

## **Appendix A – Endnote Chart**

This appendix contains an Endnote Chart for each essay that provides a link for each cited document, dataset, website, and comment. Some endnotes link to documents or data that UCLA has included as evidence of our Commitment to Institutional Capacity. Others link to information that will assist the reader in gaining more information about the topics discussed.

Each item included as evidence has been matched to a specific Criteria for Review (CFR).

## Endnote Chart for UCLA's *Capacity and Preparatory Review Report*

In the left column, the # = endnote number for each essay. If the endnote refers to a document or data that has been included as evidence of UCLA's **Commitment to Institutional Capacity**, the number in the right column identifies the appropriate Criteria for Review (CFR) for which the materials cited provide evidence.

Endnotes for the <i>Introduction to the Report and Appended Materials</i>		
#	Document, Data, Website, or Comment	CFR
1	UCLA's <i>Institutional Proposal</i> for WASC Accreditation, submitted May 2006: <a href="http://www.wasc.ucla.edu/UCLA-Institutional-Proposal-to-WASC.pdf">http://www.wasc.ucla.edu/UCLA-Institutional-Proposal-to-WASC.pdf</a>	1.9
2	WASC letter from Ralph A. Wolff, President and Executive Director, indicating that the Proposal Review Committee of WASC had approved UCLA's Institutional Proposal (July 25, 2006): <a href="http://www.wasc.ucla.edu/IP-Approval.pdf">http://www.wasc.ucla.edu/IP-Approval.pdf</a>	
3	UCLA's WASC Steering Committee appointed by Acting Chancellor Norman Abrams (Fall 2006): <a href="http://www.wasc.ucla.edu/reaccreditation-steering.shtml">http://www.wasc.ucla.edu/reaccreditation-steering.shtml</a>	1.9
4	Website for UCLA's WASC Reaccreditation: <a href="http://www.wasc.ucla.edu/index.shtml">http://www.wasc.ucla.edu/index.shtml</a>	1.9
5	Membership of UCLA's seven essay workgroups, which consists of faculty, students, and administrators: <a href="http://www.wasc.ucla.edu/structure.shtml">http://www.wasc.ucla.edu/structure.shtml</a>	1.9
6	In our <i>Institutional Proposal for WASC Reaccreditation</i> , UCLA proposed nine essays; however, after reviewing the proposed organization for the capacity report, the Steering Committee decided to write seven essays, and in doing so combined the Academic Strategic Planning essay with the essay on Performance Indicators and combined the Academic Program Review essay with the essay on Educational Effectiveness. By merging these essays, we were better able to show how we are using Performance Indicators in our Academic Strategic Planning (Essay 1) and how we are incorporating indicators of Educational Effectiveness in our Academic Senate Program Reviews (Essay 2)	
7	UCLA's final report to the WASC accreditation visiting team on the special topic of <u>Performance Indicators</u> (1998): <a href="http://www.wasc.ucla.edu/Perf-Indic-finalreport.pdf">http://www.wasc.ucla.edu/Perf-Indic-finalreport.pdf</a>	1.9
8	UCLA's final report to the WASC accreditation visiting team on the special topic of <u>Diversity</u> (1998): <a href="http://www.wasc.ucla.edu/Diversity-finalreport.pdf">http://www.wasc.ucla.edu/Diversity-finalreport.pdf</a>	1.9
9	UCLA's final report to the WASC accreditation visiting team on the special topic of <u>General Education</u> (1998): <a href="http://www.wasc.ucla.edu/General-Education-finalreport.pdf">http://www.wasc.ucla.edu/General-Education-finalreport.pdf</a>	1.9
10	Final evaluative action letter from the WASC Commission affirming UCLA's accreditation (November 11, 1998): <a href="http://www.wasc.ucla.edu/Commission_Letter.pdf">http://www.wasc.ucla.edu/Commission_Letter.pdf</a>	1.9
11	Website for the Graduate Students Association: <a href="http://gsa.asucla.ucla.edu/">http://gsa.asucla.ucla.edu/</a>	2.11
12	Website for the UCLA Undergraduate Students Association: <a href="http://students.asucla.ucla.edu/">http://students.asucla.ucla.edu/</a>	2.11
13	Website for the UCLA Foundation, a volunteer organization that promotes philanthropy and manage donated resources for the advancement of UCLA: <a href="https://www.uclafoundation.org/">https://www.uclafoundation.org/</a>	4.8
14	Website for the UCLA Alumni Association, a volunteer organization that comprises more than 84,000 alumni and friends of UCLA and serving the larger community of approximately 360,000 living alumni: <a href="http://www.uclalumni.net/home.cfm">http://www.uclalumni.net/home.cfm</a>	4.8
15	Electronic portfolio of required and suggested datasets posted by the UCLA Office of Analysis and Information Management (AIM): <a href="http://www.aim.ucla.edu/wasc/">http://www.aim.ucla.edu/wasc/</a> Also see Appendix D for a complete listing of datasets.	1.9, 3.6

Endnotes for Essay 1. <i>Academic Strategic Planning</i>		
#	Document, Data, Website, or Comment	CFR
1	UCLA organizational chart identifying campus leadership and academic and administrative units: <a href="http://www.aim.ucla.edu/CampusProfile/Administration/chancellor.pdf">http://www.aim.ucla.edu/CampusProfile/Administration/chancellor.pdf</a>	1.3, 3.8
2	Review of UCLA's Efforts to Develop New Performance Indicators: A Report to the WASC Accreditation Visiting Team: <a href="http://www.wasc.ucla.edu/Perf-Indic-finalreport.pdf">http://www.wasc.ucla.edu/Perf-Indic-finalreport.pdf</a>	1.9
3	Final evaluative action letter from the WASC Commission affirming UCLA's accreditation (November 11, 1998): <a href="http://www.wasc.ucla.edu/Commission_Letter.pdf">http://www.wasc.ucla.edu/Commission_Letter.pdf</a>	
4	<i>Strategy for a Great University, a paper by Chancellor Albert Carnesale (November 9, 1998):</i> <a href="http://www.wasc.ucla.edu/cpr_endnotes/strat_greater_univ.pdf">http://www.wasc.ucla.edu/cpr_endnotes/strat_greater_univ.pdf</a>	2.9, 1.3
5	Letter (October 4, 1999) from Executive Vice Chancellor Rory Hume to Vice Chancellors and Deans providing guidelines for enrollment growth planning. <a href="http://www.wasc.ucla.edu/cpr_endnotes/Hume_10_4_99.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Hume_10_4_99.pdf</a>	4.1
6	Sample of enrollment planning documents – The College Report on a <i>Decade of Growth</i> (2000): <a href="http://www.wasc.ucla.edu/cpr_endnotes/College_Plan.pdf">http://www.wasc.ucla.edu/cpr_endnotes/College_Plan.pdf</a>	4.2

