *UCCS* is one of the clearest and starkest embodiments of the University's tripartite mission of education, research, and public service. *UCCS* offers an opportunity for students to gain invaluable experiences in state government service, for the state to gain access to well-educated staff support, and to develop the next generation of leaders in the state government. *UCCS* also connects UC faculty and graduate students with the Sacramento community to translate their expertise and research in practical and policy-relevant terms. The broader UC system benefits because *UCCS* showcases the value of the state's investment in the University of California to the state legislature and other government institutions.

The following vision statement was developed for *UCCS* based on overwhelmingly positive feedback and desires from stakeholders across the UC system and the Sacramento community.

Vision Statement:

The University of California Center Sacramento will be THE preeminent national model for student-centered experiential learning in public service and connecting the University's scholarship and expertise with the needs of the State of California.

Goals

This vision is intended to be bold, and to represent the expressed desires of stakeholders from across the UC system and Sacramento. *UCCS* leadership also identified five main goals that will help support and achieve this vision over the next few years:

FIGURE 32: FUTURE GOALS FOR UCCS

ID	Topic	Goal
1	Undergraduate Enrollment	Grow student enrollment to 400 students per year (100 students per term), a 150% increase over current enrollment.
2	Internship Placements	Place interns across a broader array of organizations in Sacramento, including at least half of the Senate and Assembly offices and all of the executive branch departments and agencies. Both of these targets would more than double current placement rates.
3	Public Engagement	Develop additional public outreach programming by hiring an in-house leader who can help make connections with the state government.
4	Facilities & Housing	Identify new long-term space for the <i>Center</i> and procure housing for the students that is near the current facility.
5	Funding	Develop a stable, long-term funding model for the <i>Center</i> that will allow the <i>Center</i> to expand its programming, hire required staff, and achieve the proposed vision.

The following sections outline changes to *UCCS*'s structure, resources, and support. All of these changes are intended to help *UCCS* achieve the goals and the strategic vision articulated above.

Programming

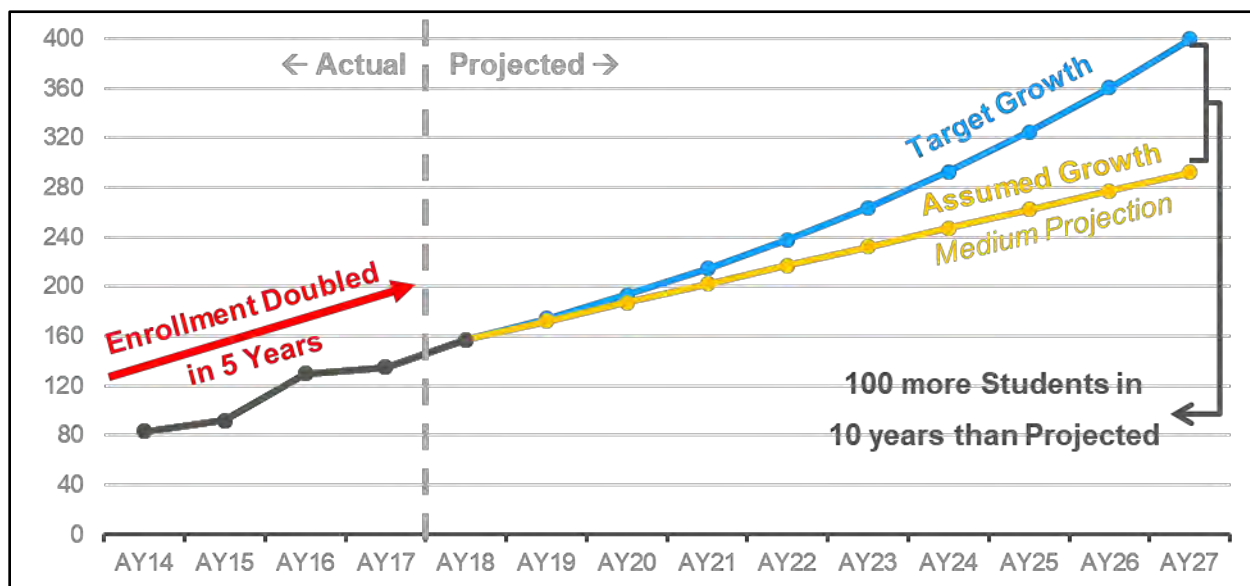
UCCS should reinforce and expand its programming, particularly by increasing undergraduate enrollment, expanding internship placements, adding graduate programs, and increasing the public engagement activities offered by the *Center*.

Undergraduate Enrollment

UCCS aims to have at most 50 students in each section of its in-person courses. Once *UCCS* exceeds 50 students per term, it will need to hire additional faculty and Teaching Assistants to support additional sections. *UCCS* should grow enrollment to 100 students per term (400 total per year) within ten years, so that it can offer two full sections – which would maximize the number of students and minimize the costs of instruction and administration. The *Center* would also be able to expand elective course offerings given the higher number of enrolled students.

This ten-year enrollment target would significantly exceed *UCCS*'s current growth trajectory, leading to 100 more students per year than forecasted in the “Medium” enrollment projection highlighted earlier in this report. The following figure illustrates this target enrollment growth over the next ten years compared to the current growth trajectory.

FIGURE 33: TARGET UNDERGRADUATE ENROLLMENT



UCCS should also increase the diversity of its student body to mimic the broader diversity of the undergraduate population of the UC system, specifically aiming to:

- **Diversify Campus Representation:** The breakdown of *UCCS*'s student enrollment by UC campuses should more closely mimic that of total enrollment across the UC system; and
- **Increase Ethnic Diversity:** *UCCS*'s student body should more closely mimic the ethnic makeup of the broader UC system, specifically focusing on increasing enrollment amongst African American students and other underrepresented groups.

This growth will be extremely difficult and require several key changes to the *Center*, including:

- **Increasing Presidential Fellowships:** *UCCS* should quadruple the funding for the Presidential Fellowship from \$22,500 to \$90,000 and change the way the fellowship is structured to offer more direct aid to students that will offset the costs of participation;
- **Increasing Funding for Instructional Staff:** *UCCS* will need to hire more faculty, Teaching Assistants, and Outreach Program Coordinators to support the higher number of students, offer more sections of courses, and expand offerings (e.g., electives, extended curriculum, social activities);
- **Examining Campus Representative Structure:** *UCCS* should work with campus leadership to identify means of structuring the Campus Representatives similarly on all campuses, ideally by housing them in the Career Centers or having them report to the Vice Chancellor/Vice Provost/Dean of Undergraduate Education (VPDUE); and
- **Securing Systemwide Commitment:** The UC Provost should work with the Chancellors and Executive Vice Chancellors/Provosts of the UC campuses to firmly commit as a ten-campus system to increase enrollment at the *Center* and identify further means of increasing student interest and awareness.

Internship Placements

In the next five years, *UCCS* should aim to place more UC interns in:

- A majority of **Assembly and Senate Offices** each year; and
- All of the **Executive Branch** departments, agencies, and offices each year.

Achieving these targets will help ensure that UC and its students are not only supporting a broad swath of the state government but are exposed to the full extent of experiential possibilities in the seat of California government. This should also help increase the visibility of the UC system and awareness of the value of a UC education amongst stakeholders in Sacramento. *UCCS* will need to develop stronger ties to the leaders in the state government to source new internship opportunities to meet these goals, and continue to attract more students to the *Center*. Given that students choose their own internships, *UCCS* will need to increase both the demand for interns in the state capitol and the supply of students who want to pursue internships in the state capitol.

Graduate Program

Many stakeholders, especially campus leadership, expressed a desire for *UCCS* to expand its programming to include more for graduate and professional students. *UCCS* should expand its focus on graduate and professional students in several possible ways, including:

- **Adding Teaching Assistants** to support the undergraduate program;
- **Expanding the Emerging Scholars Program** from two to five awards per year;
- **Adding a Policy Fellowship** for three graduate or professional students each year to study at *UCCS* and present their research to the Sacramento community at the end of the year;
- **Adding a Travel Fellowship** for twelve graduate and professional students to travel to *UCCS* for two weeks to continue their research in Sacramento;
- **Adding a Policy Grad Slam** competition for graduate and professional students to present their policy-related research to the Sacramento community; and
- **Continuing to pilot innovative programs** such as the STEM Solutions in Public Policy Award competition.

These activities are not intended to generate revenue and should be funded by the UC Office of the President and the campuses as a part of *UCCS*'s base allocation. These costs would need to be adjusted for inflation and increases in graduate student tuition and stipends each year.

Public Engagement

The UC Provost will be leading systemwide efforts to bridge and connect the resources of the University to State policymakers and government leaders. Staff within the Academic Affairs division of the UC Office of the President will coordinate, enable, and facilitate efforts to strengthen that connection as well. *UCCS* should be a key instrument in achieving this goal in the future.

UCCS should become one of the focal points for knowledge and policy analysis in Sacramento. To do this, the *Center* will need to begin identifying needs more directly from the legislature and executive branch departments, and will need additional funding for events, support staff, and travel for UC faculty and graduate students. If it is judged to be beyond the scope of duties for the Director, *UCCS* should hire a leader within the *Center* who can focus extensively on developing deeper connections with the legislature and other government institutions and working with them to identify their needs; more information on this leader is provided in the sections below.

UCCS will need to bring UC faculty and experts to Sacramento to help respond to identified needs through quick analysis, research, and publication, and to serve as the **Research Hub** and **Connector**

highlighted previously in the **Public Engagement** section of this report. *UCCS* should also expand upon or add new recurring public engagement programs in the future, including:

- **Expanding Existing Programs:** Increasing the number of Capitol Insights Forums offered and Policy Briefs developed each year;
- **Adding Faculty Debates:** Moderating “Point-Counterpoint” debates between faculty presenting different viewpoints on policy issues to the Sacramento community;
- **Hosting Policy Forums:** Hosting receptions with legislators, their staff, UC faculty, and UC graduate students at the *Center* to discuss particular topics and issues;
- **Increasing UC Representation on State Boards:** Identifying opportunities for UC faculty to engage and participate on more state boards and commissions to help advise the legislature and executive branch departments; and
- **Developing Rapid Response Infrastructure:** Building an infrastructure and capacity to organize UC faculty and graduate students into “rapid response teams” who can quickly perform policy research and analysis in response to legislative requests.

These activities are not intended to generate revenue and should be funded by the UC Office of the President as a part of *UCCS*’s base allocation.

The UC Office of the President should also develop a central hub and listing of UC faculty and research that *UCCS* can leverage when responding to needs from the Sacramento community. The *Research Grants Program Office* has handled some of this tracking in the past, but a more robust, publicly available tool may be warranted to meet the needs of the *Center* and other UC stakeholders.

Administration

UCCS should retain some of the key benefits of its current administrative structure, including its close affiliation with the UC Office of the President and strong relationship with UC Davis, given its proximity to Sacramento and history of association with the *Center*. *UCCS* should change certain aspects of its administrative structure to help position the *Center* for growth and maturation in the future.

Reporting Structure

The UC Office of the President and UC Davis should continue jointly operating *UCCS* as a systemwide academic program in the future, with the following stipulations:

- *UCCS* will be administratively located at UC Davis;
- *UCCS* will receive funding from the UC Office of the President and the campuses, and through a version of UC Davis’s budget model for instructional programs; and
- The UC Provost and Chancellor of UC Davis (or their designees) will oversee the *Center*’s operations.

UCCS should maintain an identity and brand that is tied to the University of California as a whole and, to the extent possible, should not be directly associated with UC Davis or the UC Office of the President. Though there will be clear ties to both organizations, it is important to avoid perceptions of favoritism.

Given UC Davis’s significant commitment to *UCCS*, in the form of attention from executive leaders and administrative support for budget, finance, and human resources, *UCCS* should pay UC Davis a fee for in-kind support. This fee will be negotiated annually, and should be comparable to the administrative fees paid by other systemwide academic programs to their host campuses.

Documents & Reviews

To better support *UCCS* and ensure appropriate governance and accountability of its finances and operations, the *Center* should also establish the following guiding documents:

- A formal **Charter**, updated at least every five years, that outlines the general roles, responsibilities, structures, and expectations for the *Center* and involved parties like UC Davis and the UC Office of the President;
- A five-year **Strategic Plan** that establishes the *Center's* goals and identifies means of accomplishing those goals;
- A **Memorandum of Understanding** between *UCCS*, UC Davis, and the UC Office of the President that is reviewed annually and affirms the exchange of funds and services (including the in-kind fee for UC Davis);
- An annual **Operating Budget**⁵¹ that identifies the planned revenues, expenditure of funds, and net position of the *Center* for the upcoming fiscal year, along with an analysis of the actual financials from the current and prior fiscal years; and
- An **Annual Report** for stakeholders and governance committees that highlights key metrics such as enrollment statistics, internship placements, events, and public engagement programming.

UCCS has developed some of these documents in the past, such as a strategic plan and budgeting materials, but in the future, these documents should be developed on a consistent, recurring basis and be reviewed by the governance groups and other stakeholders. Leadership from *UCCS* and the UC Office of the President should establish a **Charter** and **Memoranda of Understanding** by the start of the next fiscal year.

Facilities

In the next year, UC leadership should focus on obtaining:

- **Core Facilities:** More appropriate space and facilities for *UCCS* in the heart of Sacramento that will accommodate the long-term growth plans for the *Center*; and
- **Housing:** Quality student housing that is close to *UCCS*, will allow students to experience life in the state capital, and will allow them to walk to their internships and classes.

UCCS and its students will see many benefits from achieving these goals as soon as possible. As more students are housed together within walking distance of the *Center*, *UCCS* will be able to schedule evening speakers, workshops, and social events aimed at enhancing students' educational and professional experience in Sacramento. Students will also have greater access to artistic and cultural opportunities available in the midtown and downtown areas. The *UCCS* Housing Task Force is nearing completion of an agreement with a housing provider in Sacramento that is located 0.7 miles from 1130 K Street, and would offer safe, affordable housing for a significant portion of its students.

UCCS students should pay for this housing, though the *Center* will need to cover the expenses for any unfilled rooms that are negotiated as a part of the commitment with the housing provider. The UC Office of the President should continue funding the facilities and space for the *Center* itself as a form of in-kind support, given the systemwide commitment and goals for the *Center*.

⁵¹ Given that *UCCS* is administratively located at UC Davis, the *Center* needs to adhere to UC Davis's budget guidelines and reviews. In the future, *UCCS* should develop one budget that is reviewed by all parties – including the UC Davis administration, leadership from the UC Office of the President, and the *Center's* oversight groups.

Information Technology

UCCS should continue leveraging the IT infrastructure of UC Davis, particularly the Student Information System and related student systems like housing. The *Center's* ability to leverage technical support from UC Davis reduces its administrative overhead and allows the students to have a seamless, well-structured experience.

UCCS leadership should work with the UC Office of the President and UC Davis to make three key changes to its technical infrastructure in the coming years:

- **Cross-Campus Enrollment System:** Leverage the CCES to facilitate the transfer of *UCCS* students' course registrations and grades between UC Davis and the other eight undergraduate campuses;
- **Website:** Transfer and upgrade *UCCS's* website to a systemwide domain (e.g., <https://uccs.universityofcalifornia.edu>) to be consistent with other systemwide programs and reinforce the message that *UCCS* is a systemwide entity; and
- **Email:** UC Davis should provide *UCCS* staff with an email domain name that is distinct from the "@ucdavis.edu" and the "@ucop.edu" email domains to ensure the *Center* is branded separately from the campus and the UC Office of the President.

The first two changes would cost the UC Office of the President to implement, though the cost to upgrade the website should be minimal. Implementing the Cross-Campus Enrollment System will need to be evaluated further, and should be combined with other potential upgrades to cover all UC systemwide or cross-campus enrollment programs (e.g., *UCDC*, Visitor Program, *UC Education Abroad Program*).

