

COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION (CAPRA)
ANNUAL REPORT
AY 2014-2015

To the Merced Division of the Academic Senate:

The Committee on Academic Planning and Resource Allocation (CAPRA) held a total of 12 regularly scheduled in-person meetings and conducted some business via email with respect to its duties as outlined in UC Merced's Senate [Bylaw II.IV.1](#).

For the third consecutive academic year (see annual reports from [2012-2013](#) and [2013-2014](#)) the campus experienced another transition year in terms of a new budget and planning process. The Provost/EVC, in conjunction with a steering committee comprised of faculty members, continued to refine the strategic academic focusing (SAF) initiative and the research pillars that will guide investment of resources and ladder-rank faculty hiring for the next six years. While CAPRA conducted normal Senate business, much of the academic year was focused on determining CAPRA's role in the SAF initiative and how CAPRA should request the traditional academic plans and FTE allocations from the Schools or request FTE proposals in concert with the Provost's SAF process.

FTE Requests Process

CAPRA met with Provost/EVC Peterson over the summer of 2014 to discuss updates on the strategic academic focusing (SAF) process and the activities of the SAF steering committee.

At the end of spring semester in the last academic year, CAPRA submitted a memo to the Provost/EVC with a request for a listing of faculty lines that were allocated last year and a list of all lines that were allocated in previous years. CAPRA's intention was to formulate a tracking system to better plan for future FTE allocations. The Provost/EVC sent a response in fall 2014 semester which CAPRA considered and will keep in its records for future planning.

In an effort to gain a better understanding of the SAF process and its timeline, CAPRA met with two members of the SAF steering committee in fall 2014. The committee's main concerns were 1) deliverables from the SAF process and the deliverables' rationale

and 2) defining the role of the Academic Senate in this new process and the expectation for CAPRA's involvement.

A joint meeting of CAPRA and Division Council was held in October which the Provost/EVC attended and indicated that he welcomed faculty input on narrowing down the broad, five thematic research areas/pillars defined under the SAF initiative. He also requested CAPRA's assistance in prioritizing the areas in terms of FTE allocations versus allocations to the traditional, disciplinary areas. Faced with a second year of no faculty hiring, CAPRA expressed its concerns in a response memo to the Provost/EVC, suggesting that he proceed with either 1) developing a campus strategic academic plan with continued faculty input and for search year 2015-2016 and releasing a set of disciplinary faculty lines following a process and criteria similar to what CAPRA recommended last year or 2) bring the SAF process to a conclusion and use all of the information gathered thus far to select the pillars and define approximately how this will translate into a faculty hiring plan.

At the beginning of spring 2015, the Provost/EVC again met with CAPRA and Division Council and confirmed that currently unknown numbers of new faculty lines would be allocated to both the disciplinary or "foundational" areas and the "strategic" areas, and that the process for evaluating the prioritizing the former should be similar to what has been done in previous years. CAPRA then submitted to the Provost/EVC its proposed statement of FTE process and criteria (a revised process the committee drafted last year in the hopes of a call for FTEs) in anticipation of a call for new foundational faculty line requests.

As the semester progressed, and in the absence of a response and wary of the timeline for an FTE request, CAPRA sent a memo to the Provost/EVC stating its assumption that no new faculty lines would be allocated for next year. However, as the committee previously communicated to the Provost/EVC, a number of searches carried over from previous years were ongoing and the committee expected that some subset of those will be carried forward again into AY 2015-2016. CAPRA therefore requested an update indicating the disposition of the positions that were still in play at that time as well as the current enrollment target for next fall and the expected student to faculty ratio if that target is met.

Finally, the Provost/EVC attended an April CAPRA meeting and proposed a six-year, ladder-rank faculty hiring plan detailing the percentage of hires placed into foundational and strategic areas. He requested CAPRA's input and after several iterations, the Provost/EVC submitted his hiring plan to the campus on April 17.

CAPRA members were approached by several faculty members who expressed their concern about the six-year hiring plan and their general dissatisfaction with the high percentage of FTE lines allocated to the strategic areas. After much debate, the majority of CAPRA approved the issuing of a survey to all campus ladder-rank faculty, asking if faculty support the Provost/EVC's six-year hiring plan, inquiring what percentage of FTE lines ought to be allocated to foundational areas, and asking faculty to enter their own comments. The survey indicated broad disagreement with the Provost's hiring plan with many comments indicating widespread concern about the future of the traditional disciplines, although about 35% of the respondents were in favor of the hiring plan with comments expressing support for the SAF process. CAPRA forwarded the survey results and verbatim comments to the Provost/EVC, with a memo indicating the committee's hope that the Provost/EVC modify the six-year hiring plan.