7	Website for the Chancellor's Enrollment Advisory Committee that includes a statement of goals and activities: <a href="http://www.evc.ucla.edu/committees/ceac.html">http://www.evc.ucla.edu/committees/ceac.html</a>	4.1
8	Chancellor Albert Carnesale's letter announcing new growth targets to the Deans (April 19, 2001): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Carnesale_4_19_01.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Carnesale_4_19_01.pdf</a>	4.1
9	Master Plan for Student Housing: <a href="http://www.wasc.ucla.edu/cpr_endnotes/Housing_Plan.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Housing_Plan.pdf</a>	3.8
10	Data: Student workload data showing marked improvement since 2001; posted by AIM: <a href="http://www.aim.ucla.edu/data/instruction/conv_factor.html">http://www.aim.ucla.edu/data/instruction/conv_factor.html</a>	2.12
11	Summer Sessions enrollment data by head count and student FTE, Office of Analysis and Information Management: <a href="http://www.aim.ucla.edu/data/students/fte/summer.html">http://www.aim.ucla.edu/data/students/fte/summer.html</a>	2.12
12	AIM data showing progress in meeting enrollment target for 2010: <a href="http://www.wasc.ucla.edu/cpr_endnotes/growth_target.pdf">http://www.wasc.ucla.edu/cpr_endnotes/growth_target.pdf</a>	
13	The April 2003 Report to the Chancellor from the Competitiveness Taskforce that recommended ways to maintain and enhance UCLA's quality and competitiveness: <a href="http://www.evc.ucla.edu/archive/030513-plan.html">http://www.evc.ucla.edu/archive/030513-plan.html</a>	1.3, 3.1
14	Website for the Campus Space Committee: <a href="http://www.evc.ucla.edu/committees/csc.html">http://www.evc.ucla.edu/committees/csc.html</a>	3.5, 4.1
15	The 2005-06 Strategic Planning Reports for Divisions of the College, Professional Schools, and Units in the Chancellor's Office and Academic Senate (18 in total): <a href="http://www.evc.ucla.edu/strategic/">http://www.evc.ucla.edu/strategic/</a>	1.3 3.5, 4.1
16	Website for <i>Campaign UCLA</i> : summary reports of the campaign that began in July 2005 with an initial goal of \$1.2 billion and ended on December 21, 2005 with \$3.053 billion in gifts and pledges: <a href="http://www.campaign.ucla.edu/campaignnews.html">http://www.campaign.ucla.edu/campaignnews.html</a>	4.8
17	Website for the "Ensuring Academic Excellence Initiative" – a campaign to raise \$250 million to help ensure that the campus can recruit and retain the very best faculty and students (announced June 2004): <a href="http://www.campaign.ucla.edu/eae.html">http://www.campaign.ucla.edu/eae.html</a>	4.8
18	Website for the Office of Analysis and Information Management (AIM) - AIM supports campus planning and evaluation by providing information about academic resources, activities, and outcomes. <a href="http://www.aim.ucla.edu/">http://www.aim.ucla.edu/</a>	4.5
19	Website for Student Affairs Information and Research Office (SAIRO) - SAIRO designs, conducts, and presents reports based on surveys, individual and group interviews, focus groups, and ethnographic observation of UCLA students. <a href="http://www.sairo.ucla.edu/">http://www.sairo.ucla.edu/</a>	2.13
20	Website for the Graduate Division Information Services: <a href="http://www.gdnet.ucla.edu/asis/report/arintro.htm">http://www.gdnet.ucla.edu/asis/report/arintro.htm</a>	2.10
21	Website for the Office of Undergraduate Evaluation and Research, Division of Undergraduate Education (OUER) – OUER conducts comprehensive evaluations of academic programs. <a href="http://www.college.ucla.edu/up/eval/">http://www.college.ucla.edu/up/eval/</a>	2.10
22	UCLA Senior Survey - results of the 2006 survey: <a href="http://www.college.ucla.edu/seniorsurvey/">http://www.college.ucla.edu/seniorsurvey/</a>	2.10, 4.3
23	Report of the Key Academic Indicators Advisory Committee: <a href="http://www.wasc.ucla.edu/cpr_endnotes/KAls.pdf">http://www.wasc.ucla.edu/cpr_endnotes/KAls.pdf</a>	4.5
24	Definitions of Key Academic Indicators: <a href="http://www.wasc.ucla.edu/cpr_endnotes/KAI_Definitions.pdf">http://www.wasc.ucla.edu/cpr_endnotes/KAI_Definitions.pdf</a>	4.5
25	UCLA Mission Statement, Fall 2007: (pending review) <a href="http://www.wasc.ucla.edu/cpr_endnotes/Mission_Statement.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Mission_Statement.pdf</a>	1.1, 1.4, 4.1

<b>Endnotes for Essay 2. Academic Senate Program Reviews and Educational Effectiveness</b>		
<b>#</b>	<b>Document, Data, Website, or Comment</b>	<b>CFR</b>
1	UCLA Academic Senate Manual, Appendix XVI, Graduate Council and Undergraduate Council Procedures for Academic Program Reviews: <a href="http://www.senate.ucla.edu/FormsDocs/Appendices/appxvi.htm">http://www.senate.ucla.edu/FormsDocs/Appendices/appxvi.htm</a>	2.7 3.11, 4.2
2	<i>Report by the Academic Senate Ad hoc Committee on Program Reviews</i> (2003): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Ad_Hoc_Report.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Ad_Hoc_Report.pdf</a>	2.2, 4.2
3	Report by the <i>Ad hoc Committee on Academic Receivership</i> (2007): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Appendix_XVI.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Appendix_XVI.pdf</a>	2.7
4	Academic Senate 8-year Schedule of Academic Program Reviews: <a href="http://www.senate.ucla.edu/programreviews/ReviewSchedule.htm">http://www.senate.ucla.edu/programreviews/ReviewSchedule.htm</a>	2.7
5	Academic Senate Guidelines for the Self-Review Report for Program Reviews: <a href="http://www.senate.ucla.edu/programreviews/process0203/GUIDESR.pdf">http://www.senate.ucla.edu/programreviews/process0203/GUIDESR.pdf</a>	2.3
6	UCLA College Senior Survey; currently the survey is given only to seniors in the College of Letters and Science; in 2007 the survey was also given to seniors in the School of the Arts and Architecture; in 2008 and 2009 it will be extended to other UCLA seniors: <a href="http://www.college.ucla.edu/College%5Fnew/seniorsurvey/">http://www.college.ucla.edu/College%5Fnew/seniorsurvey/</a>	2.10, 4.3
7	Academic Senate Guidelines for the Program Review Site Visit: <a href="http://www.senate.ucla.edu/programreviews/process0203/GUIDELINES%20SITE%20VISIT.htm">http://www.senate.ucla.edu/programreviews/process0203/GUIDELINES%20SITE%20VISIT.htm</a>	2.7, 4.2
8	Academic Senate Guidelines for External Reviewers for the Program Review: <a href="http://www.senate.ucla.edu/programreviews/process0203/ERGuide.htm">http://www.senate.ucla.edu/programreviews/process0203/ERGuide.htm</a>	2.7, 4.2

