

**Committee on Academic Planning and Resource Allocation  
(CAPRA)**

**Minutes of Meeting  
January 20, 2016**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 3:00 pm on January 20, 2016, in Room 362 of the Kolligian Library, Chair Mukesh Singhal presiding.

Present: Mukesh Singhal, Anne Kelley, Will Shadish, Nate Monroe, and Lauren Edwards. Absent: Josh Viers and Michelle Acosta Espinosa.

I. Chair's Report

--January 5 UCPB meeting

- self-supporting programs and UCI Master of Laws in American Laws.
- review of UC Mexus will begin this year. The institute has submitted its required materials.
- Retirement options task force report. Campuses were given a 30-day expedited review period to review the complex report. Faculty members expressed concern about the future of faculty recruitment, given that benefits will be reduced for those individuals joining the UC after a particular year.

--CAPRA Goals for spring semester

In addition to the usual slate of campus and systemwide review items, CAPRA members discussed the possibility of the committee conducting a review of the strategic academic focusing (SAF) process. An overall question to consider is what were the "big picture" flaws of the process?

Possible dimensions or evaluative criteria to consider when evaluating the SAF process are timing, inclusiveness, and efficiency. While none of the pillars have yet completed a hiring cycle, CAPRA members agreed that it would be beneficial to assess the process now, in order to provide guidance to the three SAF pillars that will conduct faculty

searches next year. Another point to assess is the logistics of the SAF process: one of the main challenges was the late timeline, which caused a delay in posting faculty position advertisements; this essentially disadvantaged several disciplines. While CAPRA recognizes that this is the first time the campus has undergone a SAF process, the committee nevertheless wants to make suggestions to the Provost/EVC on how to improve the process next year. With regard to logistics, a CAPRA member suggested reducing the number of large, intra-pillar surveys as these slowed down the process.

Early in the SAF process, a communication from the Provost/EVC to the faculty mentioned the use of the Academic Analytics Database which is used to enable comparisons at a discipline-by-discipline level as well as overall university performance. It helps determine the national competitiveness of a proposed, new academic unit. A CAPRA member suggested that the efficacy of this software system be included in the committee's assessment of the SAF logistics process.

**ACTION:** A CAPRA member to take the lead in formulating a brief, first draft of evaluative criteria for use in assessing the SAF process. This will be further discussed at the February 3 meeting. Analyst will invite the steering committee chairs/faculty leads of the three additional pillars that were identified to begin hiring next year to CAPRA meetings this semester to share their hiring plans.

## II. Consent Calendar

**ACTION:** The December 9 meeting minutes were approved as presented.

## III. Consultation with Provost/EVC Peterson

The Provost/EVC updated CAPRA members on the status of the pillar hiring. Computational Science & Data Analysis (CSDA) has formulated search committees and posted faculty position advertisements. Numerous applications have already been received.

Toward a Sustainable Planet (“Sustainability”) is still populating its steering committee. Its position descriptions are nearly all articulated.

The Provost/EVC stated that he is not requiring that all hires must be at the Assistant level; he wants to give the pillars the opportunity to hire senior faculty. When CAPRA members pointed out that some faculty are under the impression that pillar searches can only be made for Assistant professors, the Provost replied that he will contact the pillars to clarify that this is not the case. The Provost then asked for CAPRA’s input on how best he should communicate this to the pillars. CAPRA members asked whether assistant and senior searches have to be separate advertisements or whether pillars can advertise for both in the same advertisement. The Provost responded that he will verify with Vice Provost for the Faculty (VPF) Camfield. He also pointed out the difficulty of comparing assistant and senior applications.

The Provost discussed the various issues constraining the campus’s ability to hire faculty member as quickly as it wants: space and funds for start up packages. He then stated that the process for the foundational hires will be similar to this years, that is to say, the deans’ rankings will be submitted to CAPRA and CAPRA will made recommendations to the Provost. For the pillar hires, the deans’ council will review and made recommendations to the Provost. The Provost requested that CAPRA have its foundational hire evaluation criteria finalized by the February 17 meeting.

The Provost mentioned that he and the deans are drafting a document that arose from deliberations at the recent deans’ retreat. It will be shared with the Chancellor first, then the faculty as a whole, beginning with CAPRA, in a few weeks. The document outlines a two-step process: 1) what is the best structure for the schools once the campus reaches 10,000 students and 2) what is the logical way to transition the campus to this goal starting now? The Provost intends to ask CAPRA’s input on these questions and to consider how the administrative burden on academic appointees will change from one structure to another. The campus has several academic administrative positions such as graduate group chairs, FAOs, etc. and the overarching

question the Provost is posing is what the campus wants the next group of academic leaders to do.

In addition, CAPRA is asked to weigh in on how the leaders' assignments will change and how will expectations change? Lastly, any administrative structure will have financial implications and CAPRA is asked to consider this as well.

CAPRA members informed the Provost that the committee is planning on assessing the SAF process so the committee can guide the three pillars next year in their hiring process. The Provost emphasized the importance of being clear at articulating the higher level vision of the campus independent of faculty positions and acknowledged that this was not communicated well to the faculty.

A CAPRA member suggested that what is most unique about UCM is the population of our students and this is what should be emphasized in overall visions of the campus. While we are unique, UCM still has the same high standards as other UC campuses in terms of undergraduate curriculum, faculty research, and the training of graduate students.

Another CAPRA member raised the concern of many faculty members that they feel pressured to fill faculty positions for fear of losing them. They feel they are therefore sacrificing quality for expediency. Furthermore, while faculty understand that the Provost will not take away FTE lines that are unfilled, they are still concerned that they will lose laboratory space if a position is not filled in a given year. Faculty are essentially reluctant at forgoing their chance at a resource and are concerned at how their program will survive. The Provost asked for patience while this first experiment at SAF concludes and the first pillar hire is conducted. He stated that he is open to conducting a mid-course correction if necessary. The Provost acknowledged that many disciplines were disadvantaged in this year's hiring due to the late SAF timeline. The delay was due to the uncertainty of resources.

**ACTION:** CAPRA to review its foundational hire evaluation and criteria at the February 3 meeting and have finalized for discussion with the Provost at the February 17 meeting. VPF Camfield to be invited to the February 17 meeting with the Provost. CAPRA to invite the steering committee chairs/faculty leads of the three pillars scheduled to receive FTE lines for next academic year to upcoming meetings to discuss their hiring plans with CAPRA.

There being no further business, the meeting was adjourned at 4:30 pm.

Attest:

Mukesh Singhal, CAPRA Chair

Minutes taken by: Simrin Takhar, Senate Analyst