The University of California Center Sacramento: Public Engagement through Research, Public Service, and Teaching*

Gary A. Dymski, Director, and AG Block, Associate Director
(University of California Center Sacramento)

1. Introduction: From Pilot Phase to Permanence

In submitting this document to the Academic Senate and executive leadership of the ten campuses of the University of California (UC), the University of California Center Sacramento (UCCS) proposes to convert from a successful pilot education program to a permanent portal for engagement between UC research and education and the Sacramento policy community. This introduction explains why UCCS has been established, and why UCCS's further institutional evolution will enhance the public engagement of – and public support for – UC's campuses.

Context: The Challenge of Relevance. UC is arguably the world's foremost center of higher learning and research. Its faculty, researchers, and students constitute a deep, resilient network whose intellectual resources have radiated ideas into every corner of human endeavor.

The University also is a land-grant institution. As such, it has a continuing obligation to serve California and its residents – a responsibility embodied in the university's threefold mission of teaching, research and public service. UC meets this obligation in part through the activities of its campuses and laboratories, each of which improves the common weal by pursuing the university's overall mission. The instructional mission leads to the training of ever-new generations of California policy and political leaders. Research findings isolated and reported on campuses also are, of course, generally applicable.

Each campus contributes to the university's com-

mitment to public service, and does so in a variety of ways. But for the university as a whole the most vital arena for that public-service commitment is the state capital, Sacramento, where UC has the potential to engage the full force of its educational and research capability on behalf of the state. California is the nation's most populous state, as well as its most economically and socially diverse state. As a result, California policymakers face unprecedented challenges: the “devolution” of federal policy to resource-starved state and local governments; growth of ethnic communities with evolving educational and social needs; infrastructure and environmental requirements; and California's advantages in the global marketplace, to name but a few.

As a land-grant institution, the University should channel both recent graduates and a relevant portion of its collective research to the Sacramento policy community, where all three legs of its mission blend into a unique form of public engagement. Until 2003, the University attempted to meet these responsibilities through resources and training provided largely at its ten campuses and Oakland headquarters. Undoubtedly, robust campus-to-Sacramento relationships have been established and broadened over time. But these linkages were not as close as they could have been, precisely because the University's formidable academic resources were located at a distance from Sacramento. Relevance, from the perspective of those involved in the workings of a legislature or executive branch, is measured in meters from the Capitol. Because of state budgetary stresses, the need for public engagement from the UC has become ever more pressing in recent years; however, these same stresses have reduced the capacity of state policy-makers to tap systematically into resources beyond the Capitol. At the same time, members of the Sacramento policy community, when asked, clearly express a need to access UC expertise and students.

This forms the basis for the creation of UCCS: If the

* This document updates “An Update on Activities and Future Plans, Academic Years 2003-04 to 2006-07,” which was published in the *Japanese Journal of Administrative Science* 19(2), March 2006, 193-202.

Capitol community cannot come to the University, the University must come to the Capitol community.

UCCS – Meeting the Challenge of Relevance.

Launched in mid-2003, UCCS was provided in May 2004 with office and meeting space located a block from the Capitol. Even as a pilot program, UCCS served as a UC portal for California's policy-making community. Since Winter 2004, UCCS has run an academic instructional program that draws students from all ten campuses and incorporates substantive internships. Those students, known throughout the Capitol as UCCS Scholar Interns, have served in numerous legislative, administration, and other offices. In addition, a significant number of UCCS alumni are now employed in this policy community. With over 300 program graduates as of Fall 2007, the UCCS alumni network over time will grow more influential in California policy-making.

Although UCCS's pilot phase focused on building an excellent academic-instructional program, it also engaged in public-service. For example, UCCS sponsored a budget-training session for legislative staff, a roundtable on California revenue options for the chair and staff of the Senate Revenue and Taxation Committee, and a UC-expert symposium for a board meeting of the League of California Cities. In Winter 2007, in conjunction with the under-secretary for trade in the California Department of Business, Transportation, and Housing, UCCS created and ran a ten-week seminar series on California trade and investment, featuring numerous UC researchers.

These activities foreshadow UCCS's contribution to the university's land-grant mission of public service. As mentioned, each UC campus serves diverse publics in many remarkable ways. But UCCS serves a very special, focused "public:" those shaping policy in the state's governance process. Although relatively self-contained, this is a "public" – a policymaking community – with shifting membership and often hazy boundaries. UCCS has begun to connect that public to the evolving research and learning resources of the University. This connection has started a rich dialogue. By paying close attention to state policymakers' needs, UCCS accords UC researchers and students opportunities to provide policymakers with timely, critically-important research

and information.

Certainly, some UC researchers have developed close relationships with state agencies and legislative offices. But most have not. And many more could be brought into this public engagement via a UC academic institution known and trusted by Sacramento policy-makers and plugged into UC's academic networks and centers. UCCS, located a stone's throw from the Capitol, is positioned to be that institution – to identify public-engagement opportunities, distribute them appropriately, and provide real-time intermediation so that research-based information is provided in a efficient and effective manner.

In turn, UCCS's efforts will stabilize and strengthen public support for the University within the Sacramento policy and political communities. The combination of more UC graduates engaged in the process and more UC researchers participating in public engagement activities will deepen awareness of ways in which the land-grant University of California serves the State of California.

The Structure of this Report. Section 2 summarizes UCCS's record during its pilot-program phase (July 2003-present). Sections 3-7 set out the proposal for UCCS's permanence as an academic asset for the UC system. Section 3 sets out UCCS's mission and vision. Section 4 describes plans for UCCS's public-engagement activities – that is, research and public service. Section 5, in turn, summarizes UCCS's academic program. Section 6 describes plans for UCCS's governance. Section 7 discusses resources required for UCCS's operations.