Organizational Structure

The current organizational structure for *UCCS* should remain largely unchanged, except for some staffing additions and some title clarifications. The following sections cover proposed changes to the Director role and the *Center's* organizational structure.

Executive Director

Currently, *UCCS* is led by a half-time Director whose appointment is funded jointly by the UC Office of the President and UC Davis. In the future, once the current Director's five-year term ends in 2020, the leader of *UCCS* should be elevated to be a full-time **Executive Director** (or near full-time with some allocation for teaching or research). This Executive Director should report to the UC Provost and the Chancellor of UC Davis or their designees. It is assumed that the Executive Director will continue reporting to the UC Davis Provost as the Chancellor's designee. This would mimic the reporting relationship for the Executive Directors of the *UC Education Abroad Program* and the newly reconstituted *UC MEXUS Program*, both of whom report jointly to the UC Provost and a campus Chancellor or their designees.

The following points should also be considered for the Executive Director:

- **Faculty Status:** The Executive Director should continue to be a currently tenured faculty member from one of the UC campuses (though not necessarily UC Davis), as the current and prior Directors have been. Many stakeholders felt that this was an important aspect of the *Center's* leadership structure.
- **Appointment Term:** The Executive Director should be appointed on five-year renewable terms, as the current and prior Directors have been and as the leaders of other comparable systemwide academic programs are (e.g., *UCDC*, *UCEAP*).

- **Funding:** The UC Office of the President and the campuses should commit enough base funding for the *Center* to ensure that the Executive Director's salary and benefits are fully funded, and UC Davis should not be required to commit funding for this position.
- **Fundraising:** A primary focus for the *UCCS* Executive Director in the future should be fundraising for the *Center* amongst stakeholders in the Sacramento community and statewide.

Associate Director

The existing **Associate Director** of *UCCS* should continue leading the base operations for the *Center*, including the undergraduate and graduate programs, and assuring that public policy events and initiatives are appropriately prioritized and staffed within the context of the Center's overall mission. Some staff, like the Events & Marketing Manager and the Outreach Program Coordinators, support both the undergraduate program and public engagement programming; the Associate Director should continue managing these individuals to ensure efficient coordination of *UCCS*'s activities. The Associate Director will need to work closely with the Executive Director and Assistant Director of Public Engagement, if one is hired, to expand programming and meet the growth goals of the *Center*.

Assistant Director of Public Engagement

In the event that the Executive Director is unable to fully commit to these activities, *UCCS* should hire an **Assistant Director of Public Engagement** to focus specifically on increasing the *Center*'s connections with the Sacramento community and driving *UCCS*'s public engagement efforts. This new position could be filled by an individual who has extensive and effective experience working in the state legislature and has:

- **Relationships** with current and past leaders in all parts of the state policy community;
- **Knowledge** of the needs, demands, and timeframes of policymakers; and
- **Experience** in the legislative policy-making process.

This Assistant Director could be responsible for identifying the needs of the legislature and Sacramento community more generally by:

- **Meeting** individually with caucus leaders and chairs of legislative committees;
- **Planning** targeted outreach events strategically around the beginning of legislative cycles with other staff from the *Center*; and
- **Fielding** ad hoc requests from individual legislators.

The Assistant Director could be responsible for spearheading all public engagement events and activities within the *Center*, including the Speaker Series, Policy Briefs, etc. This individual would likely need support managing the events and quickly responding to the needs of the legislature. Some of this support would be offered by the existing staff within the *Center*, but the Assistant Director would likely need to hire an additional two Policy Analysts, who could be permanently staffed or structured as internships/fellowships for graduate and professional students, particularly from UC's policy schools.

Center Staffing

UCCS will need to continue growing its staff to support the expanded undergraduate program, especially by hiring more faculty, Teaching Assistants, and Outreach Program Coordinators. *UCCS* leadership will need the flexibility and funding to be able to hire additional staff as the program expands to meet the needs of students and stakeholders.

Governance

Currently, there are 31 members of the two groups overseeing *UCCS* – 19 on the Advisory Board and 12 on the Faculty Council. The Advisory Board is largely comprised of individuals from the Sacramento community (11), with the remaining eight members coming from within the UC system. All members of the Faculty Council are from within the UC system. Stakeholders offered several consistent themes related to the role and structure of *UCCS* governance in the future, including:

- **Best Practices:** Several stakeholders suggested leveraging best practices identified from other systemwide academic programs, like *UCDC*, *UCEAP*, and the *Multicampus Research Units* (MRUs) for structuring the governance of *UCCS* in the future.
- **Governing Authority:** Currently, the Advisory Board and Faculty Council provide guidance to the Director. Given the desired growth trajectory and need to continue evolving the *Center*, several stakeholders suggested establishing a single group with more of a governing and steering role and authority over the budget and Executive Director.
- **Differentiation:** Nearly all those consulted saw value in including external stakeholders from the Sacramento community, but many noted that there should be a differentiation in responsibilities between UC board members and external partners so that partners' time is used most effectively, and UC retains formal authority over the *Center*.
- **Size:** Several stakeholders felt that a group with governing authority should be comprised of a smaller number of individuals than the Advisory Board to operate more effectively.
- **Diversity:** Several community members noted the value of maintaining a diverse set of perspectives amongst UC board members – including faculty from a diverse set of disciplines and staff with a wide array of skillsets – and suggested that a diversity of perspectives should be maintained for the new entity.

UCCS should structure its oversight groups to mimic *UCDC*'s current structure, which includes a Governing Committee and Academic Advisory Committee, and leverage the guidance offered for MRUs in the Administrative Policies and Procedures Concerning Organized Research Units. Based on this guidance and the feedback from community members, there should be three main committees for *UCCS* in the future:

TABLE 27: PROPOSED COMMITTEE STRUCTURE FOR *UCCS*

Committee	Membership	Responsibilities	Size	Meetings
Governing Committee	UC Leadership & Administration	Overseeing the operations, budget, strategic plan, and annual reporting for <i>UCCS</i> , and reviewing the performance of the Executive Director on a recurring basis.	8-12 individuals <i>Plus ex-officios</i>	Quarterly
Public Advisory Committee	External Partners from the Sacramento Community	Advising on the priorities and direction of internships and public engagement efforts for <i>UCCS</i> and helping to make connections in the community.	10-15 individuals	Quarterly <i>Before the Governing Committee meets</i>
Academic Advisory Committee	UC Faculty from all ten campuses	Advising on the academic structure and priorities for <i>UCCS</i> 's undergraduate and graduate programs.	10-12 Faculty Members	Quarterly <i>Before the Governing Committee meets</i>

The Governing Committee would have ultimate authority over the *Center's* operations and direction, while the two Advisory Committees would offer guidance to the Executive Director on their respective focuses. The two Advisory Committees should ideally overlap in their meetings to allow for an exchange between the UC faculty and Sacramento partners; such recurring exchanges and dialogue will likely lead to better guidance and direction for the *Center* and the Executive Director in the long-term.

The UC Provost, in consultation with the Chancellor of UC Davis, will appoint membership and chairs of these committees based on recommendations by *UCCS*, the Academic Senate, and the Chancellors. Membership shall be for three-year terms, unless the individual or UC Provost determines that a shorter tenure is warranted, with a rotation cycle so that only one-third of the committees' members are appointed or re-appointed each year.

Governing Committee

The **Governing Committee** would be responsible for advising the Executive Director, UC Provost, and UC Davis leadership on the operations, strategic direction, and evaluation of *UCCS*. This committee would ultimately be responsible for:

- **Governance Documents:** Approving *UCCS's* budget, annual reports, strategic plan, MOU with UC Davis, and program charter as proposed by the Executive Director and *Center* staff;
- **ED Performance:** Reviewing the performance of the Executive Director every five years (similar to comprehensive reviews for Deans) and providing feedback to the UC Provost and Chancellor of UC Davis (or their designees);
- **ED Recruitment:** Supporting and advising on the recruitment of a new Executive Director when the position needs to be refilled; and
- **Advice & Guidance:** Advising the Executive Director, UC Provost, and UC Davis leadership on the operations, direction, and vision for the *Center*.

Ideally this committee would be comprised of a combination of administrators and staff, with no more than twelve individuals. The Committee would ideally have representatives from the UC Office of the President, the Academic Senate, and the campuses. The Executive Director, UC Provost (or designee), Chancellor of UC Davis (or designee, likely the Provost or their Chief of Staff), and the chairs of the Public Advisory Committee and Academic Advisory Committee would serve as *ex-officio* members of the Governing Committee.

The Governing Committee could have sub-committees, focused on topics like finance, facilities, etc. and should probably meet multiple times per year to accomplish their responsibilities.

Public Advisory Committee

The **Public Advisory Committee** would be responsible for providing general oversight and counsel on the priorities and direction of *UCCS's* internships and public engagement programming, and could include representatives from several groups in the Sacramento community including:

- Current or former members of the State Legislature;
- Staff from the agencies and departments in the executive branch;
- Representatives from the Sacramento City government; and
- Private entities such as interested corporations and foundations.

Ideally this Committee would be no more than 15 individuals – 14 members and the chair – and they would meet three times per year in Sacramento. This Committee would not have formal authority over the

Center's operations, but would advise the Executive Director, Governing Committee, and UC leadership on *UCCS's* outreach efforts, internship placement goals, and broader strategy for engaging the Sacramento community. The chair of this Committee would serve as an *ex-officio* member of the Governing Committee.

Academic Advisory Committee

The **Academic Advisory Committee** would be responsible for providing general oversight and counsel on the priorities and direction of *UCCS's* undergraduate and graduate programs, and should include at least one faculty member from each of the ten UC campuses, at least one representative from the Academic Affairs Division of the UC Office of the President, and at least one at-large faculty representative nominated by the Academic Senate.

Ideally this Committee would be no more than 12 individuals – 11 members and the chair – and they would meet three times per year in Sacramento or remotely. This Committee would not have formal authority over the *Center's* operations, but would advise the Executive Director, Governing Committee, and UC leadership on *UCCS's* academic curriculum, instructor and Teaching Assistant model, and topics like articulation for *UCCS* courses. The chair of this Committee would serve as an *ex-officio* member of the Governing Committee.

Finances

Given the poor financial outlook for *UCCS*, the UC Office of the President and campus leadership must agree on a sustainable funding model, especially in the near-term. The UC Office of the President also must provide enough support and guidance to ensure appropriate burden-sharing for UC Davis with respect to the administration of the *Center*. The following guidelines and expectations should ensure the *Center's* financial health and long-term sustainability:

- **Deficits:** The UC Provost would be responsible for collecting and providing any funds necessary to cover deficits incurred through the ongoing operation of *UCCS* to ensure UC Davis does not need to direct campus resources to cover any deficits.
- **Stability:** The Executive Director would be expected to help *UCCS* achieve financial stability and maintain a net neutral financial outlook for future fiscal years.
- **Fundraising:** The Executive Director would be expected to raise funds for *UCCS* from donors to supplement the funds from the UC Office of the President. These funds would help support the expanded focus for the *Center* but would not be expected to replace base funding from the UC Office of the President. More information on current fundraising efforts by the Executive Director are including in the **Fundraising** section.
- **Carryforward & Reserves:** The UC Office of the President is developing a policy for systemwide programs and initiatives that are centrally funded regarding carryforward funds and operating reserves. This new policy, once approved, should govern how much funding *UCCS* may carry forward of its budget appropriations from the UC Office of the President, and how much funds the *Center* should retain in operating reserves to mitigate risk from cash flow differences and changes in significant revenue/expense drivers (e.g., non-resident tuition, employee benefits, housing commitments).
- **Facility Commitments:** The UC Office of the President would retain funds for any one-time commitments and future expenditures which are not regular operating expenses, such as the cost of facilities for the *Center*.

- **Administrative Fees:** *UCCS* would pay a fee to UC Davis for centralized operational and administrative services. This fee would be calculated at 5% of the *Center's* annual operating expenses and would be a part of the budget appropriation from the UC Office of the President.

The UC Office of the President and campus leadership must agree on a sustainable funding model for *UCCS*. Some key components of the proposed funding model include:

- **Tuition & Fees:** *UCCS* should continue receiving student tuition and fees (less the contribution for return to aid) as it currently does through UC Davis's budgeting model. Currently, *UCCS* receives between \$2,500 and \$3,000 per student per term from this budgeting model.
- ***UCCS* Fees:** *UCCS* should increase its specific fees (which have remained at \$167 per student per term for the past decade) with inflation or reasonable annual increases. This should provide the *Center* with additional funding, while ensuring it remains affordable for students.
- **Per-Student General Funds:** The UC Office of the President should offer general funds to *UCCS* at a per-student rate. Given the projected per-student cost of nearly \$7,600⁵², and the need to increase funding for the *Center* to achieve enrollment growth, the UC Office of the President should offer \$5,000 per student per term in general funds. This would ensure the combination of the per-student tuition, fees, and general funding (~\$8,000)⁵³ slightly exceeds the current per-student costs (~\$7,600). The UC Office of the President should determine the overall amount of per-student general funds for each fiscal year during its annual budgeting process based on enrollment projections from the *Center* and the Academic Affairs Division.
- **Block General Funds:** The UC Office of the President should offer additional funds for the graduate program, public engagement activities, and other associated costs like in-kind support for UC Davis and the Presidential Fellowship through a block of general funds that should be tied to inflation or reasonable annual increases.

If *UCCS* were to implement this funding model for FY20, then the UC Office of the President would commit \$1,915,000 to the *Center*, an increase of 146% over the current combined funding commitments of \$778,555. This is based on:

- **Total Per-Student Funding of \$965,000** based on the rate of \$5,000 per student and an assumed enrollment of 193 students for the year (based on the target enrollment projection provided earlier); and
- **Total Block Funding of \$950,000** based on the articulated needs for graduate students, public engagement, and other activities.⁵⁴

While this amount is significantly higher than currently funding levels, it represents a commitment to meet the goals and vision that UC and Sacramento stakeholders nearly unanimously articulated for the *Center*. As one campus-based UC leader from the Advisory Board noted: "UC could more than double the funding and still not come close to the marginal benefit it receives from the *Center*."

Leadership from the UC Office of the President, UC Davis, and *UCCS* should review the amounts for these funds during the annual budgeting process and update the Memoranda of Understanding accordingly to ensure the amount of per-student funding and block funding are increased based on

⁵² This includes funding to cover a greater share of program costs and increasing the appointment for the Director from half-time to full-time, which would collectively increase the per-student costs by roughly \$1,000 per term.

⁵³ Given that the expenses per-student would likely decrease as enrollment increases (given benefits of scale), the amount of necessary per-student funding would likely decrease in future years. However, this level of funding should be offered initially to allow the *Center* to scale its operations and hire the necessary staff.

⁵⁴ This includes the in-kind donations for UC Davis of \$112,389, based on 5% of the projected expenses for the *Center* of roughly \$2.25 million for FY20.

increasing costs (e.g., inflation) and the needs of the *Center*. This funding should be ideally combined into one budget line-item within the UC Office of the President under the Academic Affairs Division, compared to the three or four budget line items that currently contain the budget for *UCCS*.

UCCS should also implement several other changes to ensure its financial stability in the future, including:

- **Updating its Chart of Accounts:** The *Center* should have a clear accounting structure so that it can separate the costs associated with the undergraduate program, graduate program, and public engagement activities to assist with future reporting and forecasting;
- **Regularly Evaluating its Expenses:** *UCCS* should evaluate the costs of its programming during its annual budgeting and reporting processes so that it can articulate needs and identify if its per-student or block funding from the UC Office of the President should be changed for subsequent years; and
- **Establishing a *UCCS* Foundation:** *UCCS* should establish a separate foundation to serve as a fundraising vessel and recipient for donations, distinguishing its donations and external revenues from the UC Davis Foundation.

CONCLUSION

UC Center Sacramento is at a crossroads. Many stakeholders, including the Board of Regents, the UC Provost, the *Center's* Advisory Board and Faculty Council, and leadership from across the UC system, feel that *UCCS* has immense potential for the future. However, the *Center* is facing several obstacles and issues which must be addressed.

