

**COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION (CAPRA)  
ANNUAL REPORT  
AY 2019-2020**

To the Merced Division of the Academic Senate:

The Committee on Academic Planning and Resource Allocation (CAPRA) held a total of 16 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](#).

CAPRA also benefited from regular consultation with the EVC/Provost who attended meetings this academic year.

**Areas of Focus**

*Academic Planning*

The new, multi-year campus academic planning process marked the end of CAPRA's traditional function of reviewing individual faculty FTE requests and making allocation recommendations to the EVC/Provost. Much of this academic year was focused on determining CAPRA's current and future role in the integrated academic planning and budgeting process. In general, CAPRA, in evaluating five-year plans from Schools and Divisions (the latter defined as the Library, future Gallo School, Graduate Division, and Undergraduate Education) would make recommendations to the EVC/Provost on the allocation of sums of funding to the Schools and Divisions to be used for faculty positions and ultimately, both faculty and staff positions. CAPRA would evaluate the five-year plans from an institutional perspective and make recommendations that would benefit the university as a whole. Ideally, CAPRA would achieve a balance of resources across Schools and Divisions for diversity in research, and excellence in general education, graduate education, research, and undergraduate teaching, in addition to grant dollars.

The original academic planning timeline, as determined by the EVC/Provost earlier in AY 19-20, was as follows:

- Phase I, early spring 2020 – CAPRA reviews the School/Division aspirations and goals. By March 2020, CAPRA received submissions from the School of Natural Sciences, the School of Engineering, the School of Social Sciences, Humanities and Arts, the future Gallo School, Library, and the Graduate Division. CAPRA did not receive a plan from Undergraduate Education.
- Phase II, fall 2020 – CAPRA reviews the School/Division draft five-year plans which they develop using the criteria outlined in last year's report from the campus Academic Planning Working Group.

- Phase III, spring 2021 – CAPRA evaluates School/Division final academic plans and makes recommendations to the EVC/Provost on the allocation of sums of money. The EVC/Provost would have the final decision on resource allocation.

However, the outbreak of the global COVID-19 pandemic in spring 2020 altered the academic planning timeline. The full scope of the negative impact on the UC's budget caused by the pandemic will not be revealed until July or August 2020 when the state budget is issued. (This year's May Revise of the state budget was postponed to July to align with the delay in the tax filing deadline.) Though CAPRA received from Schools and Divisions the required documents for Phase I in March 2020, the committee took no formal action. Phase II of the academic planning timeline was delayed to the end of September or early October 2020.

In late spring 2020, the EVC/Provost and CAPRA issued a joint memo to Schools and Divisions regarding the aspirations and goals they submitted as part of Phase 1 of the academic planning process. CAPRA appreciated the considerable work performed by the Schools and Divisions. However, CAPRA recognized that the proposed relationships between goals, indices, and criteria are likely to be revised as Schools and Divisions establish strategies for meeting these goals. Therefore, in the joint memo, CAPRA and the EVC/Provost encouraged Schools and Divisions to 1) review each others' aspirational goals and assess their relationships to the indices of success; 2) consider how the School/Division's goals may complement those of other Schools/Divisions to support in the collective the campus's aspirations outlined by the Academic Planning Working Group report indices and criteria; and 3) prioritize their own goals.

Given that it would be impossible for Schools/Divisions to have new budget information in time to meