

June 10, 2009

To: Chancellor George Blumenthal

From: Sandra Faber, Chair, Graduate Council

Re: Graduate Council comments on proposed School of Management

Dear George:

The Graduate Council recently met with Nirvikar Singh to hear about the proposed School of Management. We were surprised by the lack of detail in the proposal and felt that it was, as a result, not amenable to satisfactory review of its implications for graduate education at the present time. We prepared a list of questions for Prof. Singh to guide the further development of the proposal, but in light of CPB's recent letter to you on the matter dated May 4, 2009, we feel that these questions may be moot. We share CPB's concerns and, in light of the unfolding budget situation and its likely impact on all aspects of our campus (including graduate education), we question whether expending further resources to develop this proposal is appropriate at this time. We have sent Professor Singh a long list of detailed questions that we feel need to be addressed concretely if the proposal is to move forward. This list is attached.

Sincerely yours,



Sandra M. Faber, Chair
For the Graduate Council

Cc: EVC Kliger
VPAA Galloway
DGS Sloan
ASO Director Harhen

Graduate Council Questions regarding the proposed School of Management June 2009

In the process of thinking about the School of Management, the Graduate Council compiled the following list of questions that encapsulates our concerns. The questions fall into four broad categories: Analysis, Costs, Planning and Support, and Government Relations.

***Analysis ***

- Educational content: Is there anything like this anywhere? Is it totally new?
- How is the proposed School of Management similar or dissimilar to other UC programs, for instance by campus, size, focus, areas of specialty?
- Please provide a campus by campus comparison of the components of your plan.
- How is the proposed School of Management similar or dissimilar to other programs in the Bay Area, for instance by campus, size, focus, areas of specialty?
- Please provide a similar analysis for other programs in the Bay Area.
- In what ways is the proposed School of Management an asset for the campus and what would it do for the campus?
 - Will it provide a crucial missing piece in the world of management training??
 - Will it support and amplify existing UCSC programs (e.g., TIM)?
 - Will it allow us to make better hires?
 - Will it bring better students to UCSC?
 - Will it bring recognition and fame to UCSC?
 - Will it help us connect w/donors?
 - Will it raise our Silicon Valley PR profile?
 - How does it fit with other proposed programs for the SVC?
 - Will it make UCSC more influential?
 - Will it support our campus brand and/or priorities or help us build a distinctive campus brand?
 - Will it provide a stepping stone to other things?
 - Will it help us train a future generation of leaders?
 - Will it leverage other SVC investments?
- Why here? What makes UCSC the right place for this school and how is this a UCSC School of Management?
- What will be the relationships to other programs inside and outside of UCSC?
- What is the evidence that this school will be able to compete successfully in the professional degree marketplace?

***Costs ***

- What are the true costs of a UCSC School of Management?
 - What are the opportunity costs? What else will UCSC be NOT be able to do, in SV and on campus?
 - Realistically, is the SOM the ONLY large venture that UCSC will be able to afford in SV in the foreseeable future?
 - Will it divert campus funds and energy from other important things?
 - What faculty FTE are needed and when?
 - What facilities will be needed at what cost?
 - How many staff will be needed?
 - What computers and other infrastructure will be needed?
 - What revenue stream is required, by year, in order to realize the school?
 - Where do you envision this revenue coming from, by year?
 - How much from UCSC, from student fees, from donors, from other sources?
 - How much did comparable schools cost elsewhere? Is your plan cheaper, and how can a smaller investment be successful?
- What real effort is needed to make this happen, e.g, How much of the Chancellor's and others' time?

***Planning and Support ***

- What are the short- and long-term plans and milestones over the next 1, 3, 5, 10, and 20 years?
- What is the critical first milestone? How do we get started?
- What big name people are invested in seeing this succeed? What is their involvement? What commitments do you already have on board?
- Who cares if this succeeds or fails? Have we identified an external steering committee w/ big names? Why would somebody want to do it? What's in it for them? How do we motivate them?
- What is the political context? Will other UC campuses support it?
 - Who are your allies and why? Who will fight it and why?
- How do we leverage Berkeley's Haas School of Business? Can we team with them somehow? What about green energy initiatives at Berkeley-- is there an opportunity for partnership there?
- Where is the hard-core support for this idea? Who is championing it and what can they offer?
- What graduate student specific issues are there?

***Government Relations ***

- What is required to make this happen? Accreditation? Approvals?
- How does the proposed school fit into the state needs and priorities?
- How does the proposed school fit into any professional society and/or national needs? What does the profession think it needs?
- Do we have any contacts with the Obama administration?