9	Academic Senate Guidelines for the Report of the Academic Program Review Team: <a href="http://www.senate.ucla.edu/programreviews/process0203/GuideReport.htm">http://www.senate.ucla.edu/programreviews/process0203/GuideReport.htm</a> .	2.7, 4.2
10	Academic Senate Guidelines for the Progress Review Meeting (one year after the site visit): <a href="http://www.senate.ucla.edu/programreviews/process0203/GuideProgress.htm">http://www.senate.ucla.edu/programreviews/process0203/GuideProgress.htm</a> .	2.7, 4.2
11	Chart of UCLA's Inventory of Educational Effectiveness Indicators: <a href="http://www.aim.ucla.edu/wasc/Table7.1.pdf">http://www.aim.ucla.edu/wasc/Table7.1.pdf</a>	1.2
12	Letter to Chair of Undergraduate Council (UgC), requesting that the Undergraduate Council implement a pilot program for the Programs undergoing site visits in 2007-08: <a href="http://www.wasc.ucla.edu/cpr_endnotes/workgroup_request_uqc.pdf">http://www.wasc.ucla.edu/cpr_endnotes/workgroup_request_uqc.pdf</a>	2.6, 4.2
13	Letter and Survey to Chairs of Programs Undergoing Review: <a href="http://www.wasc.ucla.edu/cpr_endnotes/request_dept_chairs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/request_dept_chairs.pdf</a>	2.6, 4.2

<b>Endnotes for Essay 3. UCLA's Commitment to Diversity</b>		
#	Document, Data, Website, or Comment	CFR
1	In 2005, the <i>Washington Monthly</i> issued its first annual <i>Washington Monthly College Rankings</i> based on three criteria; universities should: 1) be engines of social mobility, 2) produce academic minds and scientific research that advance knowledge and drive economic growth, and 3) encourage and facilitate an ethic of service. UCLA ranked second in the 2005 inaugural report. UCLA ranked second in the recent 2007 report: <a href="http://www.washingtonmonthly.com/features/2007/0709.rankings.html">http://www.washingtonmonthly.com/features/2007/0709.rankings.html</a>	
2	UCLA's 1998 Report on Diversity for WASC Site Visit: <a href="http://www.wasc.ucla.edu/Diversity-finalreport.pdf">http://www.wasc.ucla.edu/Diversity-finalreport.pdf</a>	1.9, 3.2
3	WASC Team Report after the Site Visit on June 2, 1988: <a href="http://www.wasc.ucla.edu/1998-Team-Report.pdf">http://www.wasc.ucla.edu/1998-Team-Report.pdf</a>	
4	Website: Chancellor's Advisory Group on Diversity (CAGD) with Statement of Diversity (1999): <a href="http://www.diversity.ucla.edu/aboutus/index.htm">http://www.diversity.ucla.edu/aboutus/index.htm</a>	1.5, 3.2
5	UCLA's Academic Advancement Program: <a href="http://www.ugeducation.ucla.edu/aap/">http://www.ugeducation.ucla.edu/aap/</a>	2.5, 2.11, 2.12, 2.13
6	Website for the <i>UCLA in LA</i> Initiative: <a href="http://la.ucla.edu/">http://la.ucla.edu/</a>	2.11
7	Website for the Academic Preparation and Educational Partnerships Programs (APEP): <a href="http://apep.gseis.ucla.edu/">http://apep.gseis.ucla.edu/</a>	2.10
8	Comment: The data in the table represent three-quarter averages for each of the two years. These data include all undergraduate students and graduate students enrolled in state-supported and self-supporting general campus and health sciences degree programs at UCLA. House-staff (Interns and Residents) are not included. "African American" data includes "Black, Non-Hispanic"; "American Indian" data also includes "Alaska Natives"; and "Asian American" includes "Pacific Islander." Students are not required to "state" their ethnicity or race, and after Proposition 209 a greater number of students declined to make this self-identification. Data provided by UCLA's Office of Analysis and Information Management (AIM).	
9	Academic Senate Committee on Undergraduate Admissions and Relations with Schools (CUARS): <a href="http://www.senate.ucla.edu/committee/cuars/CUARS.htm">http://www.senate.ucla.edu/committee/cuars/CUARS.htm</a>	4.1
10	UCLA Data: For data on Freshman Admissions and Transfer (Advanced Standing) Admissions see: <a href="http://www.aim.ucla.edu/Statistics/admissions/AdmissionsTrends1989-2006.pdf">http://www.aim.ucla.edu/Statistics/admissions/AdmissionsTrends1989-2006.pdf</a>	2.10
11	Undergraduate Profile (Fall 2006) Produced by the Office of Analysis and Information Management (AIM): <a href="http://www.aim.ucla.edu/home/PROFILE_FALL2006.pdf">http://www.aim.ucla.edu/home/PROFILE_FALL2006.pdf</a>	2.10
12	UCLA news article (August 11, 2006) - <i>Background Information on the Decline in African American Admissions at UCLA</i> : <a href="http://www.newsroom.ucla.edu/portal/ucla/Background-Divide-in-African-7237.aspx">http://www.newsroom.ucla.edu/portal/ucla/Background-Divide-in-African-7237.aspx</a>	
13	Comment: Three datasets are addressed in this paragraph; all data are from the 2006 College Senior Survey.  1.) Students were asked to indicate their level of agreement (Strongly Agree to Strongly Disagree) with the statement: "I feel a part of the campus community." Of the respondents, 69% of all seniors reported that they "strongly agreed" or "agreed" with the statement, while 60% of the African American seniors "strongly agreed" or "agreed", the lowest of all groups reported (White = 71%, Asian = 69%, Chicano/Latino = 69%).  2.) Seniors were also asked to indicate their satisfaction with "student and campus life". Of the respondents, 78% of the African American seniors were satisfied (or very satisfied), while satisfaction levels (seniors reported being satisfied or very satisfied) were higher for Asian = 94%, White = 91%, and Chicano/Latino = 90%.  3.) Seniors were also asked to indicate their overall satisfaction with the UCLA experience. Of the respondents, 91% of the African American seniors were satisfied (or very satisfied), while satisfaction for Asian = 95%, Chicano/Latino = 95%, and White = 94%. Data from SAIRO; for more information about student views of campus life, see the 2006 UCLA College Senior Survey: <a href="http://www.college.ucla.edu/seniorsurvey/climate.html">http://www.college.ucla.edu/seniorsurvey/climate.html</a>	
14	UCLA news article (Sept 28, 2006) – <i>UCLA Adopts a Holistic Approach to Reviewing Freshman Applications</i> : <a href="http://www.newsroom.ucla.edu/portal/ucla/UCLA-Adopts-a-Holistic-Approach-7375.aspx">http://www.newsroom.ucla.edu/portal/ucla/UCLA-Adopts-a-Holistic-Approach-7375.aspx</a>	