Stakeholders feel that the *Center* should rapidly increase enrollment in its experiential learning program for undergraduates and expand its public engagement activities with the state government in Sacramento. There were several opportunities identified in the course of this assessment that *UCCS* could pursue in the future, including:

- **Expanding the internship base** to place UC undergraduates in more offices within the legislature and more departments and agencies within the executive branch;
- **Serving as a hub or connection point with the state** legislature and government agencies to provide access to UC faculty and research; and
- **Providing opportunities for graduate and professional students** to perform research and policy analysis in Sacramento.

UCCS could pursue some of these additional opportunities, but is facing several key concerns in its current state, including:

- **Financial Instability:** *UCCS* is facing a dire financial situation in its current state, even if the Center does not begin pursuing additional opportunities. UC leadership will need to determine how to fund the *Center* to rectify this situation and ensure *UCCS* is able to meet its current commitments before pursuing additional activities.
- **Facility Uncertainty:** *UCCS* cannot remain in 1130 K Street for much longer. The building is not up to seismic codes, and the basement is not an ideal location for the *Center*. UC leadership must identify a long-term facility solution for *UCCS* which includes student housing either on premise or in a nearby location.
- **Organizational Maturity:** *UCCS* has been one of the smallest and youngest systemwide academic programs across the UC system. One of the main reasons why *UCCS's* leadership has been able to grow the *Center* so dramatically is because of their nimbleness and flexibility. As the *Center* grows over time, however, it needs to consider implementing some best practices that other systemwide programs have employed, like annual budgeting and reporting, accountable governance structures, systemwide website affiliation, etc.

At the same time, there are several aspects of *UCCS's* current situation stakeholders felt benefited the *Center* greatly and should be maintained, including:

- The **support from UC Davis**, which any stakeholders lauded as a reason why the *Center* was able to succeed in its second iteration after restarting in 2010;
- The **partnership with the UC Office of the President**, which helps keep the *Center* funded and focused on its systemwide mission; and
- The **leadership team at UCCS**, who were able to grow the *Center's* footprint in Sacramento on a shoestring budget and gain the buy-in of stakeholders across the UC system.

The proposal at the end of this report seeks to address the issues and achieve the opportunities, potential, and excitement that so many individuals expressed during the course of this assessment, while retaining the aspects of *UCCS* that stakeholders felt were important. Ultimately, Provost Brown and President Napolitano will need to make a decision on the future state for these entities, and whether to implement the changes included in the proposal.

APPENDIX

The following appendices include additional information collected for this assessment or describing the means of data collection for this assessment.

Information collected for this assessment that is referenced throughout the report:

- *Appendix I: Glossary of Terms*
- *Appendix II: Undergraduate Enrollment Projections*
- *Appendix III: Undergraduate Internships*
- *Appendix IV: Current State Public Engagement Activities*
- *Appendix V: Public Engagement Comparisons*
- *Appendix VI: Governor-Appointed Boards and Commissions*
- *Appendix VII: Financial Analysis*

Lists of data that was analyzed for this assessment:

- *Appendix VIII: Stakeholder Interviews*
- *Appendix IX: List of Documents and Data*

Appendix I: Glossary of Terms

Throughout the report, a variety of UC entities, North American institutions of higher education, and other organizations are referenced as acronyms. The following table outlines these acronyms, the full names of these entities, and a brief description of the entities.

TABLE 28: GLOSSARY OF TERMS

Acronym	Entity	Description
BASC	Building and Administrative Service Center	UC Office of the President department responsible for management of the 1130 K Street facility
CHBRP	California Health Benefits Review Program	University of California program housed at UC Berkeley
CPAC	California Program on Access to Care	University of California research center
CR	Campus Representative	Campus stakeholders who recruit and recommend UCCS students on their home campus
CSU	California State University	California public university system
ENACT	Educational Network for Active Civic Transformation	Nationwide consortium of universities committed to experiential undergraduate instruction in state government
IGA	UC Davis Institute for Governmental Affairs	UC Davis unit that assumed responsibility for UCCS administration in 2010
LAO	Legislative Analyst's Office	State Government Agency that provides research and policy analysis to the state legislature
OFAS	UC Davis Office of Financial Aid and Scholarships	UC Davis unit responsible for processing UCCS student financial aid
PPIC	Public Policy Institute of California	Non-profit think tank providing non-partisan research and policy analysis to the state legislature
RA	Research Assistant	Graduate student employed part-time by UCCS to support research and teaching efforts
SGR	State Governmental Relations	UC Office of the President department based in Sacramento, CA
TA	Teaching Assistant	Graduate student employed part-time by UCCS to support undergraduate courses
UCCS	UC Center Sacramento	UC systemwide program and center located in Sacramento, CA
UCD	UC Davis	UC campus at Davis
UCDC	UC Washington Center	UC systemwide program and center located in Washington, D.C.
UEL	Upper Eastside Lofts	Housing complex owned by Sacramento State and leased by UCCS
USC	University of Southern California	California private university

Appendix II: Undergraduate Enrollment Projections

UCCS enrollment data for the most recent fiscal years was analyzed, and enrollment projections were created representing three possible growth scenarios. The table below displays actual and projected UCCS enrollment from FY14 through FY24 for each of the three scenarios.

TABLE 29: ENROLLMENT PROJECTIONS (FY14 -FY24)

Growth Rate	Approach	Actual					Projected					
		FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
High	10% CAGR	83	92	130	135	157	173	190	209	230	253	278
Medium	Absolute Increase	83	92	130	135	157	172	187	202	217	232	247
Low	UC Enroll. Avg % Inc	83	92	130	135	157	161	165	169	173	177	181

Appendix III: Undergraduate Internships

Undergraduate internships are a key component of UCCS's academic program. The following sections provide additional detail on the organizations in which students have interned.

Internship Host Categories

Internship hosts were broken into eight categories by type. The table below lists each category, examples of organizations in that category, and the number of interns hosted by organizations in that category.

TABLE 30: INTERNSHIP HOST CATEGORIES

Category	Organization Examples	Number of Interns	% of Total Interns
Executive Department/Agency	State Department or Agency and their respective Offices, Boards, Commissions, Programs	90 (of 304)	30%
Policy Group	Advocacy Group/Coalition, Association, Policy-Based Non-Profit	50 (of 304)	16%
Assemblymember	Assemblymember's Office, Assembly Committee	41 (of 304)	13%
Senator	Senator's Office, Secretary of the Senate, Senate Offices	34 (of 304)	11%
Governor's Cabinet	Governor's Office, State Treasurer, Secretary of State, State Controller	34 (of 304)	11%
Sacramento City/County	Sacramento City Council or Board, Chamber of Commerce, Public Defender's Office	27 (of 304)	9%
Other	Local District Attorney's Office, UC Office of the President Office of State Governmental Relations	16 (of 304)	5%
International Organizations	Mexican Consulate, World Trade Center Northern California	12 (of 304)	4%

Top Internship Hosts

The tables below list the top internship hosts within each category by number of interns hosted between Winter 2017 and Winter 2018. Each table represents one category.

TABLE 31: TOP EXECUTIVE DEPARTMENT/AGENCY HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Department of Education	30 (of 90)	33%
2	California Fair Political Practices Commission	16 (of 90)	18%
3	Health and Human Services Agency	9 (of 90)	10%
4	Business, Consumer Services, and Housing Agency	7 (of 90)	8%
5	Natural Resources Agency	7 (of 90)	8%
6	Department of Justice	5 (of 90)	6%
7	Department of Corrections	4 (of 90)	4%
8	Environmental Protection Agency	4 (of 90)	4%
9	Children and Families Commission	3 (of 90)	3%

TABLE 32: TOP POLICY GROUP HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Environment California	14 (of 50)	28%
2	Health Access	4 (of 50)	8%
3	Institute for Local Government	4 (of 50)	8%
4	Children Now	3 (of 50)	6%
5	League of United Latin American Citizens	3 (of 50)	6%
6	Local Government Commission	3 (of 50)	6%
7	Planned Parenthood	3 (of 50)	6%
8	California Forward	2 (of 50)	4%
9	California Medical Association	2 (of 50)	4%
10	Western Center for Law and Poverty	2 (of 50)	4%

TABLE 33: TOP ASSEMBLY HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Assemblymember Reginald Byron Jones-Sawyer	7 (of 41)	17%
2	Assemblymember Lorena Gonzalez-Fletcher	4 (of 41)	10%
3	Assemblymember Tom Daly	4 (of 41)	10%
4	Assemblymember Eduardo Garcia	3 (of 41)	7%
5	Assemblymember Rudy Salas	3 (of 41)	7%

TABLE 34: TOP SENATE HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Senator Richard Pan	9 (of 34)	26%
2	Senator Ben Allen	6 (of 34)	18%
3	Secretary of the Senate	4 (of 34)	12%
4	Senator Bob Hertzberg	4 (of 34)	12%
5	Senator Scott Wiener	4 (of 34)	12%

TABLE 35: TOP GOVERNOR'S CABINET HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Governor's Office of Planning and Research	8 (of 34)	24%
2	Secretary of State's Office	8 (of 34)	24%
3	Governor's Office of Emergency Services	6 (of 34)	18%
4	Lieutenant Governor's Office	6 (of 34)	18%
5	Governor's Office of Business and Economic Development	3 (of 34)	9%

TABLE 36: TOP SACRAMENTO CITY/COUNTY HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	City Council Member Rick Jennings	13 (of 27)	48%
2	Sacramento County Public Defender's Office	10 (of 27)	37%
3	Sacramento Chamber of Commerce	2 (of 27)	7%
4	City Council Member Erica Guerra	1 (of 27)	4%
5	Sacramento Hispanic Chamber of Commerce	1 (of 27)	4%

TABLE 37: TOP *OTHER* HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Success Center for California Community Colleges	5 (of 16)	31%
2	UC Office of the President Department of State Governmental Relations	3 (of 16)	19%
3	CalAsian Chamber of Commerce	2 (of 16)	13%
4	California Asian and Pacific Islander Caucus	1 (of 16)	6%
5	California Independent Oil Marketers Association	1 (of 16)	6%
6	Dewey Square Group	1 (of 16)	6%
7	Los Angeles District Attorney's Office	1 (of 16)	6%
8	Ascent	1 (of 16)	6%
9	University of California Student Association	1 (of 16)	6%
10	Success Center for California Community Colleges	5 (of 16)	31%

TABLE 38: TOP *INTERNATIONAL ORGANIZATION* HOSTS (WINTER 2017 – WINTER 2018)

#	Organization	Number of Interns	% of Total Interns (In-Category)
1	Mexican Consulate in Sacramento	11 (of 12)	92%
2	World Trade Center Northern California	1 (of 12)	8%

Appendix IV: Current State Public Engagement Activities

UC Center Sacramento has engaged in several public engagement activities largely focused on three key areas:

- Internships;
- Speakers; and
- Publications.

The following tables offer additional information on these activities, but are not intended to cover every type of public engagement programming that UCCS has pursued in the past few years. Additional details are available earlier in the **Public Engagement** section of the report.

Speaker Series

The following table lists the 73 speaker series events that UCCS held in the eight terms between Fall 2016 and Fall 2018, with the exception of Summer 2018 events. Given that this report was drafted during the Fall 2018 term, the list of speaker series events for that term are incomplete.

TABLE 39: LIST OF SPEAKER SERIES EVENTS (FALL 2016 – FALL 2018)

Date	Title	Speaker Name	Speaker Home Campus	Speaker Department/Unit
Fall 2016				
9/29	<i>California's Latin Asian Majority: What Does It Mean for Civic Engagement?</i>	Karthick Ramakrishnan	UC Riverside	School of Public Policy
10/4	<i>What Should We Expect This November?</i>	Mindy Romero	UC Davis	California Civic Engagement Project
10/6	<i>Cogeneration and Biofuels for California's Energy Future</i>	Catherine Brinkley, Stephen Kaffka	UC Davis	Community and Regional Development, Plant Sciences
10/13	<i>From Garbage to Gold: Managing California's Grasslands for Climate Change Mitigation</i>	Whendee Silver	UC Berkeley	Environmental Sciences
10/20	<i>Optimizing the Electorate: Factors that Promote Politically Literate and Engaged Voters</i>	Danielle Martin, Lisa Garcia Bedolla	Sacramento State, UC Berkeley	Government, Graduate School of Education
10/27	<i>Bringing the Cloud Down to Earth: Computing as if Infrastructure Mattered</i>	Jean-Francois Blanchette	UCLA	Information Studies
11/3	<i>Reading the Fine Print: An Experimental Test of Campaign Finance Reforms</i>	Matthew Lesenyie ⁵⁵	UC Davis	Political Science
11/10	<i>The American Way of Poverty: The Role of Inequality and Perceptions of a Stacked Economy in Shaping Modern Politics</i>	Sasha Abramsky	UC Davis	Creative Writing
11/17	<i>Initial Findings from the Seattle Minimum Wage Study</i>	Jacob Vigdor, Heather Hill	UC Irvine	ESSPRI of UC Irvine

⁵⁵ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

Date	Title	Speaker Name	Speaker Home Campus	Speaker Department/Unit
12/1	<i>Challenging Housing NIMBYism</i>	Paavo Monkkonen	UCLA	Luskin School of Public Policy
Winter 2017				
1/19	<i>Why Latino History Matters to US History</i>	Vicki Ruiz	UC Irvine	History and Chicano/Latino Studies
1/26	<i>K-8 Programs to Reduce Achievement Gaps: What Works Best?</i>	George Farkas	UC Irvine	Education
1/31	<i>How did Californians Vote in the 2016 General Election?</i>	Mindy Romero	UC Davis	Mindy Romero California Civic Engagement Project Center for Regional Change
2/2	<i>Assessing the Quality of Teachers and Schools: What We Have Learned and Where We are Headed?</i>	Cassandra Guarino	UC Riverside	Education and Public Policy
2/9	<i>The Promises and Perils of Categorical Exemptions for Extreme Punishment Policy</i>	Natalie Pifer ⁵⁶	UC Irvine	Criminology, Law & Society
2/16	<i>How Research on a UC Campus Made Solar Thermal Power Practical and Affordable Worldwide</i>	Roland Winston	UC Merced	UC Solar
2/23	<i>Just Economics? What American Youth Learn About Economic Inequality and Poverty in High School Classrooms</i>	John Rogers	UCLA	Institute for Democracy, Education, and Access
3/1	<i>The Intergenerational Transmission of Poverty and the Long Reach of Child Health and Nutrition Programs</i>	Marianne Page	UC Davis	Center for Poverty Research, Economics
3/9	<i>California's Veterans Housing and Homeless Prevention Program at Mid-Course</i>	Kenneth Kizer	UC Davis	Institute for Population Health Improvement
3/16	<i>California and Mexico: The Need for Joint Policies to Maintain Competitiveness</i>	The Honorable Denise Ducheny	UC San Diego	Center for US-Mexico Studies
3/16	<i>UCCS Undergraduate Student Research Project Presentation</i>	-	-	-
Spring 2017				
4/13	<i>Conservatism in the Crucible of Local Politics: How Residential Segregation Polarizes Politics</i>	Jessica Trounstone	UC Merced	Political Science
4/20	<i>An Economic Evaluation of the 2000s Crisis-Period California Foreclosure Prevention Laws</i>	Stuart Gabriel	UCLA	Richard S. Ziman Center for Real Estate
4/27	<i>Words Matter: How Federal Reserve Communications Impact Financial Markets</i>	Raul Tadla ⁵⁷	UC Santa Cruz	Economics

