

**COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION  
ANNUAL REPORT  
2009-2010**

**TO THE MERCED DIVISION OF THE ACADEMIC SENATE:**

The Committee on Academic Planning and Resource Allocation ([CAPRA](#)) met 17 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:

Throughout the academic year CAPRA conducted business in the context of constant pressure imposed by budget uncertainties and space shortages. CAPRA's concerns about UCM's funding model were regularly conveyed to the EVC.

**BUDGET**

CAPRA discussed the faculty's role on the campus budget committee. In times of crisis, other campuses conduct frequent budget committee meetings. CAPRA was alarmed by the lack of budget meetings at UCM. Budget cuts (\$5million) affected the campus disproportionately with UCM being the newest UC campus and not being fully funded for all its students. CAPRA also reiterated the importance of improving and reinforcing the spirit of shared governance by ensuring that the Academic Senate and the Administration work together and communicate on the budget allocation process.

CAPRA and the EVC discussed the SSHA instructional budget and measures that could be implemented to balance it, such as trading funding for lecturers for TAs positions.

***UCOP Officials Budget Visit – October 2009***

CAPRA Chair Colvin, GRC Chair Kello, Senate Vice Chair Heit and UGC Chair Amussen attended the meeting in October 2009. OP officials included Nathan Brostrom, Interim Executive Vice President for Business Operations, Patrick Lenz, Vice President of Budget; and Peter Taylor, Executive VP and CFO. Items discussed included UCM's need to grow, research activities, ladder-rank faculty and graduate education.

***Systemwide Suggestions for Budget Cuts***

In April, 2010 Provost Larry Pitts asked every UC campus to send suggestions for significant budget cuts. CAPRA agreed that funds could be saved by establishing a reliable research accounting scheme, by improving the timeliness of research grant accounting to minimize unspent balances that must be returned to granting agencies, and losing UCM indirect costs which could help with the research budgets.

## **DIFFERENTIAL FEES FOR UNDERGRADUATES BY DISCIPLINE**

The purpose of the proposal was to increase fees on Business and Engineering majors. CAPRA discussed the proposal's pedagogical impact and the issues surrounding access. CAPRA also considered the resource dimension of the proposal. The committee was strongly opposed to such a proposal as it would put Merced at a serious disadvantage and disproportionately limit access to popular majors.

## **GRADUATE EDUCATION/GRADUATE PROGRAMS**

In 2009-10 the number of graduate applications experienced only a slight increase, with the proportion of UC Merced graduate students falling short of desired growth targets. A task force on graduate enrollment management was established by VCR/Dean of Graduate Division Sam Traina. The charge of the task force was to consider ways to address graduate enrollment issues. CAPRA recommended collaboration between both the undergraduate and the graduate enrollment management task forces.

## **INDIRECT COSTS**

In 2009-10 ICR generated about \$1.8million in the opportunity funds. During a CAPRA meeting, the EVC indicated that a fraction of those dollars will be used to pay off the debt on the \$10million loan for planning SEII and for the modular buildings. During their consultations with the EVC, CAPRA members reiterated the importance of adequately tracking ICR dollars and using a portion of those dollars to invest strategically in faculty research and graduate programs.

## **PROPOSALS FOR CRUS/ORUS/GRADUATE GROUPS**

During its review of the proposals, CAPRA considered whether funds were available, how much funds were requested and whether the sources of funding were identified. CAPRA recommended that resource requests be addressed by the Budget Committee.

### *CRUs*

- **Spatial Analysis and Research Center (SPARC)**-CAPRA comments sent to GRC on June 10, 2010.

The SPARC proposal included a proposal for a new minor. CAPRA recommended that the minor be submitted to the Senate through the usual channels (UGC)

- **Center for Autonomous and Interactive Systems (CAIS)** – Endorsed March 2010

The proposal did not include a request for resources; therefore GRC conducted the review.

### *ORUs*

- **Health Sciences Research Institutes (HSRI)**-Comments sent to GRC March 2010.
- **UC Merced Energy Research Institute (MERI)**- Comments sent to GRC March 2010.

### *Graduate Groups*

- **Cognitive Science (CIS)**-Comments sent to GRC December 2009.
- **Quantitative Systems Biology (QSB)**-Comments sent to GRC March 2010.
- **(Revised) Psychological Sciences Graduate Group**-Approved in May 2010.

The review of the proposal for a Psychology graduate group was delayed in 2008-2009 because the sources of funding were not clearly identified.

### **PROPOSALS FOR NEW MINORS**

In March 2010, CAPRA recommended approval of the following:

- Environmental Science and Sustainability (ESSU)
- Interdisciplinary Public Health

Recommendations were forwarded to Divco.