At the end of the semester, the Provost/EVC expressed his potential willingness to alter the hiring plan based on faculty members' comments. At the final joint CAPRA/Division Council meeting of the academic year, the Provost/EVC announced his intention to further revise the hiring plan to include additional foundational hires and additional hires into three of the strategic areas. CAPRA subsequently submitted a list of questions to the Provost/EVC asking him to consider the following points in his revised hiring plan: 1) distribution of foundational FTE lines across school and bylaw 55 unit, 2) whether allocated lines can be rolled over into next year at the request of the faculty. As of August 12, no response had been received.

Space Planning and Allocation

CAPRA's other main function, in addition to advising the Provost/EVC on FTE allocation, is space planning and allocation. In response to the critical space shortages faced by faculty, graduate students, and researchers, CAPRA drafted a set of space principles based on its meeting with the Provost/EVC, members of the strategic academic focusing committee, and the all-faculty forum held on September 24. These space principles were sent to all Senate committees and school executive committees for review and a final version was submitted to the Provost/EVC.

Throughout the academic year, research space was one of the main issues that served as a source of much dismay for faculty members. As the Senate committee charged with representing faculty members' interests with regard to this issue, CAPRA held continuing conversations with the Provost/EVC. Towards the end of spring 2015, the Provost/EVC requested that CAPRA formulate explicit guidelines/formulas for space allocation and reallocation to assist him in his decision making. CAPRA will continue its work on this project in AY 2015-2016.

CAPRA also opined on the following issues:

Project 2020

CAPRA consulted with key members of the Administration on [Project 2020](#) updates as they affect faculty members. The main issues surrounding Project 2020 that concern many faculty are 1) whether adequate academic space will be built and whether there will be enough laboratory space to provide to the additional faculty the campus will need to hire in order to reach the goal of 10,000 students by 2020 and 2) every component of the new buildings, including planning, construction, parts of the financing structure, and maintenance and operation, will be handled by a consortium. While this authority gives the consortium incentive to build excellent buildings, it is unclear how responsive they will be to faculty members in an emergency, such as equipment failures on weekends.

CAPRA heard updates throughout the year on assignable square feet of research space and its allocation from the appropriate members of the Administration. UC Merced's Project 2020 team leaders also delivered a presentation at a February 2015 University Committee on Planning and Budget (UCPB) meeting. In addition, the CAPRA chair took a leading role in developing talking points for Senate faculty to use when meeting with the three, short-listed Project 2020 developer teams competing for the construction projects. The final RFP will be issued by the campus later this year.

Assessment

CAPRA benefited from updates from its Vice Chair, who, by virtue of this position, serves on the Program Review Oversight Committee (PROC). The Vice Chair requested that PROC share with CAPRA the deans' analysis that accompanies submission of PLO Reports as the deans' comments include evaluations of resource requests made by

programs in response to assessment results. While these analyses are informational only, CAPRA will begin receiving and reviewing them next academic year.

Systemwide Review Items

- APM revisions. CAPRA reviewed several proposed revisions to various sections of the APM as requested by systemwide and Division Council. Many proposed revisions were deemed outside of CAPRA's purview and the committee therefore declined to opine.
- Systemwide Senate bylaws. CAPRA reviewed two proposed revisions to Senate bylaws, one pertaining to the expanded role of the University Committee on International Education and the other focusing on making the vice chairs of all standing systemwide committees at-large members.
- Proposals for Doctoral Student Support. CAPRA reviewed the proposal and supported changing Regental policy to charge no non-resident supplemental tuition after the first year. In addition, CAPRA supported offering 100% funding to all first-year students through some combination of fellowship, TA, and GSR.
- UCPB updates. UCPB discussed the following issues this academic year: the solvency of the UC Care health plan, the UC Retirement Program, the state budget, the distribution of the 3% increase in faculty salaries, the remuneration study, and UC Merced's Project 2020.