15	Website for Early Academic Outreach Program: <a href="http://www.studentaffairs.ucla.edu/studentadministration/outreach1.htm">http://www.studentaffairs.ucla.edu/studentadministration/outreach1.htm</a>	1.5
16	Website for UCLA Graduate Fellowships: <a href="http://www.gdnet.ucla.edu/asis/entsup/fellgrnt.htm">http://www.gdnet.ucla.edu/asis/entsup/fellgrnt.htm</a>	4.2
17	Website for UC Leadership Excellence through Advanced DegreeS (UC LEADS), <a href="http://www.gdnet.ucla.edu/asis/ucleads/ucintro.htm">http://www.gdnet.ucla.edu/asis/ucleads/ucintro.htm</a>	1.5
18	Website for UCLA Alliance for Graduate Education and the Professoriate (AGEP), <a href="http://www.gdnet.ucla.edu/asis/agep/index.html">http://www.gdnet.ucla.edu/asis/agep/index.html</a>	1.5
19	Website for the UC Diversity Initiative for Graduate Students in the Social Sciences (UC DIGSSS): <a href="http://www.gdnet.ucla.edu/asis/ucdigsss/index.html">http://www.gdnet.ucla.edu/asis/ucdigsss/index.html</a>	1.5
20	Website for UCLA's McNair Scholars Program: <a href="http://www.ugeducation.ucla.edu/aap/mentoring/mcnair.html">http://www.ugeducation.ucla.edu/aap/mentoring/mcnair.html</a>	2.8
21	Website for the UCLA NSF Minority Access to Research Careers (MARC) Program: <a href="http://college.ucla.edu/urc-care/scholmarc.htm">http://college.ucla.edu/urc-care/scholmarc.htm</a>	2.8
22	Website for the Center for Excellence in Engineering and Diversity (CEED): <a href="http://www.engineer.ucla.edu/academics/ceed.html">http://www.engineer.ucla.edu/academics/ceed.html</a>	2.8
23	Website for the Career Based Outreach Programs (CBOP): <a href="http://www.eaop.ucla.edu/0405/cbop.htm">http://www.eaop.ucla.edu/0405/cbop.htm</a>	1.5
24	UCLA's Faculty Diversity website: <a href="http://www.faculty.diversity.ucla.edu/">http://www.faculty.diversity.ucla.edu/</a>	1.5, 3.2
25	UCLA's Affirmative Action Plan: <a href="http://www.faculty.diversity.ucla.edu/06library/affirm/docs/0708_AAAPlanWeb.pdf">http://www.faculty.diversity.ucla.edu/06library/affirm/docs/0708_AAAPlanWeb.pdf</a>	1.5, 3.2
26	Three Reports Written by the UCLA Gender Equity Committee (Jan – Oct 2000): <a href="http://faculty.diversity.ucla.edu/04advance/gendeg/committees.htm">http://faculty.diversity.ucla.edu/04advance/gendeg/committees.htm</a>	1.5, 3.2
27	Data: UCLA Regular Rank Faculty – 2006-2007 (diversity and gender): <a href="http://www.faculty.diversity.ucla.edu/06library/data/docs/GenDemPages/04_0708_RegRankGenEth.pdf">http://www.faculty.diversity.ucla.edu/06library/data/docs/GenDemPages/04_0708_RegRankGenEth.pdf</a>	1.5, 3.2
28	Data: UCLA Minority Faculty 1990-2004 & UCLA Ladder Faculty by Gender – 1990-2004: <a href="http://www.wasc.ucla.edu/cpr_endnotes/Faculty_Data1.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Faculty_Data1.pdf</a>	1.5, 3.2
29	Data: Proportion of UCLA Ladder Faculty by Gender and Race/Ethnicity by Different Academic Areas: <a href="http://www.wasc.ucla.edu/cpr_endnotes/Faculty_Data2.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Faculty_Data2.pdf</a>	1.5, 3.2
30	Search Process and Toolkit for UCLA Ladder Faculty: <a href="http://www.faculty.diversity.ucla.edu/03recruit/committee/stk/docs/SearchToolkit2007_101507.pdf">http://www.faculty.diversity.ucla.edu/03recruit/committee/stk/docs/SearchToolkit2007_101507.pdf</a>	1.5, 3.2
31	Staff Workforce Demographic Data Summary: <a href="http://www.chr.ucla.edu/chr/portaldocs/saa/saadoc-demographicdata-2006.pdf">http://www.chr.ucla.edu/chr/portaldocs/saa/saadoc-demographicdata-2006.pdf</a>	1.5, 3.3
32	Website of the Cesar E. Chavez Department of Chicana and Chicano Studies: <a href="http://www.chavez.ucla.edu/index.htm">http://www.chavez.ucla.edu/index.htm</a>	2.2
33	Website for the Department for Asian American Studies: <a href="http://www.asianam.ucla.edu">http://www.asianam.ucla.edu</a>	2.2
34	Website for the Women's Studies Program: <a href="http://www.womensstudies.ucla.edu/">http://www.womensstudies.ucla.edu/</a>	2.2
35	Website for the Interdepartmental Program in Afo-American Studies: <a href="http://www.afro-am.ucla.edu/">http://www.afro-am.ucla.edu/</a>	2.2
36	Website for the Interdepartmental Minor in Disability Studies: <a href="http://www.disabilitystudies.ucla.edu/">http://www.disabilitystudies.ucla.edu/</a>	2.2
37	Website for the Interdepartmental Minor in Lesbian, Gay, Bisexual, and Transgender Studies: <a href="http://cis.ucla.edu/studyArea/course.asp?id=131">http://cis.ucla.edu/studyArea/course.asp?id=131</a>	2.2
38	Website for the Education Studies Minor: <a href="http://www.gseis.ucla.edu/~edminor/">http://www.gseis.ucla.edu/~edminor/</a>	2.2
39	Website for the field of Race, Ethnicity, and Politics in the Department of Political Science: <a href="http://www.sscnet.ucla.edu/polisci/menu/fields/rep/rep.pdf">http://www.sscnet.ucla.edu/polisci/menu/fields/rep/rep.pdf</a>	2.2
40	Website for the UCLA Law program in Critical Race Studies: <a href="http://www.law.ucla.edu/home/index.asp?page=1084">http://www.law.ucla.edu/home/index.asp?page=1084</a>	2.2
41	Website for Law and American Indian Studies: <a href="https://www.law.ucla.edu/home/index.asp?page=1075">https://www.law.ucla.edu/home/index.asp?page=1075</a>	2.2
42	Website for the UCLA Center for Research, Education, Training, and Strategic Communications on Minority Health Disparities (CRETSCMHD): <a href="http://cretscmhd.psych.ucla.edu/">http://cretscmhd.psych.ucla.edu/</a>	2.2
43	Website for the UCLA Center for the Study of Women: <a href="http://www.csw.ucla.edu/">http://www.csw.ucla.edu/</a>	2.2
44	Website featuring UCLA's four Ethnic Studies Centers: <a href="http://www.eschnet.ucla.edu/">http://www.eschnet.ucla.edu/</a>	2.2
45	Website for UCLA's Institute for Democracy, Education, and Access: <a href="http://idea.gseis.ucla.edu/">http://idea.gseis.ucla.edu/</a>	2.2
46	Website: The Civil Rights Project/Proyecto Derechos Civiles: <a href="http://civilrightsproject.ucla.edu">http://civilrightsproject.ucla.edu</a>	2.2
47	Website: <i>Diversity@UCLA</i> , <a href="http://www.diversity.ucla.edu">http://www.diversity.ucla.edu</a>	1.5, 3.2