⁵⁶ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

⁵⁷ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

Date	Title	Speaker Name	Speaker Home Campus	Speaker Department/Unit
5/4	<i>Can Compact Rail Transit Corridors Transform the Automobile City? Challenges and Opportunities for More Sustainable Travel in Los Angeles</i>	Douglas Houston	UC Irvine	Planning, Policy and Design
5/11	<i>California Psychiatric Hospital Bed Shortage</i>	Thomas Strouse, Kenneth Wells, Aimee Moulin	UCLA, UC Davis	Resnick Neuropsychiatric Hospital, Psychiatry and Biobehavioral Sciences, Emergency Medicine
5/18	<i>Incarceration and Family Life in the United States: Implication for Policy</i>	Kristin Turney	UC Irvine	Sociology
5/25	<i>Social Democratic Capitalism: How to use Government to Make Lives Better in a Capitalist Economy</i>	Lane Kenworthy	UC San Diego	Sociology
6/1	<i>K-8 Programs to Reduce Achievement Gaps: What Works Best?</i>	George Farkas	UC Irvine	Education
6/8	<i>All the President's Tweets: Social Media and the New Political Rhetoric</i>	Thad Kousser	UC San Diego	Political Science
6/8	UCCS Undergraduate Student Research Project Presentation	-	-	-
Summer 2017				
6/28	<i>What's On Your Plate? Why Diet Change Is Critical For Successful Climate and Health Policies</i>	David Cleveland	UC Santa Barbara	Environmental Studies and Geography
7/12	<i>Is There A STEM Worker Crisis? Science and Engineering Workforce Development in the US</i>	John Skrentny	UC San Diego	Sociology
7/19	<i>Teach for America: Civic Engagement Magic Bullet?</i>	Su Jin Jez	Sacramento State	Public Policy and Administration
7/26	<i>The Future of Connected and Self-Driving Cars: Assessing the Trade-offs Between Safety, Mobility, and Environmental Innovation</i>	Matt Barth	UC Riverside	Center for Environmental Research and Technology
8/2	<i>At the Policy Forefront: Evaluating California's Efforts in Assuring Access to Quality Reproductive Health</i>	Claire Brindis	UC San Francisco	Institute for Health Policy Studies
8/9	<i>The 'Hidden Injuries' of Childhood Poverty: The Impact of Class Stigma, Stereotypes and Bias</i>	Heather Bullock	UC Santa Cruz	Psychology
8/16	<i>Evaluating and Improving Energy Efficiency, Policies, and Programs</i>	Edward Vine	UC Berkeley	Lawrence Berkeley National Laboratory
8/16	UCCS Undergraduate Student Research Project Presentations	-	-	-
Fall 2017				
10/4	<i>Community Engagement and Planning to Address Depression: An Approach to Health Equity</i>	Dr. Kenneth Wells	UCLA	Center for Health Services and Society

Date	Title	Speaker Name	Speaker Home Campus	Speaker Department/Unit
10/11	<i>Paths to Carbon Neutrality: Lessons from California</i>	Juliann Allison	UC Riverside	Gender and Sexuality Studies
10/18	<i>Food Insecurity: Causes, Consequences, and Policy Solutions</i>	Sasha Abramsky	UC Davis	University Writing Program
10/25	<i>Expanding Access to Higher Education for Latino Students in California</i>	Frances Contreras, Gloria Rodriguez	UC San Diego, UC Davis	Education Studies, Education
11/1	<i>A Public Health Framework for Legalized Retail Marijuana: Avoiding a New Tobacco Industry</i>	Dr. Stanton Glantz	UC San Francisco	Medicine
11/8	<i>Scarcity is the Mother Invention: Water Policy Implications in an International Setting</i>	Ariel Dinar	UC Riverside	Environmental Economics and Policy
11/15	<i>The Impact of Career and Technical Education on Post-Secondary Credentialing</i>	Jay Plassman ⁵⁸	UC Santa Barbara	Education
12/6	<i>The Impossible Imperative: Navigating Competing Principles of Child Protection Policy</i>	Jill Berrick	UC Berkeley	Center for Child and Youth Policy
12/6	UCCS Undergraduate Student Research Project Presentations	-	-	-
Winter 2018				
1/17	<i>US Federal Fire and Forest Policy: Emphasizing Resilience in Dry Forests</i>	Scott Stephens	UC Berkeley	Environmental Science, Policy and Management
1/24	<i>Working Around the Law: Navigating Legal Barriers to Good Work with a Criminal Record</i>	Dallas Augustine ⁵⁹	UC Irvine	Criminology, Law, and Society
1/31	<i>Intended and Unintended Effects of the War on Poverty: What Research Tells Us and Implications for Policy</i>	Marianne Bitler	UC Davis	Economics
2/7	<i>The Economic Returns to Delayed Aging: Promises and Pitfalls</i>	Dana Goldman	USC	USC School of Pharmacy
2/21	<i>Increasing On-Time High School Graduation Rates in LA: What Works at What Cost?</i>	Fred Zimmerman	UCLA	Health Policy and Management
2/28	<i>Addressing the Opioid Crisis in California</i>	n/a	n/a	n/a
3/7	<i>Effective Preparation: Evaluating Preschool Education Programs</i>	Greg Duncan	UC Irvine	School of Education
3/14	UCCS Undergraduate Student Research Project Presentations	-	-	-
Spring 2018				
4/11	<i>Dirt Matters: Healthy Soils for a Productive And Sustainable California</i>	Timothy Bowles	UC Berkeley	Environmental Science, Policy and Management

⁵⁸ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

⁵⁹ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

Date	Title	Speaker Name	Speaker Home Campus	Speaker Department/Unit
4/18	<i>What Gender is STEM? The Segregation of Science and Engineering and What To Do About It</i>	Maria Charles	UC Santa Barbara	Feminist Studies
4/25	<i>Safety Net Investments in Children: The Evidence on SNAP/Cal-Fresh</i>	Hilary Hoynes	UC Berkeley	Berkeley Food Institute
5/2	<i>Nursing Shortages, Surpluses, and Skills: Uncertainty in CA and National Nursing Employment</i>	Joanne Spetz	UC San Francisco	Family and Community Medicine
5/9	<i>Dueling Populists and the Political Ideology of 2016</i>	Robert Huckfeldt	UC Davis	Political Science
5/16	<i>Spillovers from Behavioral Interventions: Experimental Evidence from Water and Energy Use</i>	Katrina Jessoe	UC Davis	Agricultural and Resource Economics
5/23	<i>Harnessing the Power: Academic and Government Collaborations to Use Administrative Data for Research and Policy Insights</i>	Day Manoli	UT at Austin	Economics; ESSPRI
6/6	UCCS Undergraduate Student Research Project Presentation	-	-	-
Fall 2018				
10/3	<i>The Impact of Californian's Correctional Reforms on Recidivism</i>	Ryken Grattet	UC Davis	Sociology
10/9	<i>Pathways to Universal Health Care</i>	Andrew Bindman, Anthony Wright	UC San Francisco	Medicine; Health Access
10/10	<i>Moving Beyond 'Resistance': The Significance of California's Progressive Federalism</i>	Karthick Ramakrishnan	UC Riverside	Public Policy and Political Science
10/17	<i>Opposition to New Housing: Origins and Consequences in California</i>	Michael Manville	UCLA	California Association of Realtors
10/24	<i>California's Changing Democracy</i>	Walter Schwarm	n/a	California Department of Finance
11/7	<i>Do Technology Vouchers Affect K-12 Student Achievement? Evidence from California's K-12 Technology Voucher Program</i>	Brittany Bass ⁶⁰	UC Irvine	Economics
11/14	<i>New Rail Hubs Along The California High Speed Rail Corridor: The Urban Design Challenges</i>	Anastasia Loukaito-Sideris	UCLA	Urban Planning
11/28	<i>Under Federal Withdrawal and City Resistance: Strong Housing Policy Is An Imperative For State Leadership</i>	Victoria Basolo	UC Irvine	Department of Urban Planning
12/5	UCCS Undergraduate Student Research Project Presentation	-	-	-

⁶⁰ Speaker is a Ph.D. candidate and/or UCCS Emerging Scholar.

The 73 Speaker Series events that *UCCS* held in the eight terms between Fall 2016 and Fall 2018, garnered 6,854 RSVPs from members of the Sacramento community. While not all individuals who RSVPed to the events attended, *UCCS* staff indicated that the numbers are relatively close to actual attendance.

All 6,854 RSVPs to Speaker Series events were classified into two categories:

- **Position:** The type of job or positions that the individual has in the Sacramento area (e.g., Manager, Consultant, Intern); and
- **Organizational Affiliation:** The type of organization that employs the individual in the Sacramento area (e.g., Legislative Branch, Department/Agency).

The following tables lists the ten **Position** categories, examples of positions in each category, and the number of RSVPs in each category across the 73 events.

TABLE 40: SPEAKER SERIES RSVPS BY POSITION CATEGORY

Category	Position Examples	Number of RSVPs	% of Total
Mid-Level Employee	Manager, Associate, Specialist., Coordinator, Supervisor, Staff	1667 (of 6,854)	24%
Entry-Level Employee	Legal Analyst, Budget Analyst, Research Analyst	993 (of 6,854)	15%
Consultant	Creative Consultant, Software Consultant, Caucus Consultant	690 (of 6,854)	10%
Senior Leader	Executive, Assistant, Associate, and Deputy Director; Vice President; Chief	658 (of 6,854)	10%
Student/Intern	Undergraduate, Graduate, Professional, Intern (All types)	454 (of 6,854)	7%
Assistant/Aide	Administrative, Executive, and Committee Assistant; Legislative Aide	427 (of 6,854)	6%
Fellow	Science Fellow, Research Fellow, Executive Fellow	410 (of 6,854)	6%
State Official	State Official (Secretary, Treasurer, etc.); Deputy Officials; State Official Representative (Chiefs of Staff); Legislative Advisor, Liaison, or Deputy; Senior Representative; District Representative	228 (of 6,854)	3%
Lobbyist/Advocate	Lobbyist, Policy Advocate, Unspecified Non-profit Employees	167 (of 6,854)	2%
Miscellaneous	Retired, Unemployed, Volunteer, Faculty, Committee Member, Unspecified Rank (Writer, Author, Farmer, Teacher, Dietician, etc.)	1160 (of 6,854)	17%

The following tables lists the seven **Organizational Affiliation** categories, examples of organizations in each category, and the number of RSVPs in each category across the 73 events.

TABLE 41: SPEAKER SERIES RSVPs BY AFFILIATION CATEGORY

Category	Organization Examples	Number of RSVPs	% of Total
Department/Agency	State Department or Agency and their respective Offices (Office of Legislative Counsel), Boards (Air Resources Board), Commissions (Energy Commission), Programs (Tobacco Control Program)	2774 (of 6,854)	40%
Legislative Branch	Senator, Assemblymember, Joint Legislative Committee, Caucus	1155 (of 6,854)	17%
Policy Group	Advocacy Group/Coalition (CA Catholic Commission, California Compost Coalition), Association (California Primary Care Association), Policy-Based Non-Profit (California Council on Science & Technology, Public Policy Institute of California)	835 (of 6,854)	12%
State Government - Other	Executive Branch (Governor's Office, State Treasurer, Controller), State Auditor, Unspecified "State Government"	545 (of 6,854)	8%
Higher Education Institution	University, University Research Center, Individual College or Department, University Alumni	376 (of 6,854)	5%
Sacramento City/County	Sacramento City Council or Board, Sacramento Mayor's Office, Sacramento Suburban Water District	61 (of 6,854)	1%
Other	Consultant, Religious Organization, Law Firm, K-12 School or District, Agriculture Organization, Community Center, Unspecified	1107 (of 6,854)	16%

Policy Briefs

The following table lists all of the 36 policy briefs that UCCS has published since July 2016. The briefs are organized into two volumes – *July 2016 to June 2017*, and *June 2017 to May 2018* – which is how UCCS staff have organized the collection. Each volume roughly correlates to one year of policy briefs.

TABLE 42: POLICY BRIEF DETAIL

Date	Title	Author Status	Author Campus
Volume 1: July 2016 to June 2017			
July 2016	<i>Bans vs. Fees: Disposable Carryout Bag Policies & Bag Usage</i>	Ph.D. Candidate	UC Berkeley
July 2016	<i>The Great Experiment: Realigning Criminal Justice in California and Beyond</i>	Faculty	UC Irvine
August 2016	<i>Rubber Tires, Residents, and Gentrification in Los Angeles</i>	Ph.D. Candidate	UCLA
August 2016	<i>The Economics of Groundwater Management</i>	Faculty	UC Davis
September 2016	<i>Unequal Voices: California's Racial Disparities in Political Participation</i>	Faculty	UC Riverside
October 2016	<i>District Heating for California: A Path to Green Energy & Sustainable Forest Management</i>	Faculty	UC Davis
October 2016	<i>The Potential of Grassland to Help Mitigate Climate Change</i>	Faculty	UC Berkeley
November 2016	<i>Reading the Fine Print? An Experimental Test of Campaign Finance Reform</i>	Ph.D. Candidate	UC Davis
November 2016	<i>Initial Findings from the Seattle Minimum Wage Study</i>	Faculty	UC Irvine
February 2017	<i>Re-Entrenchment Through Reform: The Promises and Perils of Categorical Exemptions for Extreme Punishment Policy</i>	Ph.D. Candidate	UC Irvine
February 2017	<i>How Research on a UC Campus Made Solar Thermal Power Practical & Affordable World Wide</i>	Faculty	UC Merced
March 2017	<i>California and Mexico: The Need for Joint Policies to Maintain Competitiveness</i>	Staff	UC San Diego
April 2017	<i>Conservatism in the Crucible of Local Politics: How Residential Segregation Polarizes Politics</i>	Faculty	UC Merced
April 2017	<i>An Economic Evaluation of the 2000s Crisis-Period California Foreclosure Prevention Laws</i>	Faculty	UCLA
April 2017	<i>Words Matter: How Federal Reserve Communications Impact Financial Markets</i>	Ph.D. Candidate	UC Santa Cruz
May 2017	<i>Can Compact Rail Transit Corridors Transform the Automobile City? Challenges and Opportunities for More Sustainable Travel in Los Angeles</i>	Faculty	UC Irvine
May 2017	<i>The Unequal Consequences of Mass Incarceration for Children</i>	Faculty	UC Irvine
May 2017	<i>Social Democratic Capitalism: How to Use Government to Make Lives Better</i>	Faculty	UC San Diego
June 2017	<i>K-8 Programs to Reduce Achievement Gaps: What Works Best?</i>	Faculty	UC Irvine
Volume 2: June 2017 to May 2018			
June 2017	<i>What's On Your Plate? Why Diet Change is Critical for Successful Climate, Health, and Social Policy</i>	Faculty	UC Santa Barbara
July 2017	<i>Teach for America: Civic Engagement Magic Bullet?</i>	Faculty	Non-UC

Date	Title	Author Status	Author Campus
August 2017	<i>At the Policy Forefront: Evaluation California's Efforts in Assuring Access to Quality Reproductive Health</i>	Faculty	UC San Francisco
October 2017	<i>Community Engagement and Planning to Address Depression: An Approach to Health Equity</i>	Faculty	UCLA
October 2017	<i>Paths to Carbon Neutrality: Lessons from California</i>	Faculty	UC Riverside
November 2017	<i>A Public Health Framework for Legalized Retail Marijuana: Avoiding a New Tobacco Industry</i>	Faculty	UC San Francisco
November 2017	<i>Scarcity is the Mother of Invention: Water Policy Implications in an International Setting</i>	Faculty	UC Riverside
November 2017	<i>The Impact of Career and Technical Education on Post-Secondary Credentialing</i>	Ph.D. Candidate	UC Santa Barbara
December 2017	<i>The Impossible Imperative: Navigating the Competing Principles of Child Protection Policy</i>	Faculty	UC Berkeley
January 2018	<i>Intended and Unintended Effects of the War on Poverty: What Research Tells Us and Implications for Policy</i>	Faculty	UC Davis
February 2018	<i>The Economic Returns to Delayed Aging: Promises and Pitfalls</i>	Faculty	Non-UC
February 2017	<i>Increasing On-Time High School Graduation Rates: What Works at What Cost?</i>	Faculty	UCLA
March 2018	<i>Getting the Most Out of Investments in Preschool Education</i>	Faculty	UC Irvine
April 2018	<i>What Gender is STEM? The Segregation of Science and Engineering and What to Do About It</i>	Faculty	UC Santa Barbara
May 2018	<i>Nursing Shortages, Surpluses, and Supply: Factors Driving Uncertainty in California and National Nursing Employment</i>	Faculty	UC San Francisco
May 2018	<i>Harnessing the Power: Academic and Government Collaborations to Use Administrative Data for Research and Policy Insights</i>	Faculty	UC Irvine, UT Austin

Appendix V: Public Engagement Comparisons

Stakeholders cited several institutions to compare against *UC Center Sacramento* related to public engagement activities. These comparisons include:

- The **Public Policy Institute of California** (PPIC);
- **Experiential Learning Programs** hosted by other universities in their state capitals; and
- The **Educational Network for Active Civic Transformation** (ENACT) network.