Note that this proposal for UCCS's permanent phase builds on, but goes well beyond, UCCS's pilot phase. In particular, in mid-2007, UCCS was requested to take on responsibilities for public engagement that have been entrusted for the previous 30 years to the California Policy Research Center (CPRC), formerly known as the California Policy Seminar (CPS). This proposal for UCCS's permanent phase sets out some scenarios for this aspect of a public-engagement mission. These envision an expanded role for UCCS in linking UC research with Sacramento policy-makers. This new role will require augmentation of UCCS's staff and resources and of its visibility within the UC system.

The basic framework for UCCS's public-engagement

was developed in close consultation with the UCCS Academic Advisory Council; at the same time, input is welcome from other University of California stakeholders about the path sketched out here for UCCS's future development.

2. A Review of the Pilot Phase of UCCS

In Spring 2003, UC Center Sacramento was authorized as a pilot project. The first staff members were hired, on a percentage-time basis, in May 2003. A full-time director, a member of the UC Faculty Senate, came aboard in July 2003. In January 2004 the first cohort of Scholar Interns arrived. In May 2004 UCCS moved into facilities in the lower level of a UC-owned building at 1130 K Street. Since Winter 2004 UCCS has hosted Scholar Interns in 14 of 16 quarters (10 of 12 semesters).

Thus, during the past four years, UCCS has created and implemented a pilot experiential learning program that produced positive outcomes for student participants and for California state government. The core academic program consists of a seminar and an internship that take advantage of the Center's small scale, its location at the heart of state-level policy processes, and the special connection between the University and California government. From its inception, the UCCS academic program has provided students with opportunities to work toward completing their degree work while publicly engaged; it has also involved UC faculty and members of the Sacramento policy-making com-

munity as experts, lecturers, and co-instructors.

UCCS's core academic offerings, now offered year-round, are described in greater depth below. As Figure 1 shows, enrollment in UCCS's Scholar Intern programs has grown steadily; from 34 in academic year (AY) 2003-04 to 102 in AY 2006-07 (a total of 115 students are anticipated in 2007-08). The 314 students who have become UCCS Scholar Interns from Winter 2004 to Summer 2007 have come from the entire UC system. Based on the size of their undergraduate populations, UC campuses at Santa Cruz, Davis, and Riverside have the highest rate of participation as UCCS Scholar Interns. But as Figure 2 illustrates, all UC campuses have sent students to UCCS.

Given the many opportunities for classroom and non-campus-based learning available through the University's campuses, a central challenge for UCCS has been to provide added value through an academic instructional program in Sacramento.

UCCS has met this challenge in two ways. First, UCCS brings into the classroom the cutting-edge issues, world-renowned faculty, and state governmental experts who drive California's public-policy agenda. Figure 3 shows that UCCS has exposed UCCS Scholar Interns to a steadily increasing number of expert speakers. Figure 3 also demonstrates that a robust set of expert speakers is central to the UCCS mission; an average of about 14 speakers per track has appeared during every quarter. Further, these speakers have been drawn from a wide range of institutional venues, em-

Figure 1: Total Student Enrollments, all UC Campuses, in UCCS Academic Program, 2003-04 to 2006-07

Figure 2: UCCS Enrollment by UC Campus, Winter 2004-Summer 2007

Figure 3: Speakers at UCCS by Academic Year, 2003-04 to 2006-07

phasizing the importance of Sacramento as a field of intersection between campus-based experts and politically-engaged policy experts. As Figure 4 shows, these 230 speakers represent a variety of backgrounds, including the California Legislature, agencies of the executive branch, think-tanks, the media, the “third house” of lobbyists, and the academic sector. Note that 56 of the 63 academic speakers at UCCS have been drawn from the University of California, and that 40 of these have been ladder-rank UC faculty.

Second, UCCS inserts every Scholar Intern into a challenging internship that allows the student to en-

gage in policy work unique to Sacramento. These placements have been situated in an array of settings (Figure 5): 88 in the Legislature, 108 in the executive branch or in state agencies, 11 in state law offices, 16 in local/regional governmental agencies, 38 in legislative advocacy or political parties, 36 in media and publication outlets, and seven in policy research. Appendix 1 contains a detailed list of these placements.

The combination of classroom presentations and internship experiences – together with a focused one-on-one instructional method emphasizing critical thinking, writing, and speaking – constitutes the essence of

Figure 4: Distribution of speakers by institutional type, Winter 2004-Spring 2007, UC Center Sacramento

Figure 5: UCCS Internships by Type, Winter 2004-Summer 2007

UCCS's academic program as evolved during the pilot phase.

Evaluations by participants. The best sources of information about the value of the UCCS program are those student participants and policy professionals who have been directly involved. Every quarter since the beginning of the Scholar Intern program, UCCS has so-

licited feedback from internship supervisors about the performance of students they have overseen. Supervisors are asked to evaluate interns on 10 criteria, including initiative, professional competence, oral and written communication, and critical thinking, among others. Supervisors' scores have averaged 4.6 out of 5 for all criteria, and 4.7 out of 5 for overall performance. Supervi-

sors also are asked to comment about their supervisees. Overall, these comments have been glowingly positive. Appendix 2 contains a sampling of specific supervisors' comments.

Overall, the UCCS program has been broadly appreciated by students. Evidence of this appreciation can be culled from several sources, including end-of-program comments from students about their experiences. These comments are summarized in Appendix 3 and are organized by theme – public service and politics, the academic program, and the internship.

In preparation for this document, UCCS staff surveyed UCCS alumni for further information through an on-line survey. Of the 280 alumni successfully contacted, 55% (154) responded. Their responses to both quantitative and qualitative questions indicated overwhelming satisfaction with the experience.

Some 99 percent of all respondents would recommend the UCCS program to other students. On a four-point scale, on every dimension, a large majority agreed that their overall experience, and their academic and internship experience have contributed “a great deal” or “a good amount” to their professional careers. For example, 89 percent reported that the overall UCCS experience contributed to their University education; 84 percent reported that it increased their interest in public policy; and 79 percent reported that it increased their interest in participating in public service. Further, 100 percent of survey respondents indicated that time spent at UCCS enriched their UC experience.