Endnotes for Essay 4. <i>Ten Years of General Education Reform at UCLA</i>		
#	Document, Data, Website, or Comment	CFR
1	UCLA's final report to the WASC re-accreditation visiting team on the special topic of General Education (1998): <a href="http://www.wasc.ucla.edu/General-Education-finalreport.pdf">http://www.wasc.ucla.edu/General-Education-finalreport.pdf</a>	1.9
2	<i>General Education at UCLA: A Proposal for Change</i> (1998-99): <a href="http://www.college.ucla.edu/ge/clusters_archive/1998-1999/proposal.htm">http://www.college.ucla.edu/ge/clusters_archive/1998-1999/proposal.htm</a>	2.8 4.4
3	Website for the UCLA Freshman Cluster Program; course descriptions, mission, evaluative reports: <a href="http://www.college.ucla.edu/ge/clusters/">http://www.college.ucla.edu/ge/clusters/</a>	2.8, 4.2
4	A Chart showing the New Campus-wide GE Requirements for UCLA undergraduates in the College and the Professional Schools: <a href="http://www.college.ucla.edu/ge/campusgerequirements.pdf">http://www.college.ucla.edu/ge/campusgerequirements.pdf</a>	2.8
5	Website for UCLA's <i>Fiat Lux</i> Freshman Seminar Program: <a href="http://www.college.ucla.edu/fiatlux/">http://www.college.ucla.edu/fiatlux/</a>	2.8
6	Website for the College Writing II Program and course requirements: <a href="http://www.college.ucla.edu/writing2/">http://www.college.ucla.edu/writing2/</a>	2.8
7	Report of the Western Association of Schools and Colleges (WASC) Review Team for UCLA-June 2, 1998; see section on GE: <a href="http://www.wasc.ucla.edu/1998-Team-Report.pdf">http://www.wasc.ucla.edu/1998-Team-Report.pdf</a>	
8	Final Report to The William and Flora Hewlett Foundation, <i>Towards New Communities of Learning: Interdisciplinary Teaching in General Education at UCLA</i> . <a href="http://www.college.ucla.edu/ge/hewletfinalreport.pdf">http://www.college.ucla.edu/ge/hewletfinalreport.pdf</a>	3.4
9	2003 Self Review of UCLA's Freshman Cluster Pilot Program: <a href="http://www.college.ucla.edu/ge/clusters_archive/selfreview.pdf">http://www.college.ucla.edu/ge/clusters_archive/selfreview.pdf</a>	2.7, 3.5, 4.2
10	Assessment Report: <i>Four Years Later: Reflections on Freshman Cluster Experiences by UCLA Seniors</i> (June 2007): <a href="http://www.college.ucla.edu/ge/clusters/reports/fouryearslater.pdf">http://www.college.ucla.edu/ge/clusters/reports/fouryearslater.pdf</a>	2.7, 3.5, 4.2, 4.4
11	2004 Hesburgh Award for the Freshman Cluster Program: <a href="http://www.tiaa-crefinstitute.org/awards/hesburgh/2004.html">http://www.tiaa-crefinstitute.org/awards/hesburgh/2004.html</a>	
12	2004 Academic Senate Review Report of the UCLA Freshman Cluster Program: <a href="http://www.college.ucla.edu/ge/clusters_archive/reportfinal.pdf">http://www.college.ucla.edu/ge/clusters_archive/reportfinal.pdf</a>	2.2 2.8, 4.4
13	Letter from the GE Workgroup Chair to the Chair of the Undergraduate Council, transmitting the College GE Report with the Certification of Courses for the New General Education Curriculum (May 2002): <a href="http://www.college.ucla.edu/ge/transmittal.htm">http://www.college.ucla.edu/ge/transmittal.htm</a>	4.4
14	UCLA Campus-wide GE Requirements chart: <a href="http://www.college.ucla.edu/ge/campusgerequirements.pdf">http://www.college.ucla.edu/ge/campusgerequirements.pdf</a>	2.3
15	<i>Self Report by Ad hoc Committee on Scientific Foundations</i> (2006): <a href="http://www.college.ucla.edu/ge/selfreview.pdf">http://www.college.ucla.edu/ge/selfreview.pdf</a>	2.5, 2.7, 4.4
16	Academic Senate Program Review Report for <i>Scientific Inquiry</i> (2007): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Review_Scientific_Inquiry.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Review_Scientific_Inquiry.pdf</a>	2.4, 2.7, 4.4
17	2006 UCLA Senior Survey: <a href="http://www.college.ucla.edu/seniorsurvey/academic.html">http://www.college.ucla.edu/seniorsurvey/academic.html</a> (see data chart on "Student Views about General Education")	2.10
18	Published Report (2002): <i>Creating New Communities of Learning at UCLA: An Institutional Transformation in Progress, 1993-2002</i> : <a href="http://www.college.ucla.edu/ge/newcommunities.pdf">http://www.college.ucla.edu/ge/newcommunities.pdf</a>	2.5
19	Website for the Minor in Social Thought: <a href="http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M89">http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M89</a>	2.2
20	Website for the Minor in Environmental Systems and Society: <a href="http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M36">http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M36</a>	2.2
21	Website for the Global Studies Major and Minor: <a href="http://www.international.ucla.edu/idps/globalstudies/">http://www.international.ucla.edu/idps/globalstudies/</a>	2.2
22	Website for the UCLA Center for Society and Genetics: <a href="http://www.socgen.ucla.edu/">http://www.socgen.ucla.edu/</a>	2.2
23	Website for the UCLA Minor in Gerontology: <a href="http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M40">http://cis.ucla.edu/studyArea/course.asp?type=MIN&amp;code=M40</a>	2.2
24	New program – "General Education Seminar Sequences"- a new concept for establishing lower-division seminars at UCLA: <a href="http://www.college.ucla.edu/ge/sophomore.htm">http://www.college.ucla.edu/ge/sophomore.htm</a>	2.7, 3.5, 4.2
25	Thematic lists of UCLA general education courses approved by the General Education Governance Committee (2006): <a href="http://www.college.ucla.edu/ge/courselists.htm">http://www.college.ucla.edu/ge/courselists.htm</a>	2.4, 2.12, 4.2
26	List of conference presentations and published articles by members of the Division of Undergraduate Education regarding UCLA's General Education and the Freshman Cluster Program: <a href="http://www.college.ucla.edu/ge/awardspresentations.pdf">http://www.college.ucla.edu/ge/awardspresentations.pdf</a>	2.7