The following tables offer additional information on these comparison programs and institutions, but are not intended to cover all of the relevant details on the entities. Where possible, links to additional information have been provided. Additional details are available earlier in the **Public Engagement** section of the report as well.

Public Policy Institute of California (PPIC)

The Public Policy Institute of California (PPIC) was most commonly offered as a comparison model for UCCS's public engagement work. The brief analysis below highlights the mission, structure, and focus areas of PPIC.

Founded in 1994, the PPIC is a non-profit think tank whose mission is “to inform and improve public policy in California through independent, objective, nonpartisan research.”⁶¹ The institute was launched by Hewlett-Packard co-founder William R. Hewlett, former Ford Motor Company President and former Dean of the Stanford Business School Arjay Miller, and former UC Berkeley Chancellor Roger Heyns. PPIC was made possible by an endowment from Hewlett. Today, the organization has grown to include a 75-person staff and two locations: an office in San Francisco and the *PPIC Sacramento Center* across from the capital in Sacramento.

PPIC works to provide the California legislature with non-partisan, data-driven research and analysis to promote better policymaking. They do so in eight key policy areas:

- Climate Change
- Corrections
- Economy
- Education
- Fiscal/ Governance Reform
- Health & Human Services
- Political Landscape
- Population

In addition to topical research and analysis in the above areas, PPIC operates three policy centers: the Higher Education Center, Statewide Survey, and Water Policy Center. Through these centers, the institute creates a number of publications, including one-page fact sheets, comprehensive topical reports, monthly blogs, and statewide surveys. These publications are meant to provide digestible, timely, and research-driven analysis to the legislative decision-makers in the capital. The figure below provides a sample PPIC publication.

⁶¹ <http://www.ppic.org/about-ppic/mission-vision-values/>

FIGURE 34: PPIC POLICY BRIEF



A handful of stakeholders suggested that PPIC occasionally cites UC research in its PPIC-branded briefs and fact sheets, meaning that **the UC may be missing opportunities to receive credit for impactful research**. They suggested that a key role of *UCCS* should be to more actively disseminate its research through similar publications.

Beyond its research publications and analyses, the institute also holds several events each month designed to engage state policymakers, non-profit leaders, and other members of the Sacramento community. In particular, the institute offers a speaker series similar to *UCCS*'s, lunch lectures, panels, and special talks by sitting state and national legislators.

As noted previously, 58% of Advisory Board members suggested that *UCCS* perform a “research hub” function similar to PPIC. By comparison, PPIC is a vastly larger organization than *UCCS*, and replicating their service offerings is likely not feasible for *UCCS*. Most stakeholders suggested that PPIC more successfully meets the needs of the legislature by offering information and analysis in a timely manner, and that *UCCS* should exemplify their approach rather than particular activities like the statewide survey.

Experiential State Capital Programs

The University of California is the largest university system in the United States in terms of overall operating expenses and headcount, and the third largest in terms of general enrollment. The top twelve university systems based on total operating expenses are listed below:

- University of California
- University of Texas System;
- State University of New York (SUNY);
- The University System of Georgia (USG);
- University of North Carolina System (UNC);
- California State University (CSU);
- University of Wisconsin System;
- University of Illinois System;
- Arizona Board of Regents;
- City University of New York (CUNY);
- Texas A&M University System; and
- The University of Massachusetts System.

Of these university systems, there are seven that host significant experiential learning programs in their state capitals either as system-wide entities or entities attached to the flagship campus. None of them are as large or established as *UCCS*, nor do any of them have the physical footprint that *UCCS* has. The following table provides additional detail on these seven programs.

TABLE 43: UNIVERSITY SYSTEM COMPARISON PROGRAMS

University	Program	Operator	Internship Placement	Course Delivery	Program Location	Website
Arizona State University	Legislative Internship Program	Internal College	Guaranteed Placement	Online	In Capital	https://bit.ly/2PesB7m
State University of New York / City University of New York	New York State Assembly Session Intern Program & New York State Senate Session Assistants Program	State (External)	Guaranteed Placement	In Person	In Capital	https://bit.ly/2SRW05e https://bit.ly/2DtwD5o
Texas A&M University – College Station	Public Policy Internship Program	University-Wide	Program Supported Search	Online	Remote	https://bit.ly/2zvswBx
UMass Amherst	SBS in Boston	Internal College	Program Supported Search	In Person	Near Capital	https://bit.ly/2MkJ7r
University of Texas at Austin	GOV 374N: Political Internships	Internal Depart.	Independent Student Search	In Person or Online	In Capital or Remote	https://bit.ly/2F4sZk0
University of Wisconsin–Madison	PS 315- Legislative Internship	Internal Depart.	Independent Student Search	Online	In Capital	https://bit.ly/2QoNDwk

Educational Network for Active Civic Transformation (ENACT)

The **Educational Network for Active Civic Transformation (ENACT)** is a nationwide network of universities committed to the promotion of experiential undergraduate instruction in state government. There are 29 member institutions in the ENACT network, 19 of which are public institutions (including one military academy) and 10 of which are private. The following table lists all 28 of these institutions, excluding the University of California, along with some relevant details.

TABLE 44: ENACT MEMBER INSTITUTIONS

University	State	Enrollment	Institution Type
University of Alabama at Birmingham	AL	11,300	Public (Non-Flagship)
Hendrix College	AK	1,300	Private
United States Air Force Academy	CO	5,100	Military Service Academy
University of Hartford	CT	8,000	Private
Florida A&M University	FL	6,900	Public (HBCU)
Emory University	GA	12,900	Private
University of Hawaii - Manoa	HI	22,100	Public (Flagship)
Boise State University	ID	20,700	Public (Non-Flagship)
Indiana University-Purdue University Indianapolis	IN	3,100	Public (Non-Flagship)
Drake University	IA	15,500	Private
University of Louisville	KY	9,300	Public (Non-Flagship)
University of Maine	ME	26,900	Public (Flagship)
University of Maryland, College Park	MD	3,600	Public (Flagship)
Brandeis University	MA	7,200	Private
Metropolitan State University	MN	18,500	Public (Non-Flagship)
University of Mississippi	MS	2,300	Public (Flagship)
Lincoln University of Missouri	MO	800	Public (HBCU)
University of New Hampshire - Manchester	NH	4,800	Public (Non-Flagship)
Rutgers University-Camden	NJ	3,100	Public (Non-Flagship)
Siena College	NY	18,000	Private
University of North Carolina Chapel Hill	NC	11,700	Public (Flagship)
Cleveland State University	OH	23,700	Public (Non-Flagship)
Oregon State University	OR	40,700	Public
Penn State University, University Park	PA	3,900	Public (Flagship)
Providence College	RI	23,800	Private
University of Utah	UT	700	Public (Flagship)
Bennington College	VT	1,400	Private
Randolph-Macon College	VA	11,300	Private

Appendix VI: Governor-Appointed Boards and Commissions

There are roughly 200 boards and commissions in the state of California that are appointed by the Governor to advise and oversee certain functional or regional topics. These groups vary in size, composition, and focus, and currently do not include much representation from the University of California. Several stakeholders suggested that *UCCS* could help ensure that UC can offer faculty and staff subject matter experts for membership in these groups, and better support the state government.

The following table lists all of the boards and commissions that could be identified for this report.

TABLE 45: FULL LIST OF BOARDS AND COMMISSIONS

Boards & Commissions by Title	Boards & Commissions by Title	Boards & Commissions by Title
Advisory Commission on Special Education	California Commission on Status of Women and Girls	California Educational Facilities Authority
Alcoholic Beverage Control Appeals Bd	California Commission on Teacher Credentialing	California Endowment Board of Directors
Board for Professional Engineers, Land Surveyors, and Geologists	California Community Colleges Board of Governors	California Energy Commission
Board of Behavioral Sciences (BBS)	California Conservation Corps	California Environmental Protection Agency
Board of Guide Dogs for the Blind	California Courts Martial Appellate Panel	California Fair Access to Insurance Requirements (FAIR)
Board of Occupational Therapy: State of California	California Cultural and Historical Endowment	California Fair Political Practices Commission
Board of Parole Hearings	California Department of Business Oversight	California Film Commission
Board of Pilot Commissioners	California Department of Child Support Services	California Fish and Game Commission
Board of Podiatric Medicine	California Department of Community Services and Development	California Gambling Control Commission
Board of State and Community Corrections	California Department of Consumer Affairs	California Health and Human Services Agency
Board of Trustees - State Bar of California	California Department of Corrections and Rehabilitation	California Healthcare Workforce Policy Commission
Board of Trustees Summer School for the Arts	California Department of Developmental Services	California Horse Racing Board
Building Standards Commission	California Department of Education: Instructional Quality Commission	California Housing Finance Agency Board of Directors
Bureau of Automotive Repair	California Department of Fish and Wildlife	California Law Revision Commission
Bureau of Electronic and Appliance Repair, Home Furnishings and Thermal Insulation	California Department of Food and Agriculture	California Native American Heritage Commission
California Actuarial Advisory Panel (CAAP)	California Department of Food and Agriculture	California Office of Tourism Commission
California African American Museum	California Department of Forestry and Fire Protection	California Partnership for the San Joaquin County
California Alcoholic Beverages Control	California Department of Fraud Assessment Commission	California Public Utilities Commission
California Apprenticeship Council	California Department of Health Care Services	California Science Center
California Architects Board	California Department of Human Resources	California Sex Offender Management Board
California Arts Council		California Small Business Development Board
California Board of Chiropractic Examiners		California State Athletic Commission
California Board of Psychology		California State Auditor
California Board of Registered Nursing		California State Board of Fire Services
California Business, Consumer Services and Housing Agency		California State Board of Pharmacy
California Children and Families Commission (AKA First 5 California)		California State Coastal Conservatory
		California State Fair (CAL EXPO)

Boards & Commissions by Title	Boards & Commissions by Title	Boards & Commissions by Title
California Citizens Compensation Commission	California Department of Industrial Relations: Industrial Welfare Commission	California State Mining and Geology Board
California Coastal Commission	California Department of Lanterman Developmental Center	California State Park and Recreation Commission
California Collaborative for Educational Excellence	California Department of State Hospitals Advisory Board	California Volunteers
California Commission for Economic Development	California Department of State Hospitals Board for Mentally Disordered	California Western Interstate Commission for Higher Education
California Commission on Access to Justice	California Earthquake Authority Advisory Panel	California's Health Benefit Exchange
California Commission on Disability Access	Office of Administrative Hearings	California's Off-Highway Motor Vehicle Recreation Commission
California's Stem Cell Agency Governing Board	Office of Administrative Law	State of California Employment Training Panel
CalRecycle	Office of Environmental Health Hazard Assessment	State of California Government Operations
Central Valley Flood Protection Board	Office of Public School Construction (OPSC)	State of California: Commission on Judicial Performance
Coachella Valley Mountain Conservancy	Office of the State Fire Marshal	State Personnel Board
Colorado River Board of California	Osteopathic Medical Board of California	Structural Pest Control Board Student Aid Commission
Commission for Academic Support in Higher Education Awards	Pacific States Marine Fisheries Commission	Teachers' Retirement Board
Commission of Uniform State Laws	Physician Assistant Board	The Office of Environmental Health Hazard Assessment (OEHHA)-Carcinogen Identification Committee
Commission on Asian and Pacific Islander American Affairs	Porterville Developmental Centre Advisory Board	Tobacco Education and Research Oversight Commission
Commission on Health and Safety and Workers Compensation	Prison Industry Board	Transportation Commission California
Commission on Peace Officer Standards and Training	Professional Fiduciary Bureau	Transportation Commission Imperial County
Commission on State Mandates	Public Employment Relations Board	Transportation Commission LA County Metropolitan
Contractors State License Board	Public Safety Communications: State 911 Advisory Board	Transportation Commission Orange County
Court Reporters Board of California	Redevelopment Agency Dissolution (Dissolved)	Transportation Commission Ventura County
Delta Stewardship Council	Research Advisory Panel	Trustees of the California State University
Dental Board of California	Riverside County Transportation Commission	UC Hastings College of Law Board of Directors
Dental Hygiene Committee of California	San Diego River Conservancy Governing Board	Unemployment Insurance Appeals Board
Department Fair Employment and Housing	San Francisco Bay Conservation and Development Commission	University of California, Governor's Adv. Selection Commission for Regents
Department of General Services	Santa Monica Mountains Conservancy Board	Valley Hope Rehab and Treatment
Department of State Hospitals - Atascadero State Hospital Advisory Board	ScholarShare Investment Board	Veterans Board California
Development and Reproductive Toxicant Identification Commission	Secure Choice Retire Savings Investment Board	Veterinary Medical Board
Diablo Canyon Independent Safety Committee	Seismic Safety Commission	Victim Compensation and Government Claims Board
Domestic Violence Program Advisory Council (OES)	Sonoma Developmental Center Governor's Advisory Board	Vocational Nursing and Psychiatric Technicians Board
Education Commission of the States	South Coast Air Quality Management District Board	Voting Modernization Board
Emergency Medical Services Authority	Southwestern Low-Level Radioactive Waste Commission	Water Commission California
Employment Development Department		
Fairview Developmental Center (Part of Department of Developmental Services)		

Boards & Commissions by Title	Boards & Commissions by Title	Boards & Commissions by Title
Health Professions Education Foundation Board of Directors International Genocide Memorial Commission Interstate Commission for Adult Offender Supervision Little Hoover Commission Los Angeles Memorial Coliseum Commission Lottery Commission of California Low Income Oversight Board Medical Board of California Mental Health Services Oversight and Accountability Commission Occupational Safety and Health Appeals Board Occupational Safety and Health Standards Board	Speech-Language Pathology and Audiology Board State Advisory Council on Early Learning and Care State Board of Education (California Department of Education) State Board of Optometry State Compensation Insurance Fund State Council on Developmental Disabilities State Department of Industrial Relations - Division of Apprenticeship Standards State Historical Resources Commission State Library Services Board State of California Acupuncture Board State of California Department of Finance	Water Quality Control Board Central Coastal Region Water Quality Control Board Central Valley Region

The table below provides additional detail for the 20 boards that were randomly sampled, including the current percentage of the groups that are affiliated with or employed by the University of California.