A total of 110 students wrote comments about the program in response to two open-ended questions. The overwhelming majority described the UCCS program as of great value – such terms as “life changing” are frequent. One wrote, “I loved every minute of my experience at UCCS;” another, that “without a doubt, the decision to participate in UCCS has been the most rewarding of my college career.”

These comments also make clear that UCCS already is building networks among UC students who will be involved in the future of California policy-making processes. In a typical survey entry, one student (number 76) wrote:

“I am extremely pleased with my decision to do the UCCS program. Not only did I learn so much, but I gained so many new and close friends. The

program overall helped in shaping my direction for my future career goals by exposing me to different realms I hadn't even known I would be interested in.”

As another measure of network-creation, it might be noted that networks of UCCS graduates, working professionally in Sacramento, already exist on both sides of the partisan aisle. To illustrate UCCS's overall success with the UC students, the entire set of comments collected for the open-ended UCCS-survey questions are contained in Appendix 4 of this report. Virtually all students entered positive comments about their experience at UCCS.

Policy Research Linkages. While UCCS's pilot phase focused on establishing a distinctive instructional program, this phase has also included public-engagement activities in conjunction with UC researchers. Section 1 above noted these efforts – a budget-training session, a roundtable on California revenue options, a UC-expert symposium for the League of California Cities, and a ten-week seminar series on California trade and investment. In addition, UCCS helped convene discussions about a UC-wide “hazards research” initiative, helped connect UC with the state Office of Homeland Security, assisted with the newly formed Asian American Policy Institute multi-campus research unit (MRU), facilitated discussions about a new UC-Merced-led MRU on poverty in the San Joaquin Valley, and partnered with New America Media to conduct journalism workshops for ethnic media on environmental and education reporting. During the 2003-07 pilot phase, UCCS also partnered with the California Policy Research Center (CPRC) on several events and initiatives; the most notable involved arranging and supporting the placement of Associate Dean Alberto Manetta of the UCI School of Medicine in Senator Sheila Kuehl's office during his January-June 2006 sabbatical.

The idea that UCCS would play a critical role in linking UC researchers with Sacramento policy-makers is a natural extension of and complement to UCCS's role as a learning center. Additional development in this area will further strengthen the University's bonds to California state government. Subsequent pages outline how to undertake this policy-research linkage as UCCS moves from its pilot phase to permanent status. These

ideas were generated by the UCCS director in collaboration with the UCCS Academic Advisory Council.

3. Mission and Principles

The Center has a threefold mission, which was formally approved by its Academic Advisory Council at its initial meeting in October 2003:

- (1) To offer an experiential learning program that gives students first-hand exposure to California's political and policymaking processes and that encourages students to undertake public service as a career.
- (2) To bring relevant, timely information and research to California policymakers, serving as a bridge between UC research communities and state-level policymaking communities.
- (3) To conduct public-service events and programs, featuring UC researchers, which respond to policymakers' needs and increase California's prosperity and sustainability.

This mission encompasses the traditional three-fold character of any academic unit of a full-fledged university: teaching, research, and public service are always intertwined. So while it was approved at the outset of UCCS's pilot phase, this mission statement remains appropriate even as UCCS moves, in its permanent phase, toward a heavier emphasis on policy-research linkages.

To capture the special role of UCCS within the University of California system, it is desirable to identify three guiding principles that infuse and inform the Center's work:

- The Center forms a bridge to, and conducts ongoing dialogues with, the broader Sacramento policymaking community. These connections have a dual purpose: to assist policymakers through the delivery of pertinent, focused research-based expertise; and to learn from policymakers about challenges facing the state, informational needs of government, and constraints within which research must be applied.
- The Center's teaching, research and public-service activities are integrated under the umbrella of "public engagement" so that each complements and reinforces the others.

- The Center involves students, faculty and staff from all 10 campuses of the UC system, and from the University's professional schools and affiliated laboratories, tapping research and teaching expertise across a wide range of academic disciplines.

4. Public Engagement: Research

In any university setting, "research" is well understood to mean the ongoing quest for new knowledge through independent, rigorous and relentless investigation and experimentation. Research processes sometimes result in written end-products – books, articles, data sets – but the process itself never ceases. UC research is conducted primarily on the system's ten campuses and their affiliates. The presence of leading researchers in field after field throughout this multi-campus network makes the University a globally unique asset.

In the context of UCCS, "research" has a somewhat different implication. While independent research may well be carried out under the auspices of, and support from, UCCS, the Center is not so much a fountain of research itself as a conduit for new research produced elsewhere – and in particular, produced elsewhere in the UC system.

To this end, the Center will provide a venue where campus-based research can help:

- frame policy problems;
- develop and assess possible solutions;
- identify challenges and issues where new knowledge is required; and
- understand scientific and political disagreements over policy preferences.

As a venue of this kind, UCCS will serve as a two-way bridge between the University and the state's policy community, broadening the flow of fair, relevant and useful UC-based research to Sacramento policymakers and policy shapers.

It should be made clear, in setting forth the idea of UCCS as a policy-research "bridge," that the role envisioned for UCCS will complement, not usurp, UC's campus-based research. The University of California, through a wide range of entities, develops and promotes the dissemination of policy research to decision-makers at every level of federal, state and local gov-

ernment. These activities are conducted on every campus by multi-campus research units (MRUs) and multi-campus research programs (MRPs), by organized research units (ORUs), by other research-focused entities, and by the collaborative and solo efforts of an army of faculty, researchers, and students.

As a result, long-standing campus-based relationships with the Sacramento policy community have established a University tradition of “public engagement” that is consonant with a land-grant institution’s primary directive. Many campuses, campus-based units, and individual researchers have built their own relationships with entities in state government, and have the ability to independently funnel information and expertise into the Sacramento policy community exclusive of whether there is or is not an integrated UC academic presence in Sacramento.

In this context, the Center adds value because its bridge role originates at the very heart of state policy-making. UCCS staff participates actively in the dense network of professional and issue-based relations that characterize the capital’s policy community. The policy-making “public” in Sacramento – staff members, agency employees, members of the Legislature – wants several things from the University: recognition of its expertise, skill, and understanding of the policy process; UC students as interns, assistants, and, eventually, professional colleagues; and access to research in the proper doses at the proper moment and delivered into the proper hands.