27	Report by the UC Commission on <i>GE in the 21st Century</i> – Spring 2007: <a href="http://cshe.berkeley.edu/research/gec/index.htm">http://cshe.berkeley.edu/research/gec/index.htm</a>	
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<b>Endnotes for Essay 5. <i>Shaping Undergraduate Education via the Capstone Experience</i></b>		
#	Document, Data, Website, or Comment	CFR
1	The Boyer Commission on Educating Undergraduates in the Research University – <i>Reinventing Undergraduate Education: A Blueprint for America’s Research Universities</i> 1998: <a href="http://naples.cc.sunysb.edu/Pres/boyer.nsf">http://naples.cc.sunysb.edu/Pres/boyer.nsf</a> . See section VII.	
2	Letter from UC President Atkinson requesting a campus report on redefining undergraduate education in a research context (September 2002): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Atkinson_Letter.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Atkinson_Letter.pdf</a>	4.2
3	UCLA Report from the Joint Senate and Administrative Committee on <i>Undergraduate Education in a Research Context</i> , May 2003: <a href="http://www.wasc.ucla.edu/cpr_endnotes/Ug_Ed_Res_Context_Report.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Ug_Ed_Res_Context_Report.pdf</a>	2.4, 4.2
4	Undergraduate Council letter endorsing the UCLA report: <i>Undergraduate Education in a Research Context</i> : <a href="http://www.wasc.ucla.edu/cpr_endnotes/UGC_Endorsement.pdf">http://www.wasc.ucla.edu/cpr_endnotes/UGC_Endorsement.pdf</a>	2.4, 4.2
5	UCLA chart of reserved course numbers for seminars and contract courses (November 2004): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Reorg_Definitions.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Reorg_Definitions.pdf</a>	2.4, 3.3
6	UC Annual Report to the California Legislature (2007); see pages 9-11, “The New T-I-E Method”: <a href="http://www.ucop.edu/planning/facultyinstructionalactivities2007.pdf">http://www.ucop.edu/planning/facultyinstructionalactivities2007.pdf</a>	2.7, 3.3
7	Link to College Honors Website with Explanation of the Individual Majors for Honors students: <a href="http://www.college.ucla.edu/up/honors/individual.html">http://www.college.ucla.edu/up/honors/individual.html</a>	
8	Comment: The UCLA <i>Undergraduate Science Journal</i> is produced by student editorial board under the guidance of faculty and staff; students enroll in a 2-quarter course through the Honors Collegium (HC 101B): <a href="http://college.ucla.edu/urc-care/proqujsi.htm">http://college.ucla.edu/urc-care/proqujsi.htm</a>	
9, 10	Data from the 2006 Senior Survey related to the capstone experiences in the College (see data chart on “Student Views about Participation in Undergraduate Research”) : <a href="http://www.college.ucla.edu/seniorsurvey/academic.html">http://www.college.ucla.edu/seniorsurvey/academic.html</a>	2.10
11	Catherine White Berthelde, “Doing Less Work, Collecting Better Data: Using Capstone Courses to Assess Learning” ( <i>peerReview</i> 9, no. 2 [Spring 2007]: 27-30), p. 29. <a href="http://www.aacu.org/peerreview/pr-sp07/pr-sp07_index.cfm">http://www.aacu.org/peerreview/pr-sp07/pr-sp07_index.cfm</a>	
12	Verna Teasdale, “The Culminating Experience Decision” ( <i>peerReview</i> 9, no. 2 [Spring 2007]: 24-26), p. 25. <a href="http://www.aacu.org/peerreview/pr-sp07/pr-sp07_index.cfm">http://www.aacu.org/peerreview/pr-sp07/pr-sp07_index.cfm</a>	

<b>Endnotes for Essay 6. <i>Using Educational Technology to Enhance Learning and Teaching</i></b>		
#	Document, Data, Website, or Comment	CFR
1	Website for the Office of Instructional Development (OID): <a href="http://www.oid.ucla.edu">http://www.oid.ucla.edu</a>	3.6, 3.7
2	Website for OID’s Teaching Enhancement Center: <a href="http://www.oid.ucla.edu/units/tec">http://www.oid.ucla.edu/units/tec</a>	3.4, 3.6 3.7
3	Website for BruinCast-Webcasting for UCLA Undergraduate Courses; course listings and student surveys: <a href="http://www.oid.ucla.edu/webcasts/courses">http://www.oid.ucla.edu/webcasts/courses</a>	3.6, 3.7
4	Website for the College Center for Digital Humanities: <a href="http://www.cdhu.ucla.edu/">http://www.cdhu.ucla.edu/</a>	3.6, 3.7
5	Website for Social Science Computing (SSC): <a href="http://computing.sscnet.ucla.edu/public/main/default.aspx">http://computing.sscnet.ucla.edu/public/main/default.aspx</a>	3.6, 3.7
6	Homepage for Virtual Office Hours of the Department of Chemistry and Biochemistry: <a href="http://voh.chem.ucla.edu">http://voh.chem.ucla.edu</a>	3.6, 3.7
7	Website for the Institute for Digital Research and Education (IDRE): <a href="http://www.idre.ucla.edu/about/">http://www.idre.ucla.edu/about/</a>	3.6, 3.7
8	Website for Access Grid: <a href="http://www.accessgrid.org/">http://www.accessgrid.org/</a>	
9	College Report on the <i>Instructional Enhancement Initiative</i> (IEI) (Spring 2006): <a href="http://www.college.ucla.edu/iei/">http://www.college.ucla.edu/iei/</a>	1.8, 3.7, 4.2
10	Website for the College Library Instructional Computing Commons (CLICC): <a href="http://www.clicc.ucla.edu">http://www.clicc.ucla.edu</a>	2.3, 3.6, 3.7
11	Home page for MyUCLA: <a href="http://my.ucla.edu">http://my.ucla.edu</a>	3.6, 3.7
12	Educational Fee Policy for students in the Henry Samueli School of Engineering and Applied Sciences: <a href="http://www.seas.ucla.edu/feeinfo">http://www.seas.ucla.edu/feeinfo</a>	1.8, 3.6, 3.7

