

**ACADEMIC PLANNING AND RESOURCE ALLOCATION (CAPRA)
2006-2007 ANNUAL REPORT**

TO THE MERCED DIVISION OF THE ACADEMIC SENATE:

In academic year 2006-2007, the Committee on Academic Planning and Resource Allocation (CAPRA) met eighteen times to conduct business. The issues that CAPRA considered this year are described briefly as follows:

Campus wide Strategic Planning

In response to a charge from the EVC/Provost to the Division Council, CAPRA agreed to play a role in establishing the first campus wide strategic plan for UC Merced. The planning process would focus on research excellence and be separate from the strategic plans of the three Schools.

As a stepping stone, CAPRA reviewed the Strategic Plans of other UC campuses and discussed the 5-year budget projection (provided by UCM Budget Office), specifically the faculty/lecturers ratio for 2007-08 (125/25) and the university growth rate (600-700 students and up to 30 faculty/year).

Members discussed the different ways that would enable UC Merced to build a reputation as a top research university and assert its academic value. To ensure sustainability, it was suggested that efforts be strategically invested around areas that would build UCM's prominence as a research institution and a post-doctoral training institution. Initial planning activities focused on the Science and Engineering research activities, research funding and graduate education across the three Schools. CAPRA agreed to the following process: solicit input from key faculty and UC Merced leaders; establish a set of guiding principles to facilitate the evaluation of existing and new programs; build around existing and future peaks of excellence.

Given the logistics, and in an effort to gather broad input, members agreed to focus efforts on existing programs and establish an institute-driven strategic plan. The initial phase involved the identification and evaluation of institutes that reach across several graduate groups.

CAPRA members also agreed that the role of the chairs of the different graduate groups was critical in the process. CAPRA charged the chairs with providing input to help identify pillars of excellence within their respective research fields. In November 2006, CAPRA received input from the following:

- Applied Mathematics Institute (AMI) – Professor M. Sprague
- Physical Sciences and Materials Engineering (AMSE) – Professor A.M. Kelley
- Biomedical and Systems Biology Institute (QSB) – Professor M. Colvin
- Sustainability: California and the Earth in 2050 (ES) – Professor Tom Harmon
- Institute of Cognitive and Information Sciences (SCS) – Professor Evan Heit
- Bio-Inspired Technologies (BEST) – Professor Christopher Viney
- World Cultures (WCH) – Professor Manuel Martin-Rodriguez
- Geographic Information and Spatial Analysis Center (GISAC) – Professor Ruth Mostern
- Health Psychology Proposal – Professor William Shadish

Members discussed the viability of the graduate groups and their readiness to be submitted to CCGA. CAPRA noted that each program would need 10 to 15 faculty members to become viable and that the university's success also relied on the success of its graduate students. Graduate groups were ranked from 1 to 4 (level 1: "could be submitted to CCGA in 2007-2008").

In December 2006, CAPRA met with the Deans of the three Schools and received input on the following:

- Renewable and Sustainable Energy – Dean Wright
- Health Sciences – Dean Pallavicini

CAPRA also encouraged comments from the faculty involved with the presentations. A draft summary of input was discussed and edited within CAPRA. The revised report was distributed to faculty for input. CAPRA expected to put forward a prototype plan in January 2007, but further work on the campus-wide academic plan were postponed pending further guidance from the EVC. CAPRA's final product on this phase of the planning was to transmit edited results of the input from graduate group chairs and deans to the EVC.

School Strategic Plans

During AY 2005-2006, CAPRA members discussed the submission and review of the Strategic Plans with former EVC/Provost Ashley. A timeline for review of the plans was developed. CAPRA estimated that their recommendations of faculty allocation and possibly other aspects of the Schools plans would be submitted to the EVC/provost by May 2006.