TABLE 46: SAMPLE OF BOARDS AND COMMISSIONS

Name	Senate Confirmation?	Total Members	% UC Members
Board for Professional Engineers, Land Surveyors, & Geologists (BPELSG)	No	15	0%
Board of Behavioral Sciences (BBS)	Yes	13	0%
Board of Pilot Commissioners (BPC)	Yes	8	0%
California Actuarial Advisory Panel (CAAP)	No	8	0%
California Architects Board (CAB)	Yes	8	0%
California Department of Education: Instructional Quality Commission (IQC)	No	18	0%
California Earthquake Authority Advisory Panel (CEAAP)	No	11	0%
California State Board of Pharmacy (CSBP)	No	13	0%
Commission of Uniform State Laws (CUSL)	Yes	13	8%
Development & Reproductive Toxicant Identification Commission (DRTIC)	No	10	60%
Independent Citizens Oversight Committee (CIRM)	Yes	29	31%
Little Hoover Commission (LHC)	No	13	0%
Lottery Commission of California (LCC)	Yes	5	0%
Medical Board of California (MBC)	Yes	15	0%
Physician Assistant Board (PAB)	No	8	0%
Public Employment Relations Board (PERB)	Yes	5	0%
State Library Services Board (SLSB)	No	13	0%
State Personnel Board (SPB)	Yes	5	0%
Transportation Commission California (TCC)	Yes	11	0%
Water Commission California Board (WCCB)	Yes	9	22%

Appendix VII: Financial Analysis

There are three financial tables that follow in this appendix. All three include five years of historic expenses and revenues for *UC Center Sacramento*, followed by six years of projected expenses and revenues based on a series of assumptions around enrollment growth.

- **Table 48: High Projection for UCCS Finances**, which projects the revenues, expenses, and net position for the *Center* based on the high enrollment projection of 10% increases each year;
- **Table 49: Medium Projection for UCCS Finances**, which projects the revenues, expenses, and net position for the *Center* based on the medium enrollment projection of 15 more students each year; and
- **Table 50: Low Projection for UCCS Finances**, which projects the revenues, expenses, and net position for the *Center* based on the low enrollment projection of 2% increases each year.

Each of these tables includes expenses, revenues, and net fund balances that are calculated or inferred from:

- **Actual expenses and revenues** from prior fiscal years, through FY18; and
- **Projected financials** for the current fiscal year (FY19) and future fiscal years based on a set of assumptions that are outlined text of the *Financials* sections above.

Based on the assumptions, under all three projections, *UCCS* will begin running operating deficits FY20 and will accrue significant debt in the next ten years (assuming that the *Center* is permitted to operate in debt). The table below highlights some of the financial challenges for these entities.

TABLE 47: ANALYSIS OF FINANCIAL PROJECTIONS

Entity	FY27 Deficit	FY27 Accrued Debt
<i>High Projection</i>	\$812,368	\$4,045,791
<i>Medium Projection</i>	\$743,120	\$3,900,852
<i>Low Projection</i>	\$688,477	\$3,411,135

TABLE 48: HIGH PROJECTION FOR UCCS FINANCES

Category	FY14A	FY15A	FY16A	FY17A	FY18A	FY19P	FY20P	FY21P	FY22P	FY23P	FY24P	FY25P	FY26P	FY27P
Revenues	611,580	478,910	909,140	1,297,695	1,458,336	1,491,838	1,552,606	1,621,950	1,698,387	1,782,694	1,875,736	1,978,478	2,092,001	2,217,512
UCOP Funding	316,275	383,102	841,332	874,353	819,353	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555
Base Contribution	241,395	237,703	636,703	636,703	636,703	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000
Director Salary & Support	43,800	130,399	132,086	203,650	148,650	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555
Tuition Buyout	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Misc. Funding	27,080	11,000	68,543	30,000	30,000	-	-	-	-	-	-	-	-	-
Tuition & Fees	260,783	58,867	30,073	261,720	485,783	524,708	580,225	641,769	710,016	785,723	869,735	962,996	1,066,564	1,181,622
Tuition	206,947	229,387	324,133	336,600	401,292	441,421	485,563	534,120	587,532	646,285	710,913	782,005	860,205	946,226
UC Davis Student Services Fee	24,900	27,600	39,000	40,500	47,100	54,445	62,936	72,751	84,097	97,213	112,373	129,898	150,156	173,574
UCCS Fee	13,861	15,364	21,710	22,545	26,219	28,841	31,725	34,897	38,387	42,226	46,449	51,093	56,203	61,823
Tuition & Fees Differential	15,075	(213,484)	(354,770)	(137,926)	11,172	-	-	-	-	-	-	-	-	-
Gifts & Endowments	34,522	36,941	37,735	37,735	40,000	40,000	37,822	37,822	37,822	37,822	37,822	37,822	37,822	37,822
Housing Income	-	-	-	123,887	113,200	148,575	156,004	163,804	171,994	180,594	189,624	199,105	209,060	219,513
Expenses	515,229	623,083	885,708	1,290,300	1,344,832	1,487,988	1,576,391	1,830,338	1,940,014	2,057,627	2,183,865	2,490,106	2,644,463	2,810,368
Salary & Benefits	399,053	474,482	593,217	832,676	908,329	1,017,407	1,068,277	1,280,853	1,344,896	1,412,141	1,482,748	1,727,510	1,813,886	1,904,580
Education	70,821	71,115	198,394	231,707	159,016	170,793	183,856	198,360	214,479	232,407	252,365	274,597	299,381	327,026
Food & Entertainment	8,921	19,358	30,957	43,784	43,538	48,898	54,917	61,677	69,270	77,797	87,374	98,129	110,209	123,776
Travel & Lodging	23,413	20,554	38,695	38,802	40,320	41,167	42,031	42,914	43,815	44,735	45,675	46,634	47,613	48,613
Supplies & Equipment	28,529	22,923	119,885	134,885	39,103	43,916	49,322	55,394	62,213	69,871	78,473	88,133	98,982	111,166
Advertising	1,337	2,245	655	1,147	12,349	12,608	12,873	13,143	13,419	13,701	13,989	14,282	14,582	14,889
Miscellaneous	8,621	6,035	8,202	13,088	23,707	24,204	24,713	25,232	25,761	26,302	26,855	27,419	27,995	28,582
Public Engagement	45,354	65,438	84,810	107,078	133,159	138,765	144,645	150,814	157,287	164,080	171,210	178,695	186,554	194,807
Food & Entertainment	36,327	48,022	72,652	80,560	80,971	85,481	90,242	95,269	100,575	106,177	112,091	118,335	124,926	131,884
Travel & Lodging	7,085	10,320	8,410	25,589	20,776	21,212	21,657	22,112	22,577	23,051	23,535	24,029	24,534	25,049
Supplies & Equipment	1,942	6,005	3,748	181	9,114	9,305	9,500	9,700	9,904	10,112	10,324	10,541	10,762	10,988
Advertising	-	-	-	-	6,575	6,713	6,854	6,998	7,145	7,295	7,448	7,605	7,764	7,927
Miscellaneous	-	1,091	-	749	15,724	16,054	16,391	16,735	17,087	17,445	17,812	18,186	18,568	18,958
Housing	-	12,048	9,287	118,840	144,328	161,023	179,613	200,311	223,353	249,000	277,542	309,304	344,642	383,955
Structural Surplus/(Deficit)	96,351	(144,173)	23,432	7,395	113,504.68	3,850	(179,790)	(372,193)	(413,621)	(455,527)	(497,752)	(710,733)	(761,522)	(812,368)
Fund Balance	211,886	269,806	124,370	147,802	153,864	157,714	(22,075)	(394,268)	(807,889)	(1,263,416)	(1,761,168)	(2,471,901)	(3,233,423)	(4,045,791)

TABLE 49: MEDIUM PROJECTION FOR UCCS FINANCES

Category	FY14A	FY15A	FY16A	FY17A	FY18A	FY19P	FY20P	FY21P	FY22P	FY23P	FY24P	FY25P	FY26P	FY27P
Revenues	611,580	478,910	909,140	1,297,695	1,458,336	1,489,711	1,543,534	1,600,553	1,658,653	1,717,903	1,778,376	1,840,147	1,903,298	1,967,915
UCOP Funding	316,275	383,102	841,332	874,353	819,353	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555
Base Contribution	241,395	237,703	636,703	636,703	636,703	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000
Director Salary & Support	43,800	130,399	132,086	203,650	148,650	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555
Tuition Buyout	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Misc. Funding	27,080	11,000	68,543	30,000	30,000	-	-	-	-	-	-	-	-	-
Tuition & Fees	260,783	58,867	30,073	261,720	485,783	522,581	571,153	620,372	670,282	720,932	772,375	824,665	877,861	932,025
Tuition	206,947	229,387	324,133	336,600	401,292	439,632	477,972	516,312	554,652	592,992	631,332	669,672	708,012	746,352
UC Davis Student Services Fee	24,900	27,600	39,000	40,500	47,100	54,225	61,952	70,326	79,391	89,196	99,794	111,239	123,590	136,909
UCCS Fee	13,861	15,364	21,710	22,545	26,219	28,724	31,229	33,734	36,239	38,744	41,249	43,754	46,259	48,764
Tuition & Fees Differential	15,075	(213,484)	(354,770)	(137,926)	11,172	-	-	-	-	-	-	-	-	-
Gifts & Endowments	34,522	36,941	37,735	37,735	40,000	40,000	37,822	37,822	37,822	37,822	37,822	37,822	37,822	37,822
Housing Income	-	-	-	123,887	113,200	148,575	156,004	163,804	171,994	180,594	189,624	199,105	209,060	219,513
Expenses	515,229	623,083	885,708	1,290,300	1,344,832	1,486,959	1,571,954	1,819,757	1,920,157	2,024,918	2,134,231	2,248,294	2,367,318	2,491,522
Salary & Benefits	399,053	474,482	593,217	832,676	908,329	1,017,407	1,068,277	1,280,853	1,344,896	1,412,141	1,482,748	1,556,885	1,634,729	1,716,466
Education	70,821	71,115	198,394	231,707	159,016	170,417	182,227	194,457	207,121	220,230	233,799	247,841	262,370	277,399
Food & Entertainment	8,921	19,358	30,957	43,784	43,538	48,700	54,058	59,621	65,393	71,382	77,593	84,033	90,710	97,630
Travel & Lodging	23,413	20,554	38,695	38,802	40,320	41,167	42,031	42,914	43,815	44,735	45,675	46,634	47,613	48,613
Supplies & Equipment	28,529	22,923	119,885	134,885	39,103	43,738	48,551	53,547	58,731	64,110	69,688	75,473	81,469	87,684
Advertising	1,337	2,245	655	1,147	12,349	12,608	12,873	13,143	13,419	13,701	13,989	14,282	14,582	14,889
Miscellaneous	8,621	6,035	8,202	13,088	23,707	24,204	24,713	25,232	25,761	26,302	26,855	27,419	27,995	28,582
Public Engagement	45,354	65,438	84,810	107,078	133,159	138,765	144,645	150,814	157,287	164,080	171,210	178,695	186,554	194,807
Food & Entertainment	36,327	48,022	72,652	80,560	80,971	85,481	90,242	95,269	100,575	106,177	112,091	118,335	124,926	131,884
Travel & Lodging	7,085	10,320	8,410	25,589	20,776	21,212	21,657	22,112	22,577	23,051	23,535	24,029	24,534	25,049
Supplies & Equipment	1,942	6,005	3,748	181	9,114	9,305	9,500	9,700	9,904	10,112	10,324	10,541	10,762	10,988
Advertising	-	-	-	-	6,575	6,713	6,854	6,998	7,145	7,295	7,448	7,605	7,764	7,927
Miscellaneous	-	1,091	-	749	15,724	16,054	16,391	16,735	17,087	17,445	17,812	18,186	18,568	18,958
Housing	-	12,048	9,287	118,840	144,328	160,370	176,805	193,633	210,854	228,467	246,474	264,873	283,666	302,851
Structural Surplus/(Deficit)	96,351	(144,173)	23,432	7,395	113,504.68	2,752	(184,423)	(383,008)	(433,498)	(487,608)	(545,479)	(607,253)	(673,081)	(743,120)
Fund Balance	211,886	269,806	124,370	147,802	153,864	156,616	(27,807)	(410,815)	(844,312)	(1,331,921)	(1,877,399)	(2,484,652)	(3,157,732)	(3,900,852)

TABLE 50: LOW PROJECTION FOR UCCS FINANCES

Category	FY14A	FY15A	FY16A	FY17A	FY18A	FY19P	FY20P	FY21P	FY22P	FY23P	FY24P	FY25P	FY26P	FY27P
Revenues	611,580	478,910	909,140	1,297,695	1,458,336	1,453,677	1,471,278	1,491,864	1,513,297	1,535,622	1,558,882	1,583,127	1,608,408	1,634,779
UCOP Funding	316,275	383,102	841,332	874,353	819,353	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555	778,555
Base Contribution	241,395	237,703	636,703	636,703	636,703	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000	638,000
Director Salary & Support	43,800	130,399	132,086	203,650	148,650	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555	136,555
Tuition Buyout	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Misc. Funding	27,080	11,000	68,543	30,000	30,000	-	-	-	-	-	-	-	-	-
Tuition & Fees	260,783	58,867	30,073	261,720	485,783	486,547	498,897	511,683	524,926	538,650	552,881	567,645	582,971	598,889
Tuition	206,947	229,387	324,133	336,600	401,292	409,318	417,504	425,854	434,371	443,059	451,920	460,958	470,178	479,581
UC Davis Student Services Fee	24,900	27,600	39,000	40,500	47,100	50,486	54,115	58,005	62,174	66,644	71,434	76,569	82,074	87,973
UCCS Fee	13,861	15,364	21,710	22,545	26,219	26,743	27,278	27,824	28,380	28,948	29,527	30,117	30,720	31,334
Tuition & Fees Differential	15,075	(213,484)	(354,770)	(137,926)	11,172	-	-	-	-	-	-	-	-	-
Gifts & Endowments	34,522	36,941	37,735	37,735	40,000	40,000	37,822	37,822	37,822	37,822	37,822	37,822	37,822	37,822
Housing Income	-	-	-	123,887	113,200	148,575	156,004	163,804	171,994	180,594	189,624	199,105	209,060	219,513
Expenses	515,229	623,083	885,708	1,290,300	1,344,832	1,469,527	1,536,605	1,606,843	1,680,394	1,757,418	1,838,083	1,922,567	2,011,056	2,103,743
Salary & Benefits	399,053	474,482	593,217	832,676	908,329	1,017,407	1,068,277	1,121,691	1,177,776	1,236,664	1,298,498	1,363,422	1,431,594	1,503,173
Education	70,821	71,115	198,394	231,707	159,016	164,043	169,245	174,630	180,203	185,972	191,945	198,129	204,531	211,161
Food & Entertainment	8,921	19,358	30,957	43,784	43,538	45,342	47,220	49,175	51,212	53,333	55,543	57,843	60,239	62,734
Travel & Lodging	23,413	20,554	38,695	38,802	40,320	41,167	42,031	42,914	43,815	44,735	45,675	46,634	47,613	48,613
Supplies & Equipment	28,529	22,923	119,885	134,885	39,103	40,722	42,409	44,166	45,995	47,900	49,884	51,950	54,102	56,343
Advertising	1,337	2,245	655	1,147	12,349	12,608	12,873	13,143	13,419	13,701	13,989	14,282	14,582	14,889
Miscellaneous	8,621	6,035	8,202	13,088	23,707	24,204	24,713	25,232	25,761	26,302	26,855	27,419	27,995	28,582
Public Engagement	45,354	65,438	84,810	107,078	133,159	138,765	144,645	150,814	157,287	164,080	171,210	178,695	186,554	194,807
Food & Entertainment	36,327	48,022	72,652	80,560	80,971	85,481	90,242	95,269	100,575	106,177	112,091	118,335	124,926	131,884
Travel & Lodging	7,085	10,320	8,410	25,589	20,776	21,212	21,657	22,112	22,577	23,051	23,535	24,029	24,534	25,049
Supplies & Equipment	1,942	6,005	3,748	181	9,114	9,305	9,500	9,700	9,904	10,112	10,324	10,541	10,762	10,988
Advertising	-	-	-	-	6,575	6,713	6,854	6,998	7,145	7,295	7,448	7,605	7,764	7,927
Miscellaneous	-	1,091	-	749	15,724	16,054	16,391	16,735	17,087	17,445	17,812	18,186	18,568	18,958
Housing	-	12,048	9,287	118,840	144,328	149,312	154,437	159,708	165,128	170,701	176,431	182,321	188,377	194,602
Structural Surplus/(Deficit)	96,351	(144,173)	23,432	7,395	113,504.68	(15,850)	(221,331)	(278,783)	(339,091)	(402,390)	(468,825)	(538,545)	(611,708)	(688,477)
Fund Balance	211,886	269,806	124,370	147,802	153,864	138,014	(83,316)	(362,099)	(701,190)	(1,103,580)	(1,572,405)	(2,110,950)	(2,722,658)	(3,411,135)

Appendix VIII: Stakeholder Interviews

In addition to the various data sources collected for this assessment, a variety of *UCCS* stakeholders were interviewed. These interviews offered first-hand insights on the *Center* and perceptions of its strengths, areas for development, opportunities, and challenges. A standardized interview protocol was developed to ensure a fair process and consistent data collection.