13	Website for the UCLA Office of Information Technology (OIT): <a href="http://www.oit.ucla.edu">http://www.oit.ucla.edu</a>	1.3, 3.6, 3.7
14	Website for the Information Technology Planning Board (ITBP), a Joint Academic Senate/Administrative governing group: <a href="http://www.itpb.ucla.edu/">http://www.itpb.ucla.edu/</a>	1.3, 3.6, 3.7 4.2
15	Website for the Faculty Committee on Educational Technology (FCET), includes membership, duties and reports: <a href="http://www.oid.ucla.edu/edtech/fcet">http://www.oid.ucla.edu/edtech/fcet</a>	3.6, 3.7, 4.2
16	Website for UCLA's Campus Computing Council (CCC); includes membership, mission statement and issues: <a href="http://www.ccc.ucla.edu">www.ccc.ucla.edu</a>	4.2
17	Annual Report of the Faculty Committee on Education Technology (FCET) for 2006-07: <a href="http://www.oid.ucla.edu/edtech/fcet/reports/annualreport0607">http://www.oid.ucla.edu/edtech/fcet/reports/annualreport0607</a>	3.6, 3.7, 4.4
18	Website for the Brian P. Copenhaver Awards for <i>Innovation in Teaching with Technology</i> : <a href="http://www.oid.ucla.edu/edtech/bpcaward">http://www.oid.ucla.edu/edtech/bpcaward</a>	3.4, 4.3
19	Office of Information Technology's (OIT) website for UCLA's Common Collaboration and Learning Environment (CCLE) Initiative: reports and updates about the planning process: <a href="http://www.oit.ucla.edu/ccle">http://www.oit.ucla.edu/ccle</a>	3.6, 3.7, 4.2
20	Website for Collegium of University Teaching Fellows: <a href="http://www.oid.ucla.edu/students/cutf/index.html?searchterm=Teaching%20fellows">http://www.oid.ucla.edu/students/cutf/index.html?searchterm=Teaching%20fellows</a>	3.6, 3.7, 4.2
21	Office of Instructional Development's (OID) website for the Blended Instruction Case Studies: <a href="http://www.oid.ucla.edu/units/tec/tecbics">http://www.oid.ucla.edu/units/tec/tecbics</a>	3.4, 3.6, 3.7 4.4
22	Report by the UCLA Academic Senate Ad Hoc Committee on Online Instruction (June 2006): <a href="http://www.senate.ucla.edu/committee/UNEX/OnlineInstructionReport.pdf">http://www.senate.ucla.edu/committee/UNEX/OnlineInstructionReport.pdf</a>	4.4
23	Report by the Faculty Committee on Education Technology (FCET): <i>OpenCourseWare at UCLA: Observations and Guidelines for the Next Steps</i> (October 2005): <a href="http://www.oid.ucla.edu/edtech/fcet/reports/2005opencoursewarerec">http://www.oid.ucla.edu/edtech/fcet/reports/2005opencoursewarerec</a>	3.4, 4.2
24	Website for MOODLE – a free, open source software package designed as a course management system: <a href="http://moodle.org/">http://moodle.org/</a>	
25	Report (November 2006): <i>Classroom Technology Business Plan: 2008-2012</i> , Office of Instructional Development (OID): <a href="http://www.oid.ucla.edu/units/msd/planpdf">http://www.oid.ucla.edu/units/msd/planpdf</a>	3.5, 4.2
26	Report: Educause Essay by Jim Davis, <i>Beyond the False Dichotomy of Central and Decentralized IT Deployment</i> (May 2007): <a href="http://www.oit.ucla.edu/strategicPrinciples.htm#LayeredDeployment">http://www.oit.ucla.edu/strategicPrinciples.htm#LayeredDeployment</a>	3.7
27	Interview with Professor Tim Groeling about his use of technology in his Political Communication course: <a href="http://www.oid.ucla.edu/edtech/interviews/groeling2004/index.html">http://www.oid.ucla.edu/edtech/interviews/groeling2004/index.html</a>	2.8
28	Website for Information Literacy Program, designed by UCLA librarians is to help students master information skills to enrich their academic experiences and enable them to become independent lifelong learners: <a href="http://www2.library.ucla.edu/service/6342.cfm">http://www2.library.ucla.edu/service/6342.cfm</a>	3.5, 4.2
29	Example of a "Research Guide" developed for <i>Interracial Dynamics in American Literature, Culture and Society</i> (Freshman Cluster 20): <a href="http://www.library.ucla.edu/college/ge/cluster20c/index.htm">http://www.library.ucla.edu/college/ge/cluster20c/index.htm</a>	2.9
30	Example of a <i>Fiat Lux</i> seminar offered by a librarian for cluster students; the title of the seminar, <i>How to Stop Just Googling...and Find the Really Good Stuff</i> : <a href="http://www2.library.ucla.edu/service/6396.cfm">http://www2.library.ucla.edu/service/6396.cfm</a>	2.2
31	An interview with Senior Lecturer Mahtash Esfandiari (Department of Statistics) on "Teaching with Technology" and her experiences with the blended instructional projects in Statistics 10: <a href="http://www.oid.ucla.edu/edtech/interviews/esfandiari/index.html">http://www.oid.ucla.edu/edtech/interviews/esfandiari/index.html</a>	2.2

<b>Endnotes for Essay 7. Facilitating Interdisciplinary Education and Research</b>		
#	Document, Data, Website, or Comment	CFR
1	A list of 41 UCLA Interdepartmental Programs (IDPs) that offer degree programs at the undergraduate and graduate levels: <a href="http://www.wasc.ucla.edu/cpr_endnotes/IDPs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/IDPs.pdf</a>	2.8, 2.9,
2	A list of the 3 Centers for Interdisciplinary Centers (CII) established (or proposed): <a href="http://www.wasc.ucla.edu/cpr_endnotes/CIIIs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/CIIIs.pdf</a>	2.9, 2.10
3	A list of 23 Organized Research Units (ORUs) in which UCLA participates: <a href="http://www.wasc.ucla.edu/cpr_endnotes/ORUs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/ORUs.pdf</a>	2.9, 3.2, 4.2, 4.4, 4.5
4	A list of 8 University of California Multi-Campus Research Units (MRUs) in which UCLA participates: <a href="http://www.wasc.ucla.edu/cpr_endnotes/MRUs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/MRUs.pdf</a>	2.9, 3.2, 4.2, 4.4, 4.5

