

**Committee on Academic Planning and Resource Allocation  
(CAPRA)  
Minutes of Meeting  
December 5, 2016**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:30 pm on December 5, 2016, in Room 362 of the Kolligian Library, Chair Mukesh Singhal presiding.

- I. Consultation with Office of Planning and Budget  
Guests: VC Dan Feitelberg (via phone), AVC Donna Jones, and AVC Veronica Mendez

VC Feitelberg summarized the recent academic leadership retreat at which conversations were held on systemwide budget approaches over the past five years. At its founding, UCM established a centralized budget model, and at the retreat, participants discussed how to resolve the issues and challenges the model presents. In addition, participants discussed whether this model, or an alternative, should be implemented moving forward. VC Feitelberg mentioned that the Deans Council recently submitted a proposal for Senate review: The Incentive Plan for Revenue Generating Master's Degree Programs. This proposal is designed to increase admissions to specific master's degree programs that (a) are in fields in which students would be willing to pay regular tuition and can anticipate a good likelihood of jobs after obtaining the master's degree and (b) have a non-thesis option. The administration has recognized the need to conduct conversations with campus stakeholders on clear goals, objectives, and outcome metrics with regard to budget models. The Provost/EVC is assuming the lead on facilitating these conversations.

With regard to faculty carry over funds, VC Feitelberg acknowledged that UCM has never had a defined policy or procedure on this issue. This is a topic of conversation that will be included in the aforementioned stakeholder discussions.

The retreat included conversations with representatives from UC Riverside and their input on their budget model changes.

VC Feitelberg stated that the Chancellor asked VC Feitelberg and his staff to meet with CAPRA, the Deans Council, and school executive committees to obtain everyone's input on budget modeling as it currently exists and how it should move forward.

VC Feitelberg clarified that CAPRA's input is requested today in order to assist the budget staff in deciding on content for the January 12 faculty forum that his division is arranging. AVC Jones recognized that UCM has experienced some misalignment of resources due to several one-time expenditures allocated to the schools.

A CAPRA member suggested that faculty members are interested in budget decisions timeline and when it is too late to change budget decisions. This is an item of discussion that should be presented at the faculty forum. AVC Mendez replied that after speaking with campus stakeholders, her division will draft a timeline to share with the Senate.

A CAPRA member suggested that the faculty forum also include discussion on replacement faculty FTE lines and whether those replacements lines stay in the particular school. Faculty members are deeply concerned over the uncertainty surrounding this issue.

A discussion then took place regarding the complication of ledgers to track expenditures and the erroneous use of ledgers as a budgeting tool. Ledgers require consistency and accuracy but this is another source of concern for many faculty. Compounding this problem is the lack of staff support in the school to help faculty members manage their budgets. A CAPRA member suggested that another topic for the faculty forum should be multi-year academic planning and the uncertainty surrounding how many instructors and academic staff support will be received. Another CAPRA member agreed and emphasized the need for the faculty forum to address macro-level concerns such as school reorganization in the face of very minimal staff support. Faculty would be interested in learning about the trade offs and what they would be allowed to give up in order to acquire additional staff support.

**ACTION:** AVC Mendez will share with CAPRA the input she and the budget office receive from the Deans Council and school executive committees.

## II. Chair's Report

Chair Singhal updated CAPRA members on the following:

- November 28 Meeting of the Division. The main items of discussion were CAPRA's proposed hiring plan, CAPRA's "10K by 2020" project, and the Chancellor's updates on the future of workforce planning.
- November 30 meeting with the Provost/EVC. This meeting was convened to discuss CAPRA's criteria for the evaluation of foundational FTE requests as the Provost/EVC was unable to attend the regularly-scheduled November 21 CAPRA meeting. At the November 30 meeting, participants decided to wait until CAPRA completed its 2020 projections project to send the call for FTE requests, (in conjunction with the Provost/EVC as is traditional) in early January as the data derived from the project may serve to inform the criteria for FTE request evaluation.
- December 1 Division Council meeting. Major discussion items included how to engage with school executive committees (CAPRA plans to invite the chairs to committee meetings in spring), FWAF's statement of principles on faculty incidental and start up funds, and proposed revisions to the MAPP related to the appointment and reappointment/renewal of endowed chairs.

## III. Consent Calendar

**Action:** November 21 meeting minutes were approved as presented.

## IV. CAPRA Criteria for the Evaluation of FTE Requests

In the last meeting, CAPRA reviewed last year's criteria and decided revisions were not necessary. This document was discussed at the November 30 meeting with the Provost/EVC where it was decided to delay the transmittal of this criteria to the schools until CAPRA completes its 2020 projections project.

At this meeting CAPRA members suggested revising the first criterion to reflect the strengthening of research programs only, and deleting the remainder of the sentence.

CAPRA member Schnier announced that PROC will soon send a memo requesting that CAPRA consider adding a brief reference to program review outcome feedback into the criteria for the evaluation of FTE requests.

V. “10K by 2020” Project

CAPRA member Colvin distributed an updated model to committee members. CAPRA members held a discussion on the minimum number of faculty to run undergraduate programs as well as the overarching question this project presents: what is the meaning of a UC education? CAPRA members acknowledged that there are several ways to offer a major, i.e. ladder-rank instructors only, or a combination of ladder-rank instructors and unit 18 lecturers. Professor Colvin stated that he will have completed a revised version of the model by CAPRA’s first meeting in January 2017.

**Action:** Agenda for the CAPRA/stakeholder meeting on Friday, December 9 will be distributed tomorrow.

Due to time constraints, the remaining business will be conducted via email. The meeting was adjourned at 3:00 pm.

Attest:

Mukesh Singhal, CAPRA Chair