Interviews, most of which ranged from 30-60 minutes, were conducted in-person when possible or over the phone. With the exception of three interviews, all stakeholders were interviewed individually.⁶² Two interviewers completed each interview, with one leading and another typing notes. All stakeholders were promised confidentiality, and no direct quotes were attributed to individuals either verbally or in the body of this report.

Interview Questions

The following list of questions was provided to each interviewee in advance. These questions were used to guide the conversation, and were intentionally framed to avoid binary “yes or no” or “true or false” responses. Interviewers did, however, frequently pose specific follow-up questions or request clarification in response to stakeholder comments.

Context

1. **Your Role:** Please describe your role and responsibilities as they relate to *UCCS*. How has your role evolved during your time working with the *Center*?
2. **Purpose:** In your own words, what are the primary goals or purpose of *UCCS*?
3. **Structure:** Please describe *UCCS*’s structure from your perspective. How has the *Center* evolved over the past few years?
4. **Partners:** Who do you see as *UCCS*’s primary stakeholders and partners? How does *UCCS* engage and collaborate with these groups?

Perspective

5. **Areas of Strength:** What do you think is working well in *UCCS* and why?
6. **Areas of Development:** What do you think could be improved within *UCCS*?
7. **Opportunities:** What opportunities exist for *UCCS* to better support UC’s mission in the future? This can include services or activities that *UCCS* is not currently pursuing.
8. **Challenges:** What challenges does *UCCS* face (or might it face in the future) that threaten its ability to support UC’s mission?

Additional Thoughts

9. **Success Criteria:** How does/should *UCCS* measure its success and performance?
10. **Comparisons:** Are there any peers or benchmark institutions that you feel are doing well in this space and should be examined?
11. **Final Thoughts:** Is there anything else that would be relevant for us to know about *UCCS*?

List of Interviews

In total, 48 stakeholders were interviewed during the course of this assessment, including 6 Center leadership and staff, 19 advisory and governing group members, 17 campus stakeholders, and other

⁶² At the request of three stakeholders, an additional stakeholder (e.g. supervisor, direct report) was included in the interview

members of the UC community including the Chair of the Board of Regents. The number of stakeholders interviewed from relevant groups are highlighted below:

- **Center Leadership & Staff:** 6 of 11 interviewed;
- **Faculty Council:** 7 of 11 interviewed;
- **Advisory Board:** 12 of 19 interviewed;
- **Campus Stakeholders:** 11 senior administrators interviewed, and 5 of 9 campus representatives (plus 1 supervisor) interviewed; and
- **Additional Stakeholders:** 6 interviewed.

The tables below list all staff and stakeholders who were interviewed for this assessment, and their titles.

TABLE 51: UCCS LEADERSHIP AND STAFF

Name	Job Title	Affiliation
Center Leadership		
Richard Kravitz	Director	UC Davis
Cindy Simmons	Associate Director	UC Davis
Center Staff		
Greg Anderson	Advisor, Outreach & Program Coordinator	UC Davis
Sandra Wilson	Advisor, Outreach & Program Coordinator	UC Davis
Brooke Miller-Jacobs	Events & Marketing Manager	UC Davis
Jordan Kujala	Faculty Member	UC Davis

TABLE 52: UCCS FACULTY COUNCIL

Name	Job Title	Affiliation
Susan Carlson	Vice Provost, Academic Personnel & Programs	UC Office of the President
Janet Coffman	Associate Professor, UC San Francisco School of Medicine	UC San Francisco
Michael Gottfried	Associate Professor, Gevirtz Graduate School of Education (Chair)	UC Santa Barbara
Benjamin Highton	Professor, Political Science	UC Davis
Thad Kousser	Professor, Political Science	UC San Diego
Karthick Ramakrishnan	Associate Dean, School of Public Policy	UC Riverside
Jessica Trounstone	Associate Professor, Political Science	UC Merced

TABLE 53: UCCS ADVISORY BOARD

Name	Job Title	Affiliation
Ben Allen	Chair, Senate Education Committee	California State Senate
Stephen A. Arditti	Assistant Vice President and Director, State Government Relations (Emeritus)	UC Office of the President
A.G. Block	Community Relations Committee Member	Children's Receiving Home of Sacramento
Henry Brady	Dean, Goldman School of Public Policy	UC Berkeley
Diane Griffiths	Former Chief of Staff	UC Board of Regents
Kieran Flaherty	Associate Vice President & Director, State Governmental Relations	UC Office of the President
Robert Huckfeldt	Director Emeritus	UCCS
Thomas McMorrow	Partner	Manatt, Phelps, & Phillips, LLP

Name	Job Title	Affiliation
Karl Mohr	Chief of Staff, Provost and Executive Vice Chancellor	UC Davis
Roger Niello	Former UCCS Governance Fellow (2011)	Other External
Patricia Osorio-O'Dea	Director, Academic Program Coordination, Academic Personnel and Programs	UC Office of the President
Michael Villines	Former UCCS Governance Fellow (2013)	Other External

TABLE 54: CAMPUS STAKEHOLDERS

Name	Job Title	Affiliation
Campus Senior Administrators		
Carolyn Thomas	Vice Provost and Dean of Undergraduate Education	UC Davis
Thomas Dickson	Assistant Vice Provost	UC Riverside
John Moore	Dean of Undergraduate Education	UC San Diego
Richard Hughey	Vice Provost and Dean of Undergraduate Education	UC Santa Cruz
Michael Dennin	Vice Provost of Teaching & Learning, Dean of Undergraduate Education	UC Irvine
Jeffrey Stopple	Associate Vice Chancellor and Dean for Undergraduate Education	UC Santa Barbara
Charles Nies	Vice Chancellor for Student Affairs	UC Merced
Cathy Koshland	Vice Chancellor for Undergraduate Education	UC Berkeley
Barbara French	Vice Chancellor, Strategic Communications & University Relations	UC San Francisco
Paul Takayama	Assistant Vice Chancellor, Community & Government Relations	UC San Francisco
Ralph Hexter	Provost and Executive Vice Chancellor	UC Davis
Campus Representatives		
Ken Barnes	Assistant Director, Internship and Career Center	UC Davis
Sharon Parks	Director, Capital Internship Program	UC Irvine
Giorgia Pino	College Counselor, College Academic Counseling	UCLA
Brooke Wilkinson	Director, Academic Initiatives, Division of Undergraduate Education	UCLA
Jacob LaViolet	Undergraduate Programs Coordinator	UC Santa Barbara
Sheila Rodriguez	Assistant Director, Career Development	UC Santa Cruz

TABLE 55: ADDITIONAL STAKEHOLDERS

Name	Job Title	Affiliation
Academic Senate Representatives		
Robert May	Chair	UC Academic Senate
Kum-Kum Bhavnani	Vice Chair	UC Academic Senate
Tom Timar	Professor Emeritus, School of Education	UC Davis
Board of Regents & UC Office of the President		
George Kieffer	Chair	UC Board of Regents
Jason Murphy	Legislative Director, State Governmental Relations	UC Office of the President
Steve Murray	Director, Building and Administrative Service Center	UC Office of the President

Interview Themes

Interviewers extracted the most prominent topics of discussion, or themes, from the interviews within each stakeholder group. The top themes for each stakeholder group are summarized in the figures below.