Two points should be emphasized here. First, changes in California politics have had a profound impact on the Sacramento community. Term limits and the constant churning of personalities through the Legislature and the state’s various constitutional offices have made connections to the Capitol and its environs much more ephemeral than in years past. It therefore is difficult to build and maintain relationships for those remote from the Capitol when the players in Sacramento are moving so rapidly through the system. In this context, UCCS has the responsibility to pay particular attention to the vitality of those relationships, even as the cast of characters changes from year to year. As a result, campus-based organizations will be able to avail themselves of UCCS’s efforts and vigilance to maintain their own pipelines to institutions – even as

the people inside those institutions arrive and depart.

Second, the mode, format, and tone of research-based information vary widely within the various corners of California’s policy-making and policy-implementing communities. In some cases, detailed reports with technical appendices strike home; in other cases, a one-page set of bullet points or a short phone conversation will be more effective. Again, UCCS’s proximity to and immersion in California’s policy-making network can clarify the most effective efforts for University-based researchers unfamiliar with the capital’s communication codes.

In sum, UCCS can expose emerging issues and facilitate civil, focused and timely responses from UC researchers. However, close proximity to the Sacramento policy community is not sufficient to fulfill this mandate: UCCS also must reach out to established and emerging research networks – and to individual researchers – on UC campuses. For if UC is the world’s densest academic network in scale and scope, that very characteristic creates profound coordination challenges for those inside it.

There is no absence of coordination; this is precisely what the University’s many MRUs, MRPs, and ORUs attempt to orchestrate. It is rather that new and emerging policy issues may cut across academic agendas and communities in ways that do not correspond to pre-existing lines of academic collaboration – including those that motivated the creation of MRUs and ORUs. There are more potential thematic links among University researchers than any set of research units could encompass. The more awareness UCCS has of campus-based research efforts, organized and unorganized, the more responsive it can be – and the more policy-linked value it can add to those engaged in these efforts. In some cases, there should be rewards measurable in grant dollars; in others, the psychic benefits of having been more deeply plugged into efforts to advance the public good. It should also be noted that just as the set of participants in Sacramento policy-making continually changes, so, to, does the cast of characters in University communities: the ranks of faculties, research centers and laboratories, and students continually fluctuate, as participants are recruited and move on.

To carry out its public-engagement mandate in the realm of research, then, UCCS will plug into both UC

system research communities and the Sacramento policy networks. To properly construct these links, an extensive process of consultation will be undertaken before a solution is institutionalized at UCCS. The 30-year history of CPRC/CPS has much to teach about what has and has not worked in efforts to bridge the gap between UC research and California policymakers. This consultative process will involve stakeholders in both UC and Sacramento. Here, then, is a preliminary version of how UCCS may carry out its role as a policy-research “bridge.”

- **Create a liaison function:** Two to four professionals, hired as policy liaisons, would be responsible for maintaining vital campus-to-capital relationships. The members of this sub-unit, which should have access to one or more veteran Sacramento policy insiders, will keep abreast of policy-relevant research on UC campuses and identify potential demand for that research within state government. These staff professionals will develop and maintain strong relationships with the Legislature, executive branch and others in need of University expertise and research. They will respond to short-term information requests by arranging conference calls between faculty researchers and policy staff, and help arrange long-term opportunities to engage the research and policy communities.
- **Fund limited applied research and support UC-provided technical assistance:** In an effort to help meet the challenges of state government, UCCS should consider commissioning papers that synthesize research on a particular policy issue, as well as papers that assess the potential effectiveness and feasibility of proposed policy solutions. These papers may also spark workshops and task forces (see below). In addition, UCCS should have funds available to respond to policy-maker requests for technical assistance, when the required technical expertise exists on UC campuses; for instance, graduate-student placements when and where appropriate.
- **“Topping off” funding for research:** UCCS should consider funding research that identifies

policy implications from larger research projects that do not, in themselves, fund policy research but have policy implications (NIH grants, for instance).

- **Seed funding:** UCCS should consider providing “seed funds” for new research that addresses information needs identified by the policy community. This initial money may lead to funding larger projects from other sources.
- **Convene briefings, workshops and task forces:** The Center will engage the University and policy communities, and others, in dialogues to ensure that policy discussions and underlying assumptions are framed properly, that the feasibility of proposed solutions is examined systematically, and that the limits on research-based information and the reasons for varied conclusions are transparent. This function will be coordinated by public-service/events-coordination staff members.
- **Disseminate policy-relevant research and analysis:** UCCS should promote and distribute research through a variety of means, including face-to-face engagement with the policy community, a regular Center newsletter or publication (or both), electronic access that incorporates links to other institutions affiliated with UCCS, and whatever other policy-linked publications can effectively convey relevant insights from the University of California research community. This function will be coordinated by one or more journalists / professional editors / media specialists.

The relationship between UCCS and the University’s MRUs, MRPs, and ORUs deserves special attention. The two-way relationship envisioned between UCCS and other UC units should be built up both at the front-end by initiating research and at the back-end by disseminating it. For example, when a UCCS’s policy liaison learns about a research/information need that an appropriate UC unit can address, then the potential policy user can be connected directly with that unit rather than intervening directly to commission a new study. UCCS would only commission research when there are gaps in what other units provide, or where the UCCS seed money would create an incentive for new re-

search or collaboration across units. Similarly, UCCS policy briefs would fill information gaps – for instance by synthesizing or applying research from multiple units – not substitute for policy briefs produced by other units. If appropriate research exists in an appropriate format, then UCCS's role is to distribute that research to the appropriate parties.

Assessment: The success of the UCCS policy bridge may be assessed in a number of ways, including an evaluation of the number and type of “matches” between the University and policy community, requests for assistance from the policy community, measures of policymaker satisfaction, and direct and indirect evidence of the activity and of products that inform legislation and agency initiatives.

5. Public Engagement: Teaching

Since its inception, UCCS has provided UC graduate and undergraduate students with a unique opportunity to engage in the analysis, practice, and creation of California public policy. The initial offerings of the academic program at UCCS involved significant experimentation, which has led to the curricular approach set in Appendix 5.

This opportunity for engagement is afforded through the Center's core academic program, which consists of two principal elements: an academic seminar focused on California public policy; and an internship program where academic engagement creates an experiential learning environment. Both elements take advantage of unique capital features not available on UC home campuses or at its academic programs in Washington and abroad. These two elements are:

The Sacramento Seminar: Each quarter/semester, UCCS's Sacramento Seminar provides students with historical and institutional background on California public affairs, with a systematic understanding of policy analysis, and with the opportunity to improve their professional skills. It does so through readings, classroom discussions, guest speakers and written assignments on politics, the state budget and a wide variety of policy issues.

Each student produces an in-depth, research-based, empirically-grounded policy analysis; and

each student is responsible for several oral presentations. These include simple self-introductions, five-minute presentations of policy-paper themes, a peer-to-peer feedback session on first drafts, cooperative planning of California's long-term policy choices, and 25-minute final policy-research presentations accompanied by critical feedback from an assigned discussant and colleagues.

In addition, the Sacramento Seminar involves a thematic focus which varies from quarter to quarter. Recent examples include Globalization and the California Political Economy, California Law and Politics, and Media and Politics in California. Descriptions of Sacramento Seminar themes for 2006-09, along with illustrative syllabi, are included in Appendix 6. The Sacramento Seminar generates 4 or 5 hours of academic credit for participating students.

The UCCS Academic Internship Program.

The placement of UCCS scholars in offices throughout the Capitol lies at the very core of the Center's mandate for public engagement. The Sacramento Seminar is accompanied by the high-point of UCCS's academic experience: an experiential learning component where Scholar Interns are placed in offices throughout Sacramento's governmental and journalism communities. Student placements are based on substantive and career interests, on academic majors, and on each student's writing, analytical, and verbal skills. Placements are arranged in coordination with the UCCS Internship Director, ensuring that each student's internship is appropriate. Once placed, UCCS Scholar Interns are challenged to further develop their skills, knowledge and confidence in real-world settings, and to understand the actual workings of California government and politics. Scholar Interns are on-site for 24-32 hours weekly – enough time to be given major responsibilities such as performing bill analyses, monitoring committee hearings, preparing for and staging events, and even having responsibility for shepherding bills through the legislative process.

The Center maintains procedures for tracking

and evaluating these internship experiences, including weekly logs, evaluations of and by supervisors, and reflective summaries. This provides a feedback mechanism wherein insufficiently-challenging placement experiences can be changed or transformed, and where inappropriate office behavior or emerging personal crises can be identified and addressed.

The UCCS Academic Internship generates eight hours of academic credit for most participating UC students, although credit-hour practices vary from campus to campus. Further, some campuses require their students to fulfill distinct reading / writing requirements for the credit hours they earn through academic internships.

In addition, since Summer 2005, the UCCS academic program has included a Summer course in public-affairs journalism that is unique within the UC system.

Public Affairs Journalism Program. The journalism track includes an intense two-week “boot camp” where journalism skills are taught and reinforced, a subsequent seminar akin to the policy program, and a ten-week internship. This internship involves real-world experience as a credentialed journalist for a daily newspaper, weekly news journal, radio, or television venue. In every case, this experience centers on reporting on public affairs in Sacramento. In Summer 2006 and Summer 2007, UCCS journalism students published more than 100 bylined stories each year. In Fall 2006, journalism students helped write the 2007-2008 edition of “The California Political Almanac” and served as election night correspondents for The Associated Press.

The Public Affairs Journalism program generates 12 total hours of academic credit for most participating students.

UCCS’s core academic program takes advantage of the unique opportunities offered by its location. Sacramento is the seat of a government responsible for more than 30 million citizens and one of the 10 largest economies in the world. Yet that government also is access-

ible, affording UC Scholar Interns a meaningful role in policy development and implementation on an infinite variety of issues. Only in Sacramento can students be brought into close contact, in the same academic quarter, with some of the most capable UC researchers and the best-informed policy-makers. Only in the state capital will students with internship placements be thrown into positions of responsibility and high challenge in real-world policy settings. For only in Sacramento, the capital of California, are University of California students so clearly regarded as future leaders to be nurtured, instructed, and recruited.

The combination of a relatively standardized core public-policy curriculum with varying quarterly thematic content has several advantages. First, it ensures continuity in UCCS’s experiential learning program. The combination of Sacramento Seminar class work, the development of professional skills, the challenge of writing a policy analysis, and an internship experience in a real-world policy setting has become the signature experience for all UCCS Scholar Interns. Second, a changing menu of substantive themes for the Sacramento Seminar permits UCCS’s academic program to cater to different students’ professional and academic interests. Third, the combination of a standardized academic core with varying course topics planned some years in advance makes it easier for campuses to recruit students and to synchronize the Center’s academic program with campus-based requirements for majors and for graduation.

Elective credits at UCCS. Students interested in obtaining more credit hours than the 12 normally associated with the core UCCS academic-internship program can enroll in a special “lab” elective course, worth 4-5 academic units in most cases and available each quarter or semester. UCCS elective-course labs have two components: (1) an opportunity for deeper student immersion in the academic research that underlies that quarter/semester’s thematic focus; and (2), the challenge of building deeper connections between academic research and the policy-making/political process, expanding on the focal theme for that quarter/semester.

UCCS Scholar Interns also have the option to arrange for elective credits through individual

learning contracts with UCCS-based faculty or with their home-campus faculty.

Likely Changes in the Academic Instructional Program. As the Center matures, some changes in UCCS's academic instructional program are likely. The following list delineates some of those changes.

Enrollment growth. It is conceivable that enrollment at UCCS will grow in future academic years. For one thing, enhanced marketing efforts, increased campus "buy-in," and a larger pool of faculty visitors and UCCS alumni will increase student demand; for another, UCCS is likely to recruit a resident faculty academic director to bolster the Center's teaching capacity. While such growth is desirable, it is important to maintain the program's current sense of intimacy. The intensely personal interaction among faculty, staff and students, a defining feature of the UCCS academic program, has provided a transforming experience for many Scholar Interns. Although the number of students who come to the Center will increase, the overall size of each cohort should not exceed an average of five students per campus, per quarter/semester (up to ten in the summer), given current staff levels.

Sponsor student participation in research and training. Campus-based researchers will be encouraged to involve undergraduate and graduate students in projects funded entirely or in part by UCCS. In addition, the Center will provide space and a scholarly community atmosphere for faculty and students who wish to conduct research in Sacramento. The Center also will design a special "scholars" program wherein post-graduate students may spend a year at UCCS, working half-time on their own research and half-time on various Center activities such as teaching and public engagement.

Synergy between UCCS's research and teaching programs. As UCCS implements its research-policy "bridge" function and involves members of UC's research community in policy-research projects, UC Scholar Interns will have

enhanced opportunities to immerse even more deeply in issues of personal interest. Students will be able to participate as policy researchers, studying the empirical, conceptual, and programmatic aspects of policy issues, and to participate as Scholar Interns by applying the lessons of policy research in real-world, real-time venues throughout state's community of governance. One successful effort combined policy-research linkage and teaching during the Winter 2007 for a UCCS seminar on California trade and investment policy. The details of this experiment are shown in Appendix 7.

The effects of an increased cohort of alumni. As of Summer 2007, over 300 UC students had participated in the UCCS program. Already, there are a substantial number of UCCS scholar-alumni working in government, associations and advocacy offices. These alumni help place and mentor incoming UCCS Scholar Interns. Further, UCCS alumni returning to home campuses serve as ambassadors for fellow students on those campuses, as well as liaisons to government-relations offices there. They also are well positioned to assist in the implementation of the Center's liaison function.

Assessment: The success of the UCCS academic program will be measured by student evaluations and career or educational outcomes, levels of campus participation, access by and usefulness to the Sacramento policy-making community, and satisfaction with student work.

6. Center Governance and Organizational Structure

UCCS reports to the UC Office of the President (UCOP) but is physically located in Sacramento. UCOP is a central focal point for UCCS, as there are numerous departments of UCOP with which UCCS must coordinate its activities. Similarly, UCCS has the challenge of establishing vibrant ongoing relationships with all the various elements of the UC system, including ten campuses, five medical schools, four law schools and various laboratories managed by UC.

Administrative oversight of UCCS rests in the UC Office of the President's Academic Affairs Division. When first created, UCCS was guided by the Academic Initiatives unit within UCOP Academic Affairs. When Academic Initiatives was disbanded, UCCS moved under the direction of the Educational Relations unit of UCOP Academic Affairs. It also coordinates its activities with the UCOP Office of Research, which oversees the activities of the UC system's multi-campus research programs and helps guide overall research activities within the UC system.

Because some of UCCS's structural relationships with other UC Office of the President units are currently under review, and because of the consultation process mentioned above, these recommendations are subject to change. However, they have been affirmed by UCCS's Academic Advisory Council and trace out the main lines of UCCS's approach to governance.

Center Governance. The Center will establish three separate governance and advisory boards, each with different responsibilities and mandates. In addition, individual Center programs may have their own subject-expert advisory councils, as the UCCS public-affairs journalism does now.

- **Advisory Board:** This panel will act as a sounding board for UCCS policy proposals and help the Center director and staff consider the policy issues and challenges that should inform and focus future work. It will be composed of 15 to 18 members drawn from both the University and the Sacramento policy communities, and its members ought to have a strong interest in UCCS's overall mission and work. It also should have one or more members drawn from among UC's undergraduate and graduate student ranks.
- **Executive Committee:** Three to five ladder faculty will comprise an executive body that works with the Center director to set policies for UCCS. Members of the Executive Committee also will sit on the Advisory Board.
- **Faculty Council:** This group replaces the UCCS Academic Advisory Council created when UCCS was first launched in mid-2003.

This Faculty Council oversees the Center's academic instructional activities by the UC Faculty Senate. The members of the Faculty Council are ladder faculty representatives from each of the 10 campuses. The Council has oversight responsibility for the Center's undergraduate and graduate curriculum. Ideally, one member of the Faculty Council also would sit on the Executive Committee.

Members of all three bodies would serve three-year rotating terms. Faculty members who sit on the Advisory Board and Faculty Council could be appointed by campus Executive Vice Chancellors (EVCs), using the usual consultation procedures with that campus' Academic Senate. Non-UC members of the Advisory Board would be appointed by the UCCS director in consultation with the UC Vice Provost for Academic Affairs and the UCCS Executive Committee. Members of the Executive Committee would be appointed by the UCCS director from among faculty members of the Advisory Board and in consultation with the UC Vice Provost for Academic Affairs.

External affiliations and linkages. To broaden its reach, UCCS also will consider establishing institutional affiliations for campus-based units within the University, and with governmental and nonpartisan/nonprofit associations and organizations. UCCS already has numerous informal and even formal affiliations with University research entities, including the University of California Asian American and Pacific Islander Policy Initiative, Community-University Research Action for Justice, the Humanities Research Institute, the Institute on Global Conflict and Cooperation (IGCC), the University of California Transportation Institute, the University of California Infrastructure Institute, the California Preparedness Education Network (CAL-PEN), the Institute for Governmental Studies (Berkeley), the Graduate School of Journalism at UC Berkeley, the Lewis Policy Center (UCLA), and the John Muir Institute, among others.

UCCS also has informal linkages and ongoing cooperative ties with the Public Policy Institute of California, New America Media, University of Southern California, New America Foundation, California Forward, Commonwealth Club of San Francisco, California Business

Roundtable, California Research Bureau, Senate Office of Research, and the Center for California Studies at CSU-Sacramento, to name some of the more prominent ties.

Units that do affiliate with UCCS might co-sponsor Center events and activities, host internships, exchange Website links, or serve as contact points for Center liaison activity on campuses and within institutions. If a special affiliation relationship is developed, co-sponsorship of policy-focused research grants might be considered.

UCCS Organizational Structure. UCCS currently operates with five full-time and several part-time staff. The only member of the UC Faculty Senate is the Center Director who has primary responsibility for organizing and teaching UCCS's academic instructional curriculum and for organizing its contacts with members of the Sacramento policymaking community (as well as for the ongoing faculty duties of research and professional engagement).

The level of staffing required to carry out UCCS's future tri-fold mission is difficult to calculate in advance of the planning and consultation process discussed above. However, it is possible to delineate here the functions that the Center should carry out. The specific staff configuration for performing these functions will be identified later, once the Center's consultative planning process has been completed.

The functions to be performed at UCCS are as follows:

Academics

- Instruction in California politics and policy analysis: provide instruction and guidance, in a distinctive and individualized manner, to the UC undergraduate, graduate, and professional students that become UCCS Scholar Interns
- Instruction in specialized subject areas: provide UCCS Scholar Interns with seminars, classes, speeches, dialogues, and roundtables on California policy issues and on pertinent areas of research
- Mentoring and counseling: mentor UCCS Scholar Interns, and provide career counseling
- Workshops on California politics and policy analysis, and/or in specialized subject areas:

provide seminars and classes to special groupings of UC or other students or faculty

- Instructional development: recruit instructors, design courses, develop syllabi, identify speakers and event opportunities
- Instructional administration: set up courses, hire instructors, liaison with campuses, create academic calendar, run student orientation programs, support seminars/events
- Internship coordination: provide career counseling, internship development, student placement, and placement-monitoring services
- Academic recruitment and marketing: orchestrate campus-based student recruitment efforts, and coordinate with campus-based marketing initiatives
- Student affairs: admit new students; monitor and troubleshoot Scholar Interns' academic registration and financial-aid arrangements; arrange for Scholar Intern housing in Sacramento; monitor Scholar Interns' states of being, take care of fees and keys

Research

- Campus-based research: create and maintain faculty research database (in conjunction with other UCOP and campus-based units); identify UC campus-based research that should be made available in Sacramento
- UCCS library and digital resources: identify materials for acquisition
- Student research: Develop and mentor student policy-research projects and initiatives
- Government/policymaker interface: organize responses to policy mandates, and organize technical assistance by UC faculty and researches; organize and facilitate UC-expert dialogues with policymakers
- Systemwide research: assist in the creation of systemwide teams on policy-related research topics; coordinate with faculty-based research units (ORUs and MRUs); liaison with Faculty Senate Committee on Research (directly or through UCOP staff)
- Provision of research funding: provide seed money, bridge money, and technical assistance

support, as appropriate, for UC faculty, researchers, and students; develop and provide oversight of a policy-related grant program, if appropriate (currently under review)

Public Service, Publication, and Communications

- Liaison function: provide communications, response, and delivery in campus-to-capital, campus-to-campus, capital-to-campus feedback loops
- Publications: develop a communications strategy for UC policy research in Sacramento
- Publications: create, write, edit, post, disseminate and distribute newsletters, Web site postings, books, research papers, blogs
- Events: design, market, and orchestrate seminar speakers, publications, book signings, panels, and workshops
- Events: coordinate with campus-based and systemwide units seeking a Sacramento platform for their ideas
- Outreach: coordinate the writing and editing of op-ed pieces; develop a speaker's bureau
- Partnerships: develop relationships with other universities, associations, government entities, advocacy organizations, and nonprofits

Center Administration

- UCCS budget: plan and develop UCCS budget; engage in real-time tracking and monitoring of UCCS expenditures
- Human resources: develop staff positions that meet UCCS' needs; advertise and select applicants for new and vacant UCCS staff positions
- Website development and maintenance: post new events, information, and publications in a timely and attractive manner
- UCCS library and digital resources: operate a labelling and checkout system
- IT and UCCS computer labs: maintain hardware and software in UCCS's computer labs, including ongoing access to the California Digital Library
- UCCS Scholar Intern alumni: maintain and update list(s) of current addresses for and other information about UCCS's Scholar Interns;

support any UCCS Scholar Intern alumni association that emerges

- Management of the UCCS Conference Room: schedule the room (and other UCCS facilities, as appropriate); apply rules and charge rental fees, when appropriate; maintain the physical layout and appearance of the UCCS Conference Room
- Manage and renew all other UCCS facilities, supplies, and equipment
- Engage in planning and growth management for UCCS programs
- Undertake fund raising and development activities for UCCS

7. Resources and UCCS's Mission

The level of resources needed to operate an effective Sacramento Center depends on the mission with which UCCS has been charged. As noted, UCCS embodies the University's public engagement with California. It serves as the University system's academic "front door" in the state capital. As such, it should symbolize the breadth of UC's commitment to California's social, economic and political vitality. As earlier sections have documented, this "front door" should encompass a vibrant academic/instructional program and a robust and extensive research/public-service program. Every campus in the UC system wants its students to become trusted participants in state decision-making; every campus's researchers and research centers want to know that their efforts to create a sustainable California and a more livable world are recognized, their ideas and insights incorporated.

UCCS's capacity – its program, staff, and facilities – must be adequate enough to fulfill these campus and system-wide ambitions. As demonstrated in the above section on UCCS's organizational structure, the Center must discharge a broad spectrum of duties and responsibilities if it is to fully realize those ambitions on behalf both of the University and the state. This is not to argue for a large UCCS bureaucracy. To date, UCCS has operated with a small, dedicated team that has provided a distinctive and well-received academic program and earned the trust of key Sacramento policymakers. But it has done so by efficient use of inadequate resources.

The challenge for UCCS then is to grow enough to meet the Center's expanded mission while retaining an efficient scale of operations. Resources of two kinds are needed to accomplish this balancing act: (1) adequate UC resources for funding and supporting UCCS's own operations; and (2) the efforts of individual UC campuses to facilitate their own students' participation in UCCS's academic/instructional programs and their researchers' and faculty members' participation in UCCS's public-engagement activities. These two categories of resource need are discussed in reverse order.

Campus "buy in." The notion of individual UC campus "buy in" does not refer to dollar transfers from those campuses to UCCS but rather to on-campus efforts to build awareness of UCCS's academic and public engagement programs and possibilities. UCCS's staff has made numerous campus visits to encourage students to consider participating in the UCCS program, and there have been a range of contacts between the UCCS director and researchers, policy programs, and research units on home campuses. But to maximize efficient use of resources, efforts by UCCS staff must be augmented locally to "spread the word" and capitalize on the potential value of UCCS as a system-wide vehicle for academic public engagement.

UCCS staff efforts during its pilot phase suggest two further insights. First, individual campus "buy in" – the appreciation of the value of UCCS for students and faculty, and how campuses can leverage that value with their own staff efforts – has grown steadily. Second, the nature of each campus' "buy in" differs. Each campus – more to the point, individual academic units on each campus – maintain somewhat different philosophies regarding experiential learning. Campus-specific structures exist for facilitating students' off-campus learning opportunities. Campuses have different academic structures for students who want to participate in the UC Washington Center or education-abroad opportunities. Some campuses have policy and civic engagement programs; some do not. Few have undergraduate journalism programs. Under these circumstances, the incorporation of UCCS program possibilities into each campus's academic and institutional flows has been different. And this also explains why an incremental approach to incorporating UCCS into each campus's opportunity structures for students and researchers has

been appropriate.

All things equal, there are possibilities for achieving economies of scale – in programmatic portals, advertising/marketing, counseling, and course/major approval processes – through bundling together resources for the UCDC, UCCS, and EAP programs. But as noted, any such bundling must be sensitive to each campus's distinctive programs and institutional structures.

In sum, campus "buy in" has been an incremental process, in which both UCCS and campus-based staff have built linkages between UCCS programs and campus students. This "buy in" could have proceeded more swiftly – and student enrollment numbers been steadier – had UCCS and campuses had more resources for this process. The widespread satisfaction of those students who have participated in UCCS indicates that these efforts have been well rewarded.

UCCS's budgetary needs. As for UCCS's budgetary needs, the Center began operations in 2003-04 with resources sufficient only to operate a bare-bones academic/instructional program consisting of three academic "track" offerings annually. As UCCS's staff, UCOP administrators, and UC campus-based leaders came to better understand UCCS's potential as an academic program – and as they came to better understand resources needed to sustain and build UCCS programs – the budget gradually increased.

At this point, it is difficult to assess UCCS's budgetary needs as a full-fledged permanent program because no model for it exists within the UC system. Previous UCCS budgets, designed for a limited pilot program, offer little in the way of a meaningful roadmap. That said, there are different ways of dissecting past budgets, and a useful representation may be found in the following chart, which divides UCCS's budget between three components: academic/instructional program; public engagement program; and administrative core.

This presentation of UCCS's budget shows that UCCS has gradually built up its public engagement activities over time. This build-up will, of course, continue as the CPRC/CPS policy-research function is incorporated into UCCS's activities. The current budgetary year (2007-08), as noted above, encompasses a planning process for taking on these new responsibilities. The figures presented above for 2008-09 anticipate some

**UCCS's UCOP Operating Funds: 2006-07 (actual)
and 2007-08 and 2008-09 (requested)**

	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>
Academic/Instructional	\$248,600	\$337,100	\$383,900
Public Engagement Program	\$106,800	\$291,900	\$310,200
Administration	<u>\$388,600</u>	<u>\$261,700</u>	<u>\$302,100</u>
TOTAL	\$744,000	\$890,700	\$996,200

further increases in UC's public-engagement activities with state policymakers.

At the same time, the budget requests for 2007-08 and 2008-09 do not permit the full funding of all the program ideas encompassed in the list of Center functions in section 6. These budget figures instead are based on the idea that the Center will phase in additional functions as time and finances permit. The budget figures shown here for 2008-09, for example, include only a small pool for technical assistance, and no funds for either publications or for research-translation activities by campus researchers. If the Center's consultative planning process indicates that these activities are important, then additional funding will be needed.

These budget figures do not include the grant funding that UCCS has used and will use to augment its activities. In 2006-07 and 2007-08, UCCS has obtained external support from an Irvine Foundation grant, from a grant with the California Office of Homeland Security (UCCS is a junior partner with IGCC/UCSD), from a private trust and from a UC-Mexus grant. There are prospects of additional external funding from the first two sources and from other

As discussed above, the Center's new public-engagement responsibilities will require some realignment of program responsibilities in UCCS's academic/instructional sphere. To date, the UCCS director has been primarily responsible for delivering UCCS's academic courses; this will require some adjustments going forward, as the UCCS director engages more deeply in UCCS's emerging policy-research/public-engagement activities.

Funding mechanism. Beyond the funding required for UCCS's operations, there lies the question of what funding mechanism should be organized. One approach is to ask for a campus-by-campus contribution to be "paid into" UCCS on an annual basis. A mechanism of this type is used to fund the UC Washington Center. This mechanism is well-suited to a situation in which

each campus's "value added" consists primarily of its own students' experiential-learning opportunities, and each campus provides a significant amount of academic and staff resources in Washington. Further, a significant component of the UCDC budget consists of residential costs.

These conditions are not present in the case of UCCS. Each campus does send students to an academic/instructional program; but staffing is provided on an integrated, not campus-by-campus basis. Residential costs are not borne centrally by the UCCS program. Further, the benefits of the UCCS public-engagement program are shared among the campuses. This suggests that core UC funding for UCCS should be provided directly by the UC Office of the President. UCCS can be considered as one unit within the Academic Affairs division of the Office of the President. This approach is consistent with UCCS's funding model to date.

In any event, the question of whether UCCS funding is better provided "off the top" and as a component of UCOP's operations, or through a "pay in" arrangement for campuses, is a choice for the UC community as a whole to determine.