Using the 12-point criteria, CAPRA reviewed the Schools strategic plans, including a detailed analysis of resources and priorities. The committee bore the responsibility of evaluating and making recommendations on resource issues, including space needs. CAPRA assessed recommendations for faculty hires in the context of space needs and allocations. CAPRA also referred to the Space Committee Report to draft its recommendations. Last year CAPRA suggested to former Provost Ashley that a 5-year space plan be included in the context of the Schools Strategic Plans. In 2006-2007, CAPRA's position remained the same. The committee suggested that next year's fte projections include how office and lab space will be allocated. CAPRA also suggested that the 12-point review criteria be revised in 2007-2008 as it does not thoroughly address the need for the Schools to identify their space and resource needs. CAPRA mapped input from the strategic plans onto two spreadsheets: one by undergraduate majors and the other by graduate group area. CAPRA wanted to identify credible mass in both.

Schools FTE Requests For AY 2007-2008

CAPRA mapped the faculty positions requests listed on the Schools Strategic Plans onto the undergraduate majors' matrix and from the undergraduate matrix onto the graduate groups. The three Schools requested 56 ftes. CAPRA decided to allocate 17 under the highest priority, 6 as second priority and 6 as 3rd priority.

Faculty Allocations and Undergraduate Majors

CAPRA prioritized faculty allocation using four priority levels and updated the matrix of faculty on board and in search by affiliation with undergraduate major or discipline. CAPRA would like to see more senior faculty searches across the three Schools.

Graduate Groups and Strategic Groupings of Faculty

In AY 2005-2006, priorities were placed with filling undergraduate majors with strategic directions being also a concern. In 2006-2007 CAPRA suggested putting more emphasis on the graduate groups and the strategic directions, independently of graduate needs. The three Schools graduate groups were inventoried by the committee. Subgroups and individuals within the graduate groups were identified as well. Potential graduate groups were also considered.

Viability of Institutes

As part of the review of the Schools Strategic Plans, CAPRA examined the health and viability of UC Merced's existing and nascent institutes.

Senior Faculty within the Graduate Groups

CAPRA inventoried the number of senior faculty within each graduate group. CAPRA felt that it is essential to have senior faculty members within disciplines in order to recruit graduate students.

CAPRA'S Faculty Searches Recommendations

Broad Searches

CAPRA recommended against searches that were written too broadly because positions tended to be morphed into something that was not intended. CAPRA recommended that the number of searches exceed the number of positions (i.e. for 17 ftes requested, search for 30 ftes). CAPRA also recommended that search committees membership be more diverse, representing different disciplines.

Cross-unit searches

Cross-unit searches were evaluated under a common set of principles. Cross school searches did not necessarily result in a cross-school position. CAPRA's recommendations were solely based on the Schools' and graduate groups' requests; therefore Schools had the responsibility for identifying their needs.

CAPRA recommended that changes be made in cross-unit searches that were unsuccessful in the past (i.e. energy and materials). Members also discussed ways to eliminate the log jam that existed within the joint search committee in regards to the unfilled energy position and proposed the following alternatives: allow both science and engineering to have separate search committees to pursue two energy related positions that fall within some of the disciplines in the two Schools; or leave the failed search and re-design it for an engineering position and allocate a position to chemistry or physics.

CAPRA's Faculty Hire Recommendations

CAPRA gathered information and developed recommendations regarding faculty hires. The recommendations were submitted to the EVC/Provost for review and approval. In their

recommendations, CAPRA members expressed concern about not having access to budget information related to faculty start-up resources in the past and stated that they were also concerned about the amount of funds which will be allocated this year. Additionally, it would be helpful to CAPRA if the Schools strategically prioritized future faculty hires before submitting their request to the committee for recommendation.

CAPRA assumed that 17 new first priority positions would go forward, plus 3 positions to fill vacancies. Six were will be put in a second a third priority position and 6 in 3rd. CAPRA would like to over-hire as long as resources are available. CAPRA also feels that faculty need to be strategically hired in order to adequately meet campus and students' needs. In May 2007, CAPRA submitted its final report to the EVC/Provost. In its report, it voiced its concern about offering new majors at the expense of faculty workload and space allocation.

School of Management

CAPRA maintained last year's recommendation: a cross campus planning group should study the Management program. The EVC/Provost informed CAPRA that a task force is committed to the planning of a School of Management.

CAPRA supports the idea of building strength within the existing Economics program as a stepping stone to a strong management program. In terms of resources, distribution of allocations within the current management major rather than a broader management program will impact the different fte implications.

School of Engineering Lecturers

Although no outcome was generated, CAPRA discussed the School of Engineering needs for more lecturers due to heavy workload facing the current faculty.

UC Merced Strategic Direction - Funding

At the request of the VC for Research/Dean of Graduate Studies Traina, CAPRA was asked to consider strategic matters such as the probability of success in building research programs within certain research areas, based on the current available federal funding and projections. CAPRA felt that this responsibility lied within the Schools and/or the graduate groups; therefore the graduate groups input would be necessary to pursue the debate.

Director of Systems Biology Institute

This position was approved by the faculty within the School of Natural Sciences. Faculty strongly felt that this position should be administrative and therefore it should not come at the cost of a faculty line.

Humanities and Materials Culture Proposal

In 2005, CAPRA and former EVC/Provost Ashley approved the search for a Provisional Humanities faculty member. The search was reconstituted/modified at the request of EVC/Provost Alley. The search committee requested that this position's rank be advanced to a tenured fte. In its recommendations, CAPRA supported advancing the rank of this position and requested that the search committee demonstrate how this position strategically contributes to building specific undergraduate majors in the School of Social Sciences, Humanities and Arts.

CAPRA also suggested bridging this position between Anthropology and History and recommended that the research areas of interest in the advertising be broadened.

Medical School

Although CAPRA supported the planning of a medical school at UCM, it did not endorse its development at the expense of the university. Some members wanted to know and understand the administration's stance in regards to the prospect of building a medical school. According to the EVC/Provost, UCOP supports the idea of planning a medical school; however building a medical school cannot go forward without the endorsement of the Regents and state officials.

Budget

CAPRA met with the EVC/Provost to discuss the budgetary situation at UCM. CAPRA would like more transparency with the budget in the upcoming year.

Budget Committee

This item was brought forth to CAPRA by the EVC/Provost. Membership for this committee would include the CAPRA chair (or designate) and the Senate chair (2-year term). This committee would be an administrative component of the university and its members are to be appointed by the Chancellor (instead of Committee on Committees).

Space

For over two years CAPRA has struggled with the issue of space, particularly for Science and Engineering. In September 2006, CAPRA requested access to the Campus Space Committee recommendations.

CAPRA was also concerned about the lack of balance between the growth of majors and student numbers. CAPRA recommended that a different strategy be considered and implemented to address the lack of space at UCM and the small number of ftes.

Castle Campus

CAPRA discussed the negative aspects associated with Castle and discussed possible incentives for moving there.

Freshman Seminars

CAPRA agrees that the freshman seminar policy needs to be refined. Faculty members across the three Schools expressed concern about the restriction applied to the use of funds and teaching overload. CAPRA recommended that UCM faculty compensation be comparable to other UC campuses.

Redirect Program/Dual Admissions/Shared Experience Program

This was brought to CAPRA by the EVC/Provost. CAPRA expressed its concern about the lack of space and resources at UCM and stressed the importance of providing UCM with the proper resources to create more and better programs. CAPRA suggested that these factors be part of the negotiations and guarantees between UCOP and UCM's administration.

SSHA Revised General Education Requirements

The SSHA faculty and Curriculum Committee submitted a revised General Education Requirements list for the School to UGC to include a full year foreign language for GE for all SSHA students. CAPRA was concerned about the resource implications and the pedagogical issues beyond year one for the SSHA proposal for a foreign language requirement.

CAPRA was joined on several occasions by EVC/Provost Alley. The EVC/Provost thanked CAPRA for their proactive stand and encouraged the senate committee to focus on ways to ensure that the campus thrives.

Respectfully submitted,

Roger Bales, Chair (Engineering)

Michael Colvin, Vice Chair (Natural Sciences)

Tom Harmon, Division Council Vice Chair (Engineering)

Evan Heit, UGC Chair (SSHA)

David Kelley, GRC Chair (Natural Sciences)

Ex officio (non-voting member:

Shawn Kantor, Division Council Chair (SSHA)