### **RESEARCH METRICS**

In several Senate discussions the issue has been raised of including “Research Metrics” as a complement to student numbers in evaluating resource requests in order to evaluate the quality of research. CAPRA was concerned that research as a goal was overlooked thus CAPRA asked GRC to establish a comprehensive list of research metrics. This would be especially beneficial to graduate programs. This will be addressed by GRC in AY2010-11.

### **SCHOOL OF MANAGEMENT**

CAPRA and the EVC discussed a potential plan to make the School of Management a multi-school program. CAPRA discussed the pros and cons of such a plan and noted that agreements across the three Schools were essential. Additionally, CAPRA noted that the School of Management needed to be developed with consideration of areas of student interest.

### **SPACE**

Throughout the year, CAPRA reiterated its concern about current and future space challenges and how they put the campus at a disadvantage in recruiting and retaining faculty. CAPRA noted that in order to fully address and visualize the space problems, the committee needed detailed reports and analyses from the office of the Registrar and/or IPA and the space committee. CAPRA also noted that it would become increasingly difficult for faculty to deliver instruction and conduct research with an overall student to faculty ratio unprecedented to a UC campus, and with the most popular majors. CAPRA expressed the importance of conducting some projections to see whether the campus can handle 2000 additional students into the current instructional space. (All of the models so far have been assuming a perfect distribution of students across the classrooms). The variations in class sizes will be so large that the campus’ ability to fill them will be affected. CAPRA also expressed its concern about the miss utilization of space in the AOB and about space assignments in general in other areas of the campus. CAPRA recommended that these

issues be addressed by the Space committee in consultation with the faculty, the Deans, the Institutes and the graduate groups.

### ***Surge Building***

In January 2010 UCOP proposed approximately \$20million to support funding for pedagogical and academic space at UCM. The project includes classroom space, “dry lab space”, graduate students workspace, academic and administrative office space and tutoring space. CoC was asked to identify three senate representatives to serve on the Academic Surge Building Planning Advisory Committee.

### ***Campus Physical Planning Committee (CPPC)***

On November 12, 2009 Senate Vice Chair reported on the CPPC 11/5/2009. Members discussed the five-year capital request that was distributed at the CPPC meeting and noted that UCM was not resourced appropriately. Data showed that UCM gets 2% of the system State funded capital budget. Clearly, the campus needs to expand but in the meantime needs to identify cost-effective infill projects that could alleviate the current space shortages (i.e. expand COB or add additional temporary buildings). CAPRA also noted that the AOA offices are fully assigned but are not used at full capacity.

### **SCHOOLS STRATEGIC PLANS**

CAPRA’s charge is to review the three Schools hiring plans based on the proposals provided by the Schools. It is the Schools’ responsibility to prioritize their faculty requests. CAPRA evaluates the hiring plans based on the committee’s criteria, in consultation with the EVC/Provost. At the beginning of 2009-10 academic year, the committee refined its criteria for reviewing the Schools plans. In its criteria CAPRA recommended that the plans be extended to three years for consistency with EVC/Provost Alley’s plan. Edits were applied in consultation with EVC/Provost Alley. Revised documents were distributed to the EVC, faculty, deans, and chairs of the graduate groups. The due date for submission of the Schools plans was pushed back to February due to the changing of the Deans in Engineering and in SSHA. The Schools were asked to submit a three-year plan taking into account that 50 faculty lines will be allocated over the next three years (2010-2013), across the three Schools. Given the budget constraints, CAPRA asked the Schools who were proposing new majors to consider building critical mass into existing disciplines. The Schools were also asked to describe plans for consolidation of programs within or between schools or graduate groups to make the most efficient use of faculty lines. The strategic plans included prioritized faculty lines, as well as start-up and space estimates. CAPRA encouraged the Schools to include some language about future development of programs, data about the distribution of grant funding in common areas and more clarification about student enrollment for LPSOEs.

CAPRA received the Schools plans in April, 2010. During the review process CAPRA requested some guidance from the EVC regarding making recommendations for positions for non-existent but potential future programs. The EVC noted that including them in the plans is acceptable as long as those lines fit logically into existing programs and add to the capacity of an existing area. The EVC also noted that during the next three years, the Schools should not propose any new majors requiring new resources.

On May 12, 2010 CAPRA sent its preliminary comments and questions to the Deans of the three Schools. Upon receiving responses from the Deans CAPRA drafted its report to the EVC. CAPRA reported that for the most part the Schools had observed the EVC's guidance but some Schools were asking to frontload searches or were asking for more lines than their allotted amount. CAPRA agreed to prioritize the number of frontloaded lines. CAPRA's report laid out recommendations for faculty hires for AY 2010-11 or the next two to three years if plans were reasonable. In its final report, CAPRA also listed its concerns across the three Schools and recommendations to improve the review process.

