

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

Minutes of Meeting

March 2, 2016

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 3:00 pm on March 2, 2016, in Room 362 of the Kolligian Library, Chair Mukesh Singhal presiding.

Present: Mukesh Singhal, Anne Kelley, Nate Monroe, Marilyn Fogel, Lauren Edwards, and Hunter Drobenaire.

I. Consultation with Computational Science & Data Analytics (CSDA)

Professor Ramesh Balasubramaniam, chair of the CSDA search committee, attended today's meeting to provide input to CAPRA members on CSDA's cluster hiring process. Also providing input was CAPRA chair Singhal, who served as CSDA's steering committee chair in 2015.

Professor Balasubramaniam stated that the CSDA steering committee did an admirable job with establishing the constitution and parameters of the goal of the search. A search committee was formed shortly before the winter break and job advertisements were posted at the beginning of spring semester. CSDA agreed to list an open search date until June 30. Admittedly, this was quite late in the hiring season for most disciplines; indeed, some disciplines such as chemistry post advertisements as early as August. CSDA recognized that several disciplines were disadvantaged. In the future, the process will hopefully allow for job advertisements to be posted in late summer and early fall.

The quality of the applicants was superb. CSDA was advised to break down candidates into functional areas rather than disciplinary lines. However, CSDA encourages the pillars who are hiring next year to list a definitive end date on the advertisements.

One of the challenges occurred after CSDA agreed on the language of the job advertisement: the advertisement that was ultimately posted mistakenly stated that UCM requires five letters of reference. This is difficult for early career researchers to achieve, as they do not yet have an expansive network of colleagues in their fields. In the future, the number of required letters will be revised.

Another challenge CSDA experienced was that candidates wished to know which bylaw unit they were to be assigned to. Some faculty members in the pillar felt that the cluster's sub advertisements should have been clearer in this regard. The sub advertisements included boilerplate language and specific wording about the position that did not match. Compounding this problem was the word limit. When CSDA issues its final report to the Provost/EVC, it will include recommendations that in the future, the search committee is allowed to explicitly state the research area into which the candidates will be assigned.

Professor Balasubramaniam and CAPRA members then held a discussion on the diversity of applicant pools. CSDA examined its pool, which included underrepresented minorities and women, with due diligence. The Academic Personnel office ran the diversity statistics for the search. While CSDA was not informed of the numerical value assigned to the diversity benchmarks, they were told they reached the benchmarks. In addition, the Council of Deans provided input on the diversity of CSDA's short listed candidates. The Council, which had access to the applications, narrowed down the list from approximately 23 to 16, with the permission of CSDA.

A CAPRA member pointed out the lack of a metric for disagreeing with the prevailing sentiment of the effectiveness of this cluster hiring process. The sentiment is, that with the cluster hires, the campus is 1) hiring candidates that are of higher quality than candidates we would have attracted with traditional searches and 2) the campus would have otherwise missed out on the higher quality candidates had we not done cluster hires. However, there is no evidence to support these claims. The campus has not yet hired the candidates so we cannot judge their quality.

Moreover, we do not have grounds to adjudicate this. How do we evaluate against the null hypothesis? What is the null hypothesis? And how does CAPRA evaluate on substantive outcomes? Unless we have some metrics across which to make comparisons, the campus should be cautious about calling this process a success at this time.

Professor Balasubramaniam acknowledged that there are still unknowns in the process, both on the part of the search committee and the candidates. CSDA will recommend to the Provost/EVC that the search committee should draft the job advertisements next time, not the steering committee. Also, due to the late timeline, CSDA did not have adequate time to consider the diversity of the search committee members; the search committee worked as diligently as it could given the time constraints. Another recommendation going forward is that once the steering committee defines the cluster, the search committee should form immediately and then take over with the drafting of the language of the job advertisements.

Professor Balasubramaniam stated that CSDA will strongly recommend that the decision on whichever the four faculty members are hired is made by the search committee after consulting with the relevant AP units. The hiring decision should not be made by the deans. CAPRA members agreed that such decisions should be made by the faculty members not the deans.

Chair Singhal reminded CAPRA members that the steering committee formed in September 2015 and provided its report to the Provost in October.

Professor Balasubramaniam ended by agreeing to attend another CAPRA meeting after the hiring process is over so he can provide additional input on the process.

CAPRA members suggested that it hold a discussion with the Provost as to what its role should be in the cluster hiring process.

II. Chair's Report

Chair Singhal updated CAPRA members on the March 1 UCPB meeting.

The major items of discussion were the search waiver review item (UCPB members asked for clarification on positions with less than 100% time), the budget deficit at UCB, and UCOP's proposal for performance-based costing for which UCR is piloting.

III. Consent Calendar

ACTION: The February 17 meeting minutes were approved as presented.

There being no further business, the meeting was adjourned at 4:15 pm.

Attest:

Mukesh Singhal, CAPRA Chair