

**Committee on Academic Planning and Resource Allocation  
(CAPRA)  
Minutes of Meeting  
November 16, 2017**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:30 pm on November 16, 2017 in Room KL 362 of the Kolligian Library, Chair Mukesh Singhal presiding.

- I. Consultation with COR Chair David Noelle  
COR chair Noelle attended today's CAPRA meeting to begin a possible collaboration between COR and CAPRA on a bridge funding request to the Provost/EVC.

Chair Noelle reminded CAPRA members that COR manages the annual Senate faculty grants program. In AY 14-15, COR determined that the funds allocated to the program by the Provost/EVC was not keeping up with the growth in faculty numbers. COR conducted research on the annual grants programs of the other UCs and submitted a detailed memo in February 2015 to the Provost/EVC with a request for additional funding. The Provost/EVC provided additional funds in the next academic year, but the amount was not scaled to faculty size. Other UC campuses have various sources of discretionary funds for faculty that are owned by departments, deans, and schools. UCM faculty, however, have no such source of bridge funding and have to wait to submit a Senate faculty grant that is awarded only on a yearly basis.

Due to the lack of bridge funding available for faculty to fix equipment and handle other unforeseen expenses, faculty over the past several years have saved their start-up funds. This is no longer an option, as faculty were recently given a deadline by which their start-up funds must be spent. COR receives regular complaints from faculty about the need for emergency funds/bridge funding for situations including the post doc salary increase which faculty's previously-budgeted grants cannot absorb.

Faculty have consulted with VCORED Traina but extra funding is not available.

COR chair Noelle shared with CAPRA members that he also had a conversation with VCORED Traina who suggested that the campus needs to have a more favorable indirect cost recovery model. Twenty percent of the 55% that comes back from UCOP is supposed to be earmarked for supporting faculty research, but according to VCORED Traina, some of those funds have been used for other activities. It is critical that the full 20% is allocated solely for faculty research needs. Furthermore, it would be optimal if those funds are placed at the department or school levels, as faculty are in the best position to make informed decisions on using that money. Alternatively, VCORED Traina stated that he could keep those funds in his office and allocate them for faculty research purposes.

COR chair Noelle explained to CAPRA that COR is receiving more anecdotes lately from untenured faculty who are nearing the end of their start-up funds, and have submitted proposals for federal funding, but have not yet received the outcome. Another problem faced by this group of faculty is that indirect cost return does not cover new research endeavors.

Chair Noelle then shared with CAPRA members the discussion among COR to propose that the Provost/EVC hire 98 new faculty instead of the previously-announced 100, and use the savings (start-up, etc.) from those two lines as discretionary funds for faculty. CAPRA members fully agreed with the crisis situations caused by the lack of bridge and discretionary funding for faculty and believe a strong case can be made to the Provost/EVC to make available such funding, especially given that faculty retention problems have arisen over this issue. However, some CAPRA members were not in favor of asking bylaw units and departments to sacrifice faculty FTE lines, especially given the needs of several high-enrollment majors. CAPRA members instead suggested that the administration could be asked to make trade-offs in their various high-level hires and functions. Another CAPRA member suggested exploring

the possibility of using funds from summer session and university extension for faculty research activities.

CAPRA then suggested requesting the current indirect cost return formula from VCORED Traina and emphasized the importance of transparency in the allocation of funds to the various sources. CAPRA member Schnier, a member of the campus Budget Working Group, stated that the working group plans to discuss indirect cost return, and a memo from COR to the working group on this issue as well as the challenges faced by faculty due to the lack of discretionary funding will be beneficial to the working group's discussions.

**ACTION:** COR will consider drafting a memo to the Budget Working Group outlining the crisis situation caused by the lack of discretionary/bridge funding for faculty members. COR and CAPRA will consider generating a joint memo to VCORED Traina inquiring specifically where on campus the 20% of indirect cost return is being allocated.

CAPRA members continued their discussion about campus expenditures that should be re-examined to find possible savings that could be used for faculty research activities. A CAPRA member suggested that the committee should be allowed to review and provide recommendations on proposed, high-level administrative FTE lines similar to what they do with faculty FTE lines. CAPRA members also discussed the possibility of drafting a list of questions about expenditures in each category of the campus budget, submitting them to Interim VC of Planning & Budget Mendez, and then requesting a meeting to discuss the information.