CAPRA recommended approval of the SNS three-year plan with the provision that the plan be revisited by the School next year. CAPRA also recommended that two positions be front-loaded for the first year, assuming that organic chemistry will be one of those positions. CAPRA did not endorse the SSHA request for 11 ftes in year one; however CAPRA recommends approval of six of the seven requests. CAPRA also encouraged SSHA to revisit their requests in year two and year three. In regards to the SOE strategic plan, CAPRA recommended approval of the first three positions: 1) Computer systems (jr/sr), 2) LPSOE Engineering Fundamentals and 3) Energy Storage (assistant). CAPRA also encouraged the newly hired SOE Dean to work with the engineering faculty to identify additional faculty hires.

### **STRATEGIC HIRES**

In the annual strategic planning request, the EVC proposed setting aside five faculty positions over the next three years for hires addressing the five very general campus research themes described in the campus's Strategic Vision. CAPRA was supportive of this proposal, but is concerned that there has not been any progress in developing the process for soliciting and evaluating proposals for specific hires. On July 15, 2010 the EVC agreed to draft a set of criteria for strategic hires.

### **UCM BYLAWS (PROPOSED REVISIONS)**

In February 2009 the Committee on Rules and Elections (CRE) asked all standing committees to review their Bylaws and send a list of recommended changes. In March 4, 2010 CAPRA recommended the following:

- Inclusion on CAPRA of GRC and UGC chairs and one other member from each committee. This would mean that the chairs would participate in the discussion but would not be obliged to be as heavily involved in the CAPRA duties. This would also

give longer tenures on CAPRA to faculty who follow the usual progression from vice chair to chair on UGC and GRC.

- Given that CAPRA members are selected by CoC, CAPRA has also reviewed the changes for CoC's role. Currently, all of CoC's actions must be approved by Divco. Under the proposal CoC acts completely unilaterally. CAPRA suggested the creation of an intermediate position between these two extremes.

### **UCM SENATE LEADERSHIP MEETING WITH UCOP OFFICIALS (2/25/10)**

On February 25, 2010 the Merced Academic Senate presented different scenarios that would allow the campus to reach a sustainable level in terms of academic programs, research and student/faculty ratio. CAPRA emphasized the fact that UCM needs to reach a total of at least 225 faculties to support proposed student growth and maintain UC-quality graduate and research programs. Most of the discussion on February 25 was about the plan to push the faculty lines up from an additional 50 to an additional 85-100 over the next three years. In regards to start-up costs for additional faculty, Provost Pitts suggested a loan from UCOP which Merced would pay out of its ICR pool (about \$3million/year totaling \$36million over 20 years for 86 faculty). Provost Pitts also requested a plan that delineates the qualitative difference between 50 versus 86 or more faculty hires. UCOP asked Merced to conduct an analysis of the campus' academic needs and to consider possible trade-offs in research areas. In light of this request, Chair Colvin reminded the Schools to submit their plans within the allowed faculty lines and asked them for input on the proposed hiring plans (50 vs. 86-100) and how these two plans would qualitatively change research areas and impact the viability of some programs.

### **UCM COMPACT WITH UCOP**

UCOP indicated that they will loan \$36 million to the campus over the course of three years (\$6M-\$12M-\$18M). Under this agreement, UCM will enroll 600 additional fully funded students per year from 2010 to 2013 reaching an enrollment of 5,200 students. Interim Provost Pitts suggested that Merced should prepare the first draft of the Compact using two scenarios: 1) addition of 50 faculty lines over the next three years (2010-2013) and 2) addition of 85-100 faculty lines during the next three years. CAPRA Chair suggested that CAPRA work with the Deans and the different planning groups within the three Schools to develop those two plans. CAPRA considered the cost of scenario number 2.

### **SYSTEMWIDE REVIEW ITEMS**

CAPRA commented on the following:

- UCPB White Paper on Differential Fees
- Proposed Revision to the Professional Degree Fee Policy

### **UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)**

As the UCM UCPB representative, Chair Colvin provided regular reports to CAPRA. Senate Vice Chair Heit served as the UCPB Vice Chair.

**WASC STEERING COMMITTEE REQUEST**

CAPRA was asked to provide a description of its process for recommending faculty lines – Memo sent to WASC steering committee on June 8, 2010.

CAPRA guests:

Brian Gresham, UCM representative on the UCOF Funding Strategies working group (1/7/2010).

Respectfully Submitted,

Michael Colvin, Chair (NS), UCPB Representative  
Wolfgang Rogge, Vice chair (ENG)  
Evan Heit, Senate Vice chair (SSHA), Vice Chair UCPB  
Susan Amussen, UGC Chair (SSHA)  
Chris Kello, GRC Chair (SSHA)

*Ex-Officio*

Martha Conklin, Council Chair (ENG)

*Graduate Student Representative*

Christiana Pailo

*Staff*

Fatima Paul