

November 25, 2014

Alison Galloway, CPEVC
Chancellor's Office

RE: Silicon Valley Call for Proposals and Strategic Planning

Dear Alison;

The Committee on Planning & Budget (CPB) was encouraged by our November 20 consultation with you about the Silicon Valley FTE Call. The suggestions below reflect our thinking on this very bold investment, which must serve the needs of both Silicon Valley and our campus.

Academic Focus

The current Call from the outset stresses ties to industry and/or NASA. Although such ties are ultimately essential for success, they should not be a precondition for participation. UC Santa Cruz research must be the intellectual hub of our Silicon Valley presence, and the best path to visibility and success is to build on our leading-edge research. Industry leaders will be drawn into partnerships, and more Silicon Valley residents will seek to enroll in our programs once they see distinctive and innovative research happening in their front yard.

As soon as we occupy our new space in Silicon Valley, and perhaps even before that, we should make modest investments in public events and seminars that highlight ongoing faculty research of interest to (and potentially or already in partnership with) industry or NASA. A set of three to five weekly or biweekly seminars in our new Silicon Valley headquarters would serve as a draw for our own faculty and students who already reside in Silicon Valley, and would help build buzz among Silicon Valley researchers in industry. An imaginative set of seminar series would help us test the interests of all constituencies, and create momentum for launching our Silicon Valley infrastructure and programs.

Proposed Structure

CPB members appreciate the conundrum of avoiding inefficiently small “boutique” programs while harnessing a broad spectrum of UCSC’s distinctive strengths. As currently worded, the Call seems focused mainly on a narrow spectrum within Engineering and PSci. We want to ensure that faculty in other Divisions also respond to the Call, so that the move into Silicon Valley becomes a campus-wide effort with ample support.

One possible way to resolve the conundrum is to create an umbrella program with a similar structure to (but different content than) the “[Leadership in Engineering Program](#)” at UC Berkeley. Their structure involves a common core of three non-engineering courses (in the UC Berkeley case, focused on leadership), four technical courses (organized around 19 different specialties), and a capstone project in which students integrate the skills acquired in the core and technical courses. For UC Santa Cruz, the core courses could be focused on arts/humanities/social sciences disciplines that can inform technical disciplines, while sequences of technical courses could be structured by interested units as “applied specialties”.

An initiative of this type would take advantage of what UC Santa Cruz does best, and what makes it unique: developing knowledge at the intersection of the sciences and the arts/humanities. However,

successfully implementing an umbrella program will require a Call that encourages collaboration across units, and leadership to create the necessary strategic alliances.

Leadership

UCSC's checkered history in Silicon Valley has involved multiple leadership structures, with a variety of objectives and styles. The leadership structure should be articulated prior to launch of the program as the organization and orientation of the leadership will dictate the terms of our engagement and overall likelihood of success. CPB would be happy to discuss this matter more in the future as we continue to the planning process.

Market Analysis

There are two distinct pools of prospective Masters students we must consider. The first consists of current residents of Silicon Valley seeking professional advancement. The second pool includes people from the rest of the country, and world, who see a Silicon Valley-based degree program as a pathway into the Silicon Valley workforce. Responses to the Call should be clear on which pool they are planning to tap, and that will help guide our market research, recruitment efforts, and infrastructure planning.

We must take a deeper look at the size and shape of constituencies we hope to reach. Recently industry leaders such as Google, Apple and IBM appear to have diversified their hiring patterns to include a variety of "unexpected" experts educated in humanistic and "soft" science disciplines. We want to ensure that our Call, and subsequent market analysis, looks beyond the obvious traditional specialties and considers new possibilities for what UC Santa Cruz might create in Silicon Valley. Of course, we do not want to exclude programs in traditional areas where we can do a better job than other schools already there. The point is that we must cast a wider net which allows us to be distinctive and innovative.

Sincerely,



Daniel Friedman, Chair
Committee on Planning and Budget

cc: Chancellor Blumenthal
VPAA Lee
VPDGS Miller
VCR Brandt
VCPB Delaney