

**COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION
ANNUAL REPORT
2008-2009**

TO THE MERCED DIVISION OF THE ACADEMIC SENATE:

The Committee on Academic Planning and Resource Allocation ([CAPRA](#)) met 15 times in person and conducted some business via email with respect to its duties as outlined in [UCM Senate Bylaw II.4.A](#). The issues that CAPRA considered this year are described briefly as follows:

BUDGET

Throughout the academic year CAPRA conveyed its concerns to the EVC about UCM's budget. Discussions with the EVC included the following:

CAPRA and the EVC discussed a letter from President Yudof in response to the [7/22/08 memo](#) from Michael Brown (2007-2008 Chair of the Assembly and the Academic Council) regarding UCPB's recommendations to reconsider UCM's budget model. The Division Council (Divco) drafted a response to President Yudof. In its letter, Divco requested that Council reaffirms UCPB and Council's recommendations to increase UCM's base funding per student, restore the SE II building in terms of square footage, expand Castle and work with UCM to come up with a sustainable budget for the campus.

CAPRA also emphasized the importance of improving and reinforcing the spirit of shared governance by having the Academic Senate and the Administration working together and communicating on the budget allocation process.

Budget Committee

Across the UCs, budget committees send their criteria to each unit and ask them to bid new resources for the following year. CAPRA was concerned that the UCM Budget Committee had not met since August 2008. (It did ultimately meet, on April 16, 2009.) Due to changed parameters, CAPRA suggested that the Budget Committee reconsider budget priorities before sending their request to the units. Upon review of the *Campus Budget Principles for Allocation of Funds*, CAPRA noted that it did not specify how the campus would change its priorities get through the difficult times ahead.

UCM Budget

To address budget cuts, UCOP asked the campuses to curtail their expenditures. Therefore, the EVC asked the schools to reduce their 2009-2010 FTEs searches to no more than two or three most critical positions per school. Another cut is expected for 2009-2010 further reducing campuses budgets and flexibility with resources.

CAPRA conveyed its concerns to the Administration about the impact of the budget crisis on instructional space, graduate education, faculty success, faculty recruiting and retention. The committee also expressed its concern about the lack of space in general and the availability of research and teaching space over the next few years.

On January 22, 2009 Senate Chair Conklin and UCM Administration met with UCOP officials in Oakland to discuss the inadequacy of UCM's funding model. CAPRA Chair Heit also participated in preparations for this meeting. At the meeting President Yudof noted that he was not in favor of a reduced enrollment scenario at UCM. A possible ten year delay of payment of UCM's debt interest rates was also considered.

In February 2009, the EVC/Provost discussed enrollment and budget issues with Debora Obley (UCOP Associate VP-Budget Operations). There was some concern about the effect of the economic downturn on student enrollment. UCOP reiterated their willingness to provide funds from their downsizing to help UCM in the next few years.

In April 2009, UCOP agreed to grant UCM approximately \$6M for enrollment growth for 2009-2010. OP was not ready to commit to an additional \$6M for 2010-2011 due to concerns about the system wide budget.

In April 2009, CAPRA reviewed data related to general funds expenditures by functions. The document provided a comparison of each campus' expenditures and revenues. Figures showed that UCM is highly dependent on state support (57% vs. 22% for the other UCs). CAPRA noted that even with cost saving initiatives, UCM's budget still projects a deficit for a while. Furthermore, UCM's funding mechanism is based on the assumption of an 18.7:1 student to faculty ratio for additional students; however, historically, additional students at other campuses have been funded at a different ratio. All the other campuses have benefited from this and have had their graduate programs funded in a much more favorable ratio. CAPRA was very concerned about the serious implications this inconsistency will have on the future of UCM, in particular growth of graduate programs.

UCOP Visit

On April 27, 2009 UCOP officials visited UCM to discuss the campus budget. During a meeting with the Division Council, Lawrence Pitts (Interim Provost and Executive Vice President) suggested the establishment of a task force who will work over the summer on analyzing different budget models, enrollment projections, funding and demographic trends in the State. The task force would draft a financial plan for the campus. The membership of the task force would include some UCM faculty, administrators, deans and some representatives from UCOP. Provost Pitts suggested that the campus should consider short-term scenarios including slower growth and no growth.

CAPITAL PLANNING

The Division Council asked CAPRA to opine on the Merced's *2008-2014 State-Funded Capital Improvement Request* and the *2009-2018 Combined Capital Program*. The documents provided a descriptive overview of unfunded campus capital needs. CAPRA expressed its concern about the lack of faculty consultation during the preparation of the reports; about the insufficient amount of teaching and research space; and about the inadequacy of enrollment-based funding given UCM's small student body. CAPRA also noted that there was a discrepancy between data presented in the CIP documents and information contained in the Schools strategic plans. CAPRA recommended Senate consultation regarding Capital Planning activities/discussions.