## II. Chair's Report

Chair Singhal updated CAPRA members on the following:

- Division Council meeting on November 6. Council members heard a presentation from the Provost/EVC and Interim VC Mendez, and discussed the Negotiated Salary Trial Program, Senate Regulations related to the area d laboratory requirement for high school

students, the approval of the proposed discontinuation of the ESSU minor, and the approval of the proposed revisions to the UCM bylaws to establish a Reserve CAP.

- UCPB meeting November 7. Major topics of discussion included a proposal to raise CAP residents' taxes by a certain amount in order to subsidize UC tuition; faculty salary inequities and salary scales; unionization of graduate student researchers; self-supporting program proposal from UCI; a presentation on faculty retirement benefits from UC CFO Nathan Brostrom, and a discussion of the Negotiated Salary Trial Program, where the consensus of UCPB was that the trial should be expanded.
- Academic Governance Cabinet November 13. The CAPRA chair indicated that he had no updates that were relevant to CAPRA business.

### III. PROC Updates

CAPRA members Schnier, who also serves as PROC co-chair, provided updates to CAPRA members from the November 6 meeting. Major items of discussion included the approved proposal to reconstitute the membership of PROC next year to appoint members of Senate committees who would serve a two-year term and to stagger the terms to ensure continuity, and the various program reviews that are being conducted and that are being concluded.

### IV. Campus Working Group Updates

CAPRA member Schnier updated the committee on the business of the Budget Working Group. The working group is discussing the School of Engineering model in the planning for a future campus instructional budget. Ultimately, the instructional budget would account for various faculty service components, sabbaticals, and leaves. The objective is for each department/unit to have their own instructional budgets managed by the department/unit chairs. The next meeting is scheduled for Friday, November 17, and the working group intends to discuss carry-over funds.

CAPRA member Colvin updated the committee on the business of the Academic Planning Working Group. The last working group discussion involved the controversial proposal to increase faculty teaching loads. CAPRA members requested a fuller discussion about this at the next committee meeting.

**ACTION:** The Academic Planning Working Group discussion on faculty teaching loads will be tabled until the November 30 CAPRA meeting.

- V. Consultation with Director of Space Planning & Analysis Maggie Saunders  
Prior to this meeting, CAPRA members submitted a list of questions for Director Saunders to address at today's meeting.

Director Saunders stated that faculty members in the same unit have provided her with different numbers related to space. She plans to have all numbers verified by the Provost/EVC and school deans. She emphasized the importance of having "buffer space" and to not assign space on a permanent basis in order to be able to reassess whether faculty are making the most efficient use of their space.

Director Saunders stated that she will present all space scenarios to the SPA board and the Academic Senate, and the Provost/EVC and Chancellor will make the final space allocation decisions. She added that some faculty members may receive additional laboratory space as a result of this space allocation process but no faculty members should lose space.

CAPRA members discussed with Director Saunders the various metrics the committee uses to determine campus growth, all leading to the goal of becoming an R01 university. A CAPRA member inquired whether Director Saunders is aware of the discussions of the Academic Planning Working Group and she responded that the Provost/EVC keeps her updated.

CAPRA members also advocated for more ownership of space at the unit/department level, as the faculty are in the best position to know which colleagues are using their space efficiently. Committee members also asked about the adjudication process and what happens if there is not enough offices for the number of new faculty members that units/departments want to hire. Director Saunders responded that the Provost/EVC and Chancellor will make those decisions, but added that the new buildings under the 2020 plan will accommodate faculty members who may have to vacate their current space.

In response to a question about timeline for the space allocation process, Director Saunders replied that she will price the various models before winter break, and information may be available shortly thereafter. A CAPRA member asked how the committee could help in this process, and Director Saunders stated that CAPRA could assist by encouraging their faculty colleagues to view this process as a large, strategic opportunity for the campus beyond just individual needs.

There being no further business, the meeting was adjourned at 3:00 pm.

Attest:

Mukesh Singhal, CAPRA Chair