FIGURE 35: TOP INTERVIEW THEMES FROM UCCS STAFF

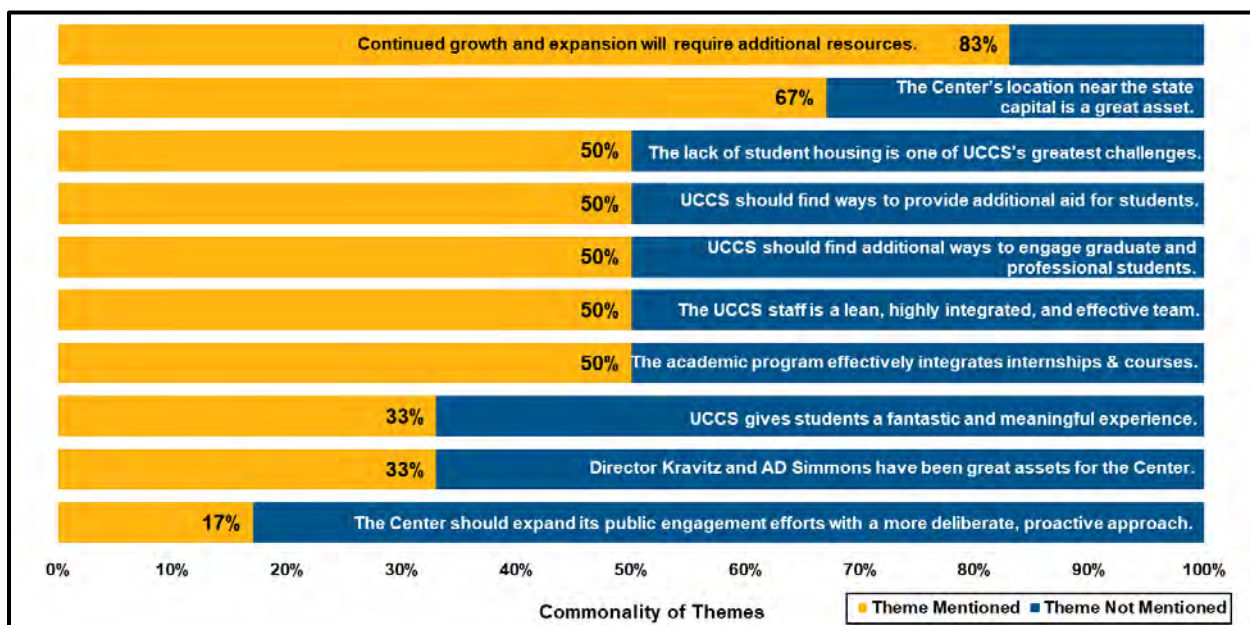


FIGURE 36: TOP INTERVIEW THEMES FROM ADVISORY BOARD STAKEHOLDERS

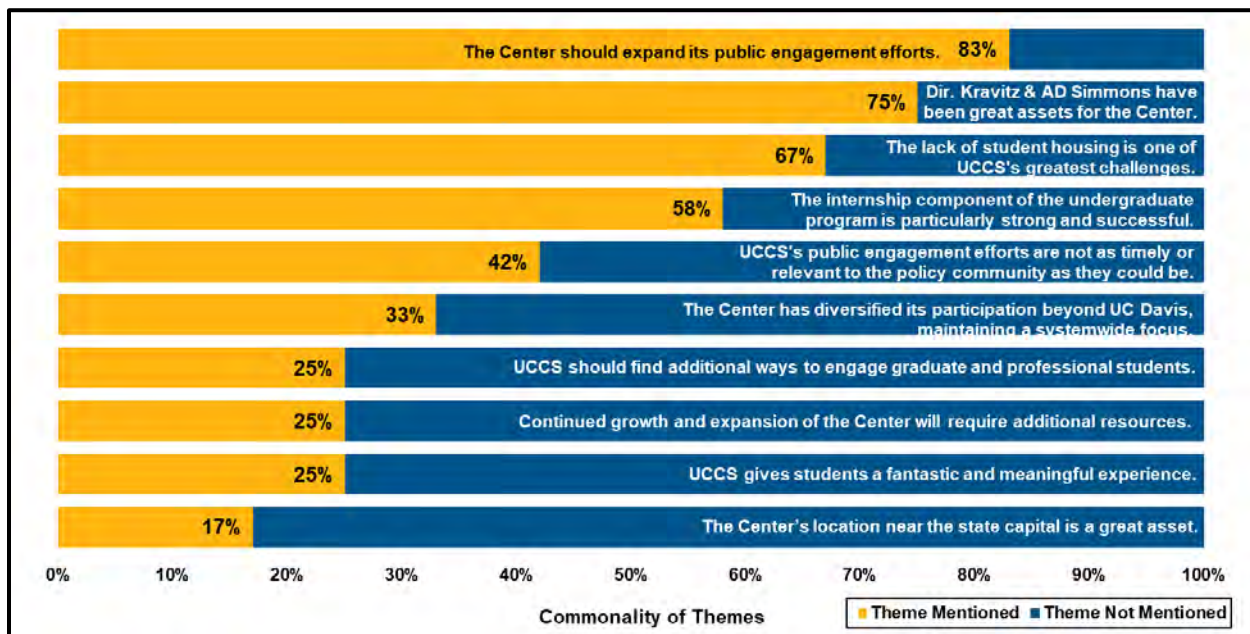


FIGURE 37: TOP INTERVIEW THEMES FROM FACULTY COUNCIL STAKEHOLDERS

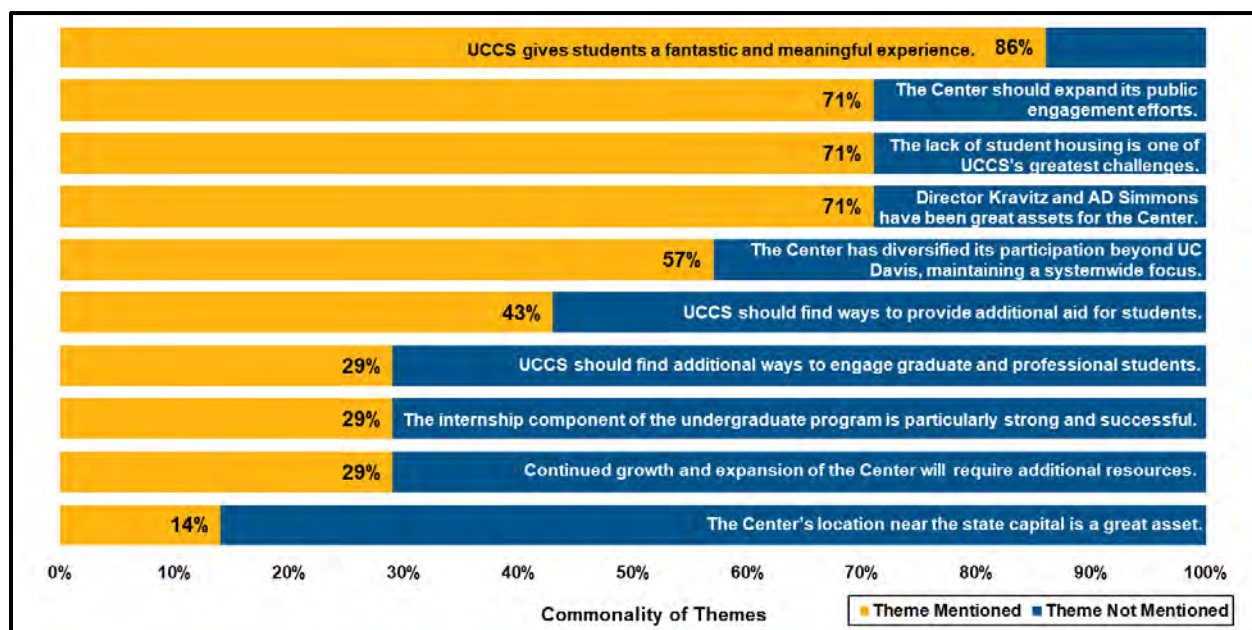


FIGURE 38: TOP INTERVIEW THEMES FROM CAMPUS REPRESENTATIVES

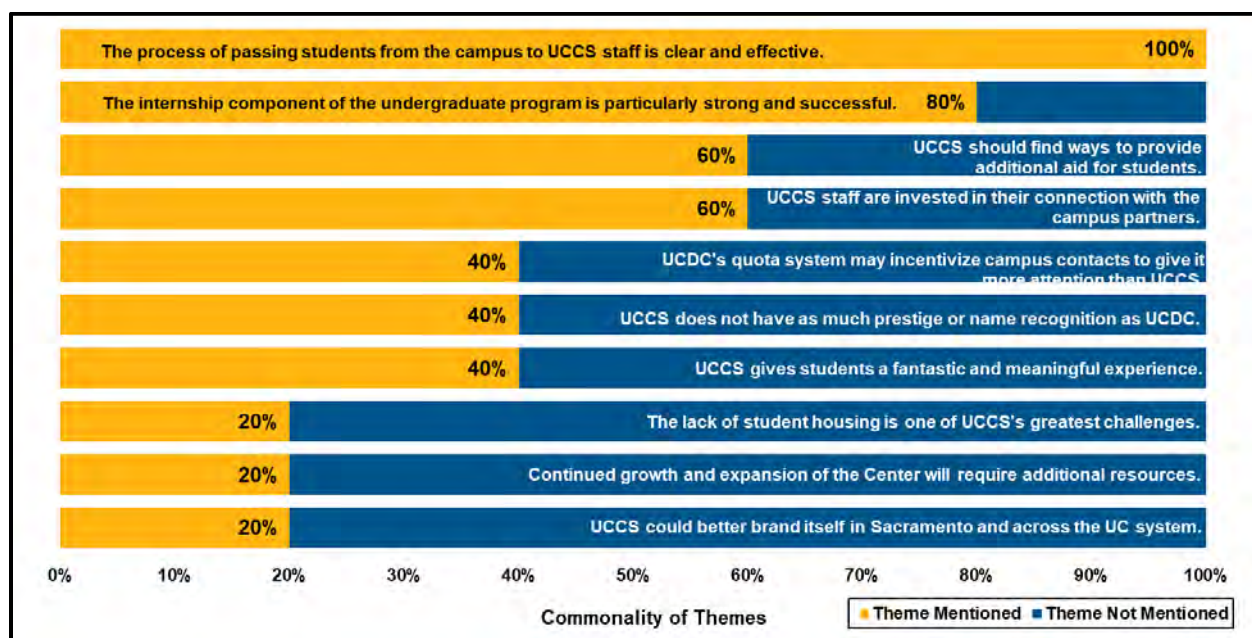


FIGURE 39: TOP INTERVIEW THEMES FROM CAMPUS SENIOR ADMINISTRATORS

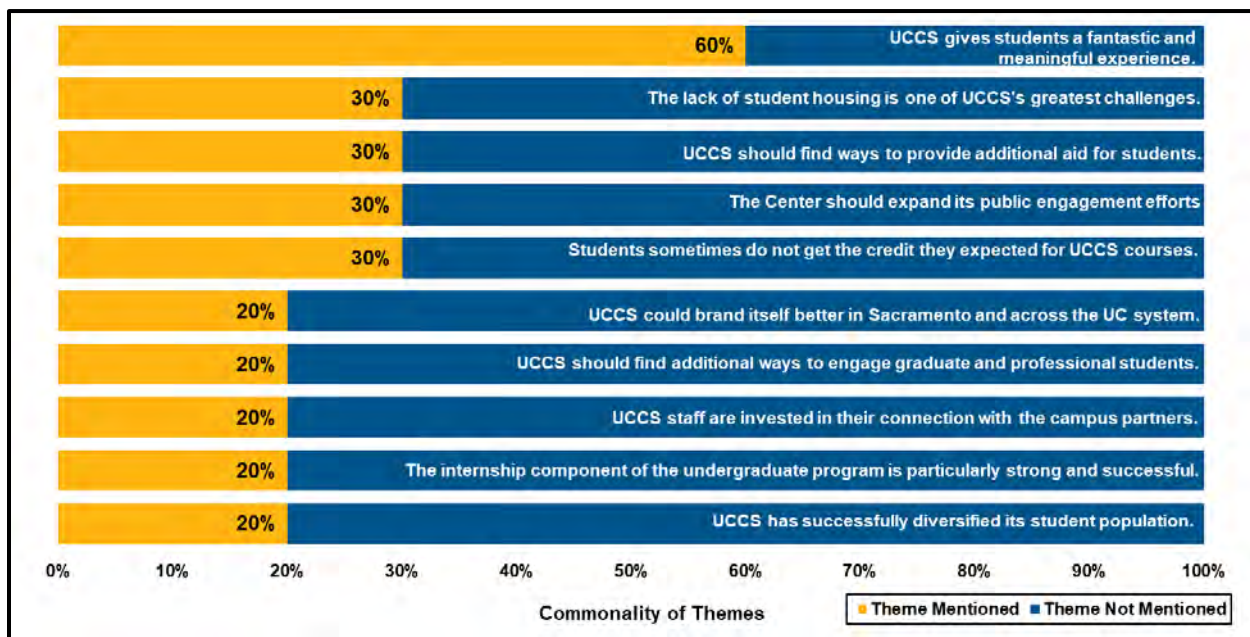
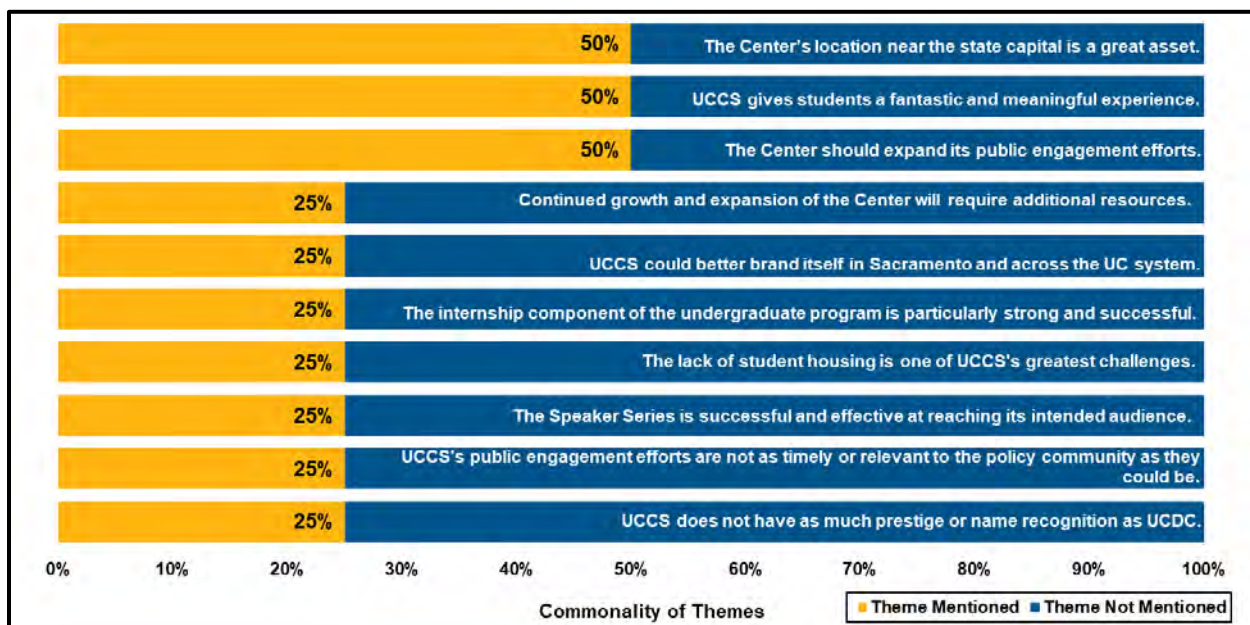


FIGURE 40: TOP INTERVIEW THEMES FROM ADDITIONAL STAKEHOLDERS



Strengths, Weaknesses, Opportunities, and Threats

These themes were organized into a Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework, which are highlighted in the figure below. The SWOT framework is organized along two axes:

- **Positive** attributes (strengths, opportunities) and **Negative** attributes (weaknesses, threats); and
- **Internal** factors (strengths, weaknesses) and **External** factors (opportunities, threats).

FIGURE 41: SWOT ANALYSIS ON INTERVIEW THEMES

	Positive	Negative
Internal	Strengths <i>Acknowledged positive attributes, qualities that distinguish the Center from competitors, resource advantages, and assets such as intellectual property or capital.</i> • Director Kravitz and Associate Director Simmons have been great assets for UCCS & instrumental to its success. • UCCS's location near the state capital is a great asset. • UCCS gives students a fantastic & meaningful experience. • The internship component of the undergraduate program is particularly strong and successful. • The UCCS staff is a lean, highly integrated, and largely effective team. • UCCS's academic program effectively integrates the internships with the courses. • The logistical process of passing students from the campus to UCCS staff is clear and effective. • The Center has diversified its participation beyond UC Davis and maintained a systemwide focus. • The Speaker Series is successful and effective at reaching its intended audience. • UCCS staff are invested in their connection with the various campus partners. • UCCS's visiting faculty model has been effective and a positive change for the Center. • UCCS benefits greatly from its connection to both OP and UC Davis.	Weaknesses <i>Qualities that the Center lacks, resource limitations, advantages that competitors have over the Center, and unclear or non-differentiated offerings.</i> • The lack of student housing is one of UCCS's greatest challenges. • The Speaker Series may not be reaching the maximal or intended audience. • UCCS's public engagement efforts are not as timely or relevant to the policy community as they could be. • Students sometimes do not get the credit they expected for UCCS courses. • UCCS does not have as much prestige or name recognition as UCDC.
External	Opportunities <i>Shifting environmental factors that may enable future growth, shifts in the competitive landscape, and emerging needs from external partners or constituents.</i> • UCCS should find ways to provide additional aid for students. • The Center should expand its public engagement efforts with a more deliberate, proactive approach. • UCCS should find additional ways to engage graduate and professional students. • UCCS could brand itself better in Sacramento and across the UC system. • UCCS should expand its alumni and development efforts.	Threats <i>Emerging competitors, changing environmental landscape in Sacramento, changing attitudes towards the University of California or UCCS, or increased resource needs.</i> • Continued growth and expansion will require additional resources and/or revenue. • UCCS often competes with UCDC for students. • UCDC's quota system may incentivize campus contacts to give it more attention than UCCS. • Individual campus internship programs may detract from UCCS's undergraduate academic program.

Appendix IX: List of Documents and Data

34 documents and datasets were analyzed in support of this assessment report. These datasets were provided by UCCS and UC Office of the President staff, and many of them included multiple files and file formats. The tables below list the 34 documents and datasets that were received as part of this assessment.

TABLE 56: DOCUMENTS AND DATASETS FROM UCCS STAFF

#	Title	Description	Date	Format
1	Budget Transaction Detail	6 files with budget transaction detail by account and object code (2013-14 to 2018-19)	2013 - 2019	Excel
2	Budget Transaction Summaries	6 files with budget transaction summaries by account and object code (2013-14 to 2018-19)	2013 - 2019	PDF
3	BRN30055CF6216A_008851	PDF Version of all 9 General Ledger annual summary files	2009 - 2018	PDF
4	Emerging Scholars Recipients	Emerging Scholars recipient list (name, department, and campus, 2015 - 2018)	2015 - 2018	Excel
5	Expenditure Spreadsheets	9 files of UCCS expense data by account and object code (2009-10 to 2017-18)	2009 - 2018	Excel
6	General Ledger Data Files	9 files of General Ledger data by object code (2009-10 to 2017-18)	2009 - 2018	Excel
7	General Ledger Summary Files	9 files of General Ledger data with annual summaries (2009-10 to 2017-18)	2009 - 2018	Excel
8	Housing Room Assignments F16-Current	Full housing rosters including room type, occupancy dates, and lease amounts	2016 - 2018	Excel
9	Enrollment Spreadsheet 2014-2018	Full list of courses, instructors, instructor home campus, and total enrollment (Fall 2014- Fall 2018)	2014-2018	Excel
10	Course Spreadsheet 2014-2018	Course topics: the specific topics of UCCS's more specialized courses (e.g. POL195) from the "Huron Spreadsheet 2014-2018" document	2014 - 2018	Excel
11	Internship Rosters	7 files with student name, home campus, and internship placement (Winter 2017 - Winter 2018)	2017 - 2018	PDF
12	Internship Rosters	8 files with student name, home campus, and internship placement (Winter 2017 - Winter 2018) - 8 terms	2017 - 2018	Excel
13	Payroll Data	6 files with payroll data by individual employee and object code (2013-14 to 2018-19)	2013 - 2019	PDF
14	Speaker Series RSVPs	70 individual files with RSVPs to Speaker Series events, including attendee title and affiliation (Fall 2016 - Summer 2018)	2016 - 2018	Excel
15	SSF - UC Center in Sacramento Student Services	Letter to the UC Davis Council on Student Affairs and Fees describing use of 2017-18 Student Services Fee	September 2018	DOC
16	UCCS Admin and Responsibility MOU 3-23-17 FINAL	MOU outlining relationship with UCOP and UC Davis, including an overview of UCCS's funding streams, program history, academic program, governance, and hosting arrangement	March 2017	PDF

#	Title	Description	Date	Format
17	UCCS Applications & Enrollment	Application, acceptance, deferral, withdrawal, and enrollment data by term (Winter 2014 - Fall 2018) and campus	2014-2018	Excel
18	UCCS Capitol Insights 2017 2018 Summary	Summary document including forum title, topic, panelist names, and total attendance (July 2017 - August 2018)	2017 - 2018	PDF
19	UCCS Employee List_Excel_10-31-2018	Full employee list (2013-14 to 2018-19)	2013 - 2019	Excel
20	UCCS Policy Brief Summary Document	List of policy briefs, date published, faculty name and home campus (July 2016 - May 2018); also includes full text of briefs	2016 - 2018	PDF
21	UCCS Speaker Flyers Fall 2016 to Fall 2018	Flyers with full list of speakers and topics for speaker series (September 2016 - December 2018)	2016 - 2018	PDF
22	UCCS speaker flyers January 2015 to August 2016	Flyers with full list of speakers and topics for speaker series (January 2015 - August 2016)	2015 - 2016	PDF
23	UCCS Strategic Plan	2014 Strategic Plan Document	2014	PDF
24	UCCS Transaction Listings	6 files with full ledger data, including transaction detail by account and object code (2013-14 to 2017-18)	2013 - 2019	Excel
25	UCCS Housing	Housing revenues and expenses (2016-17 to 2017-18)	2016 - 2018	PDF
26	UCCS-collaborative-research-opportunities	Document summarizing opportunities for UC faculty to work with the Center as a means of sharing their research with the Sacramento community	November 2017	PDF
27	Website	List of Campus Representatives	n/a	WEB
28	2018 Fall Orientation Calendar	Detailed weekly + orientation schedule for fall 2018	2018 - 2019	DOC

TABLE 57: DOCUMENTS AND DATASETS FROM OTHER STAKEHOLDERS

#	Title	Description	Date	Format
1	Funding History for UCCS 13-14 thru 18-19 110118	Full detail of UCOP funding to UCCS by type (2013-14 to 2018-19)	2013 - 2019	Excel
2	Overview of OP systemwide instructional programs	Cross campus programs matrix January 2016 FINAL	January 2016	PDF
3	UCCS Kravitz Appointment 060215	Richard Kravitz original offer letter (June 2015)	June 2015	PDF
4	UCCS Regents Item 20180926	Regents presentation on September 26, 2018	September 2018	PDF
5	UCCS Tuition & Fee Rates	Breakdown of UCCS Tuition & Fees from UC Davis (2010-11 to 2018-19)	2010 - 2019	WEB
6	201810-60-AA-Presidential Public Service Fellowship	Proposal for revised President's Fellowship funding and graduate in-residence program	October 2018	DOC