5	A list of over 100 research centers and institutes at UCLA that are not ORUs or MRUs: <a href="http://www.wasc.ucla.edu/cpr_endnotes/other_center_inst.pdf">http://www.wasc.ucla.edu/cpr_endnotes/other_center_inst.pdf</a>	2.9, 3.2, 4.2, 4.4, 4.5
6	Website for Women's Studies, an Interdepartmental Program that proposed in Spring 2007 to be a Department: Approved by the Academic Senate's Legislative Assembly, November 2007: <a href="http://www.womensstudies.ucla.edu/">http://www.womensstudies.ucla.edu/</a>	4.4
7	Website for the Center for the Study of Women, an Organized Research Unit (ORU) that works closely with Women's Studies.: <a href="http://www.csw.ucla.edu/">http://www.csw.ucla.edu/</a>	2.9
8	Comment: Since 1990, five departments were established that were originally IDPs; these include: 1) two IDPs (World Arts & Culture and Folklore & Mythology) merged with the Department of Dance to form the current Department of World Arts and Culture (1995); 2) Comparative Literature (1998); 3) Asian American Studies (2004); 4) Chicana and Chicano Studies (2005); 5) Communication Studies (2006).	
9	Website for the UCLA Institute of the Environment: <a href="http://www.ioe.ucla.edu/">http://www.ioe.ucla.edu/</a>	2.9
10	Curriculum for the Environmental Science major: <a href="http://www.ioe.ucla.edu/major.html">http://www.ioe.ucla.edu/major.html</a>	2.10
11	Report on the Multidisciplinary Studies Task Force, chaired by Vice Chancellor Claudia Mitchell-Kernan (May 1, 1997): <a href="http://www.wasc.ucla.edu/cpr_endnotes/Multidisc_Studies_Taskforce.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Multidisc_Studies_Taskforce.pdf</a>	2.3 2.7, 4.2
12	Memo (May 1998) from Interim EVC Norman Abrams that addresses new policies governing the appointment of ladder faculty to an Interdepartmental Program (IDP) or a center for Interdisciplinary Instruction (CII): <a href="http://www.wasc.ucla.edu/cpr_endnotes/IDP_CII_Memo.pdf">http://www.wasc.ucla.edu/cpr_endnotes/IDP_CII_Memo.pdf</a>	3.3, 4.2
13	Report of the Academic Senate Taskforce on IDPs, May 30, 2007; chaired by Professor Kathleen Komar: <a href="http://www.wasc.ucla.edu/cpr_endnotes/Senate_Taskforce_IDPs.pdf">http://www.wasc.ucla.edu/cpr_endnotes/Senate_Taskforce_IDPs.pdf</a>	2.7, 3.5, 4.2
14	Website for the UCLA Center for Medieval and Renaissance Studies: <a href="http://www.cmrs.ucla.edu">http://www.cmrs.ucla.edu</a>	2.9
15	Website for the UCLA Center for the Study of Race, Ethnicity, and Politics: <a href="http://csrep.ucla.edu/">http://csrep.ucla.edu/</a>	2.9
16	Website for the UCLA Ronald W. Burkle Center for International Relations: <a href="http://www.international.ucla.edu/burkle/">http://www.international.ucla.edu/burkle/</a>	2.9
17	Website for the UCLA Institute for Pure and Applied Mathematics: <a href="http://www.ipam.ucla.edu/">http://www.ipam.ucla.edu/</a>	2.9
18	Website for the California NanoSystems Institute: <a href="http://www.cnsi.ucla.edu">http://www.cnsi.ucla.edu</a>	2.9
19	Website for the UCLA Jonsson Comprehensive Cancer Center: <a href="http://www.cancer.mednet.ucla.edu/about-us">http://www.cancer.mednet.ucla.edu/about-us</a>	2.9
20	Website for the UCLA Center for Society and Genetics: <a href="http://www.socgen.ucla.edu/">http://www.socgen.ucla.edu/</a>	2.9
21	Website for the Cotsen Institute of Archaeology at UCLA: <a href="http://www.sscnet.ucla.edu/iaa/">http://www.sscnet.ucla.edu/iaa/</a>	2.9
22	Website for the UCLA Molecular Biology Institute: <a href="http://www.mbi.ucla.edu/">http://www.mbi.ucla.edu/</a>	2.9
23	Website for the UCLA Brain Research Institute: <a href="http://www.bri.ucla.edu/">http://www.bri.ucla.edu/</a>	2.9
24	Website for the UCLA Institute for Geophysics and Planetary Physics: <a href="http://www.igpp.ucla.edu">http://www.igpp.ucla.edu</a>	2.9
25	The 1999 report from the University of California, Irvine presents an interesting analysis of ORU intramural and extramural funding at UC campuses: <a href="http://www.rgs.uci.edu/rig/research/geater/qtrf199c.htm">http://www.rgs.uci.edu/rig/research/geater/qtrf199c.htm</a>	
26	12/22/06 Oakley letter to Coleman with attachments: <a href="http://www.wasc.ucla.edu/cpr_endnotes/MRU_recommendations.pdf">http://www.wasc.ucla.edu/cpr_endnotes/MRU_recommendations.pdf</a>	2.7, 3.5
27	The MRU organizational chart (pdf) posted on the UC Research Website, UC Office for Research: <a href="http://www.ucop.edu/research/programs_units/mru/documents/reorganization_jun.pdf">http://www.ucop.edu/research/programs_units/mru/documents/reorganization_jun.pdf</a>	3.8
28	National Academy of Sciences Report, "Facilitating Interdisciplinary Research (2004)": <a href="http://www.nap.edu/books/0309094356/html/">http://www.nap.edu/books/0309094356/html/</a>	
29	Website for the Freshman Cluster Course on Biotechnology and Society, developed by Dr. Sally Gibbons, Associate Director of the Center for Society and Genetics: <a href="http://www.college.ucla.edu/ge/clusters_archive/ge71.asp">http://www.college.ucla.edu/ge/clusters_archive/ge71.asp</a>	2.2
30	A list of UCLA's Interdisciplinary graduate education and research training programs. <a href="http://www.wasc.ucla.edu/cpr_endnotes/extramural_funding.pdf">http://www.wasc.ucla.edu/cpr_endnotes/extramural_funding.pdf</a>	2.2
31	Website for the Materials Creation Training Program (MCTP), directed by Professor Robin Garrell (Chemistry); MCTP is one of four Integrated Education and Research Training (IGERT) Programs at UCLA. MCPT broad goal is to train the next generation of scientists and engineers in the synthesis and characterization of new materials, and in the design, fabrication and characterization of electronic and photonic devices based on those materials: <a href="http://mctp.chem.ucla.edu/mctp/overview.php">http://mctp.chem.ucla.edu/mctp/overview.php</a>	2.2
32	Website for the Bioinformatics Training Grant: <a href="http://bioinformatics.ucla.edu/">http://bioinformatics.ucla.edu/</a>	2.2