



March 5, 2021
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Undergraduate Programs Subcommittee

David Ackerly, Dean, Rausser College of Natural Resources (Co-Chair)
John Arnold, Undergraduate Dean, College of Chemistry
Tony Cascardi, Dean, College of Letters and Science, Division of Arts and Humanities
Vishaan Chakrabarti, Dean, College of Environmental Design
Frances Hellman, Dean, College of Letters and Science, Division of Mathematical and Physical Sciences
Bob Jacobsen, Dean, College of Letters and Science, Undergraduate Studies
Tsu-Jae Liu, Dean, College of Engineering
Catherine Koshland, Vice Chancellor, Undergraduate Education
Rick Russo, Dean, Summer Sessions, Study Abroad, & Lifelong Learning
Diana Wu, Dean, University Extension

Graduate Programs Subcommittee

Tsu-Jae Liu, Dean College of Engineering, (Co-Chair)
Lisa Alvarez-Cohen, Vice Provost, Academic Planning
Doug Clark, Dean, College of Chemistry
Jennifer Chayes, Associate Provost, Division of Computing, Data Science, and Society
Lisa García Bedolla, Vice Provost and Dean, Graduate Studies and Graduate Division
Ann Harrison, Dean, Haas School of Business
Michael Lu, Dean, School of Public Health
Oliver O'Reilly, Associate Dean for Graduate Studies, Division of Computing, Data Science, and Society
Rick Russo, Dean, Summer Sessions, Study Abroad, & Lifelong Learning
Diana Wu, Dean, University Extension

RE: Charge to the Deans Work Group for Remote and Hybrid Education

Dear Colleagues,

I write to invite you to serve on a Deans' Academic Planning Work Group for Remote and Hybrid Education. This work group will be co-chaired by David Ackerly and Tsu-Jae Liu and its efforts will be divided among two subcommittees. David will lead the team focused on undergraduate programs and Tsu-Jae will lead the team focused on graduate education, anticipated to have an emphasis on professional masters degree programs.

I ask that you provide the Chancellor and me with your findings by June 1, 2021. Your report should address the following:

- For undergraduate and graduate programs, respectively, what should be the vision, objectives, and strategies for remote/hybrid education at Berkeley?
- For undergraduate education, should remote/hybrid instruction focus on large enrollment and bottleneck courses, or on whole degree programs? Should there be any particular emphasis on hybrid instruction options for students versus adding online-only class sections?
- For graduate programs, how can Berkeley grow new programs that are self-sustaining, reach diverse new populations, and are aligned with our faculty's interests?

- Would satellite locations (e.g., Moffett Field, Richmond Field Station) factor into a strategy for remote and hybrid learning at the undergraduate and/or graduate levels?
- In our resource-constrained environment, where should Berkeley pilot new programs and begin remote and hybrid education efforts?
- What campus policies need to be updated to allow remote and hybrid instruction to be successful at a wide scale?
- How should the financial model for remote and hybrid instruction work for the central campus, schools and colleges, and individual academic departments? What should be the incentives for instructors to participate? How can a model provide sufficient support for new faculty lines?
- What new investment in support infrastructure will be needed to help scale remote and hybrid instruction at the undergraduate and graduate levels?
- How should the campus approach partnerships with one or more third parties to potentially provide technology, marketing platforms, and seed funding?

The format is up to you; a short executive summary-style report with clear recommendations is preferred over a comprehensive report with extended analysis. Work group meetings and subcommittee meetings will be convened by co-chairs David Ackerly and Tsu-Jae Liu.

Sincerely,



A. Paul Alivisatos
Executive Vice Chancellor and Provost

cc: Council of Deans
EVCP Office Staff
Jenn Stringer, Associate Vice Chancellor for IT and Chief Information Officer
Shawna Dark, Chief Academic Technology Officer