Campus Review Items

- MAPP revisions for campus review. CAPRA reviewed the annual, proposed revisions to the MAPP as requested by the VPF and Academic Personnel office. This year's proposed revisions pertained to the L(P)SOE titles.
- Revision of CAPRA's section of UC Merced Division bylaws.
- Proposed split of FWDAF into two new committees: 1) Faculty Welfare and Academic Freedom and 2) Diversity and Equity.
- Undergraduate Chairs Pilot Program in SNS and SSHA. CAPRA was divided on whether to recommend approval of this pilot program. The committee agreed that each major should have a specific faculty member who takes responsibility for consulting with his or her colleagues to design, deliver, and assess that major's curriculum, and who serves as the

principal contact person with the administration. However, CAPRA members were divided as to whether the proposed approach is the best way to proceed for majors associated with a single bylaw unit that already has an appointed chair. CAPRA recommended that if the proposed pilot program is initiated, the following points be considered: 1) The program faculty should recommend the appointment to the Undergraduate Dean, 2) The duties of the undergraduate program chair should include curriculum planning, and 3) pay all undergraduate program chairs the same stipend unless the FAO duties are taken by a different person, in which case the stipend would be split.

- Provost/EVC's proposed procedures for the establishment of Centers. CAPRA requested clarification on the mechanism for determining the reappointment or removal of Center directors.
- Vice Chancellor for Research and Economic Development's (VCORED) ORU Review Policy. The VCORED expanded on the set of comprehensive policies to establish and review research units that were drafted by the Senate Committee on Research and approved by the Senate in the last academic year. CAPRA requested clarification on the alignment of these policies with the original Senate policies and on the appointment of ORU directors.
- PhD Program Proposals.
 - Public Health. CAPRA found that the proposal was sound in the areas of academic planning, budget, and resource allocation, and recommended approval to Division Council.
 - Economics. CAPRA had several concerns, including the feasibility of requesting additional FTE lines, the cohort size of graduate students, and the reliance on non-resident tuition. In spring 2015, CAPRA reviewed the revised proposal, noted the inclusion of the previously requested changes, but still had concerns about the revised proposal, particularly graduate student support and TA ships. Pending clarification on these questions, CAPRA recommended the proposal's approval to Division Council.
 - Mechanical Engineering. CAPRA reviewed the proposal in the last academic year and expressed reservations about the proposal's

ambitious growth profile. CAPRA reviewed the revised proposal in summer 2015 and had concerns about the projected faculty hires in light of the Provost/EVC's ladder-rank hiring plan and strategic versus foundational hires, teaching plan, research space, and staffing needs. The committee recommended approval of the revised proposal to Division Council contingent upon the aforementioned points being addressed.

- Management of Innovation, Sustainability, and Technology.
CAPRA decided to defer its vote until it is given an opportunity to review the Master's proposal in order to better judge the sustainability of this new, proposed graduate program.
- Proposal for a SSHA major in Global Arts Studies Program (GASP). CAPRA deemed the resources request to be minimal, but posed several questions, including that of per-student costs. Nevertheless, CAPRA recommended the proposal's approval to Division Council.
- Revised proposal for a SSHA minor in Community Research and Service. CAPRA opined on the original proposal in the last academic year. The committee requested clarification on faculty numbers and teaching assignments. In this academic year, the committee reviewed the revised proposal and after judging that the revisions were appropriate, recommended the minor's approval to Division Council.
- Proposal to establish an honor's program in the School of Natural Sciences. At the request of the Undergraduate Council, CAPRA reviewed the proposal and pointed out issues regarding instructional resources and faculty credit for extra teaching.
- Proposal to establish a Public Health Bylaw Unit in SSHA. CAPRA deemed the resources implications to be minimal and as such, endorsed the proposal.

Respectfully submitted:

CAPRA members:

Anne Kelley, Chair (SNS) – UCPB representative

Joshua Viers, Vice Chair (SOE)

Marilyn Fogel, (SNS)
Cristián Ricci, Senate Vice Chair (SSHA)
Mukesh Singhal, (SOE)
Jan Wallander, (SSHA)

Ex officio, non-voting members:

Jian-Qiao Sun, Senate Chair (SOE)

Student Representatives:

Danielle Bermudez, Graduate Student Representative, GSA
Daisy Pelayo-Figueroa, Undergraduate Student Representative, ASUCM

Senate Staff:

Simrin Takhar