SCHOOLS STRATEGIC PLANS

CAPRA has been successful in establishing processes and criteria for reviewing the Schools strategic plans. At the beginning of the academic year, the committee edited its 2008-2009 criteria and timeline. Revised documents were distributed to the EVC, faculty, deans, and chairs of the graduate groups.

For the review of the plans, the schools are asked to submit enrollment data about their majors and the number of FTEs in each discipline. In order to ensure consistency, CAPRA recommended that the Office of Institutional Planning and Analysis (IPA) provide data directly to the schools thus eliminating the need for each school to create its own data tables. CAPRA reviewed data provided by IPA. Data included the number of majors in programs affiliated with a prefix, the number of student credit hours taught in courses offered by the program and the number of student credit hours taught by instructors assigned to the program. The idea was to identify faculty's home departments and to make sure that faculty's teaching efforts were accrued back to their home departments. CAPRA recommended that faculty with split appointments be given the choice to designate two prefixes and that an accurate accounting of hours of instruction related to general education be reflected on the IPA report. Graduate teaching was accumulated separately.

The Schools were supposed to submit their plans to the EVC by January 19, 2009 and their second drafts by March 16. However, in December 2008, UCOP implemented a hiring freeze across the UC system and the number of faculty lines allocations for AY 2009-2010 had to be reduced and some searches had to be pulled back. CAPRA encouraged the EVC to send additional instructions to the schools and provide clarity to faculty and the Deans regarding the preparation of the plans and faculty line requests. As a consequence of the budget limitations and the reductions of faculty lines, the schools did not supply complete strategic plans. The Schools of Natural Sciences and Engineering submitted a list of FTE requests and SSHA submitted a draft executive summary. This affected CAPRA's role and process for the evaluation of the schools strategic plans. CAPRA noted that the committee's criteria for evaluating the plans were not designed to interface with the schools' minimal plans. On April 23, 2009 CAPRA

sent a memo the NS Executive Committee to request a reprioritization of the school's FTE request.

In May 2009, the EVC suggested that new searches next year be limited to this year's unsuccessful searches, plus five new lines (possibly all LPSOEs).

ENROLLMENT

In December 2008, UCOP warned the UCs against over enrollment. This caused some concern among CAPRA since UCM's funding model is and has been based on enrollment growth. CAPRA discussed solutions to address issues surrounding enrollment and limits imposed by the state on enrollment as part of the state's plans for budget cuts.

GENERAL EDUCATION

In October 2008, CAPRA sent a memo to the Division Council requesting that the administration provide faculty with specific information about resources available for the delivery of General Education.

The Division Council established an Ad Hoc Committee on General Education. Professor David Kelley served as the CAPRA representative on the Ad Hoc Committee. The Ad Hoc Committee held weekly meetings and conducted a thorough analysis of General Education and Core courses delivery. The Committee completed its report in April 2009. A draft report was sent to UGC, GRC, CAPRA and to the Schools for comments before being submitted to the Division Council. Comments from CAPRA members noted that the limited number of ladder rank faculty must contribute to majors, graduate education, as well as general education. The final report was sent to the Division Council in May 2009.

GRADUATE EDUCATION

CAPRA emphasized the priority of building graduate education at UCM. The committee also noted that Non Resident Tuition waivers were critical to the success of graduate education and that opportunity funds at some UCs are translated into non-resident tuition. Being able to redirect funds would allow UCM to boost graduate education.

SPACE

This year, CAPRA members reiterated their concern about current and future space challenges and how they put the campus at a disadvantage in recruiting and retaining faculty. The committee noted that in order to fully address and visualize the space problems, the committee needs detailed reports and analyses from the office of the Registrar and/or IPA. Furthermore, the committee noted that there was a disconnect between the campus' actual space needs (see CPEC numbers) and its inadequate capital budget. According to UCOP, CPEC analyses do not justify larger buildings at UCM. UCOP standards for assessment and analyses of UCM needs

for space are below those of other UCs. This alarmed CAPRA given the current space crisis. Committee members noted that UCOP also needs to take into consideration the fact that remedial education occupies a large amount of space.

Discussions with the EVC included the following:

- Shortages of instructional space - Some science classes have experienced difficulty accommodating 80-100 students' class sizes. According to projections provided by IPA, computer labs and biology will be at 350% occupancy in fall 2009.
- Social Sciences and Management and SEII buildings – Funding for construction of these building totals \$168M. There were concerns about SEII's plans for occupancy (scheduled for winter 2013) and how this will affect the ability to conduct successful searches.
- Castle campus renovations and how space will be assigned. Utilization of lab space has been an ongoing problem partly because of the isolation factor.

UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)

As the UCM UCPB representative, Chair Heit provided regular reports to CAPRA. At UCPB's request and as a follow-up to last year's presentation, Chair Heit reported to UCPB in April 2009 on the state of UCM's budget. The operating budget is built on the notion that in the next three years the campus will lose state support and the expectation is that the gap will be backfilled with the marginal cost of instruction rate. In 2008-09 UCM received \$6.3M which backfilled the \$4M loss in state support. In 2009-10 and 2010-11 the campus will lose \$5M each year which will need to be backfilled with enrollment support as specified in the Higher Education Compact.

CAPRA BYLAWS

The Committee on Rules and Elections (CRE) asked CAPRA to review its Bylaws and list any necessary substantive changes. CAPRA discussed this request at its March 2 and 16 meetings and recommended the following language (**bold**):

Bylaw II.4.A: Academic Planning and Resource Allocation Membership:

This Committee has at least ~~six~~ **eight** members: a Chair, a Vice Chair, ~~the Vice Chair of the Division~~, the Chairs of the Undergraduate Council and the Graduate and Research Council, **the Vice Chairs of the Undergraduate Council and the Graduate and Research Council, a graduate student member**, and an an undergraduate student member.

WASC REVIEW

CAPRA shared its concern with the EVC about the impact of the WASC review on faculty workload and research activities, on UCM's programs ability to submit their proposals for stand alone graduate groups to CCGA.

SYSTEM WIDE ISSUES

Furlough/Salary Reductions (Proposed Amendment to Standing Order 100.4)

CAPRA was concerned that declaring a financial emergency at some campuses would intensify the current discrepancies in the ways the system funds each campus. The implementation of budget cuts, salary reductions and/or furloughs would affect the viability of the programs at UCM and would exacerbate stratification. CAPRA did not support this proposal and forwarded its comments to the Division Council in June 2009.

CAPRA was also deeply engaged with the EVC on the following issues:

- Strategic planning for the planned growth at the undergraduate level.
- Lack of mechanism to limit enrollment in impacted majors.
- Faculty recruitment for AY 09-10 and beyond.
- Resources for faculty start-up packages.
- Faculty success.

CAPRA reviewed and commented on the following proposals, policies and reports:

- General Education – *Comments forwarded to Divco on October 23, 2008.*
- UCM Strategic Academic Plan – *October 23, 2008.*

CAPRA's comments were general and targeted the needs and strategic direction of the campus

- School of Management Proposal- *November 21, 2008.*

CAPRA's concerns were mainly about resources for teaching, resources in general, space and library costs.

- Long Range Development Plan – *December 12, 2008.*
- Proposal for a Graduate Group in Psychological Sciences- *Comments forwarded to GRC on January 28, 2009*

CAPRA requested that a letter from the EVC regarding resource commitments, matching the resources requested in the proposal itself, be included with the proposal before going to CCGA.

- Washington Advisory Group Report – *Comments forwarded to Divco on February 11, 2009*

CAPRA was concerned about the report's resource implications and logistical challenges: funding for a part-time "Executive Director for Medical School Planning", use of a professional planning group, additional instructors and administrative bodies to support the proposed partnership between UCSF-Fresno and Davis Medical Centers, and in general a lack of faculty consultation on planned academic programs such as a new undergraduate program in the health sciences.

- Proposal for a SSHA History Honors – *March 3, 2009*

CAPRA supported this proposal, but noted issues about implicit resource requests and pointed out in its memo that the proposal could affect faculty teaching workload.

- Proposal for a Sociology Major – *Comments forwarded to UGC and to the Sociology faculty on April 2 and April 22, 2009*

During the review of the proposal, CAPRA consulted with the EVC on resource implications. Although CAPRA supported the new major in general terms, CAPRA recommended that the Sociology faculty consider delaying accepting transfer students

until students entering the Sociology major are in their junior year. The EVC agreed with CAPRA's recommendation.

- Proposed Policy on the Establishment or Revision of Academic Degree Programs – *Comments forwarded to CRE on June 5, 2009*
- Undergraduate and Graduate Program Review Guidelines – *Comments forwarded to Divco on June 19, 2009*

CAPRA met with the following guests:

- VC for Administration Mary Miller and Director of Capital Planning, John White – Dec. 8, 2008, to discuss CIP, space projections.
- SSHA Dean Hans Bjornsson – Feb. 9, 2009, to discuss the School of Management proposal.
- Professor Gregg Camfield – Feb. 9, 2009, to discuss the WASC review process.
- Kathy Jefferds, Budget Director – May 4, 2009, to discuss UCM's budget.
- Gyami Shrestha, graduate student, attended the April through June CAPRA meetings as a guest observer.

Respectfully Submitted,

Evan Heit, Chair (SSHA), UCPB Representative
David Kelley, Vice chair (NS)
Michael Colvin, Senate Vice chair (NS)
Valerie Leppert, GRC Chair (ENG)
Manuel Martin-Rodriguez, UGC Chair (SSHA)

Ex-Officio

Martha Conklin, Council Chair (ENG)

Student Representative

Kevin Wolff

Staff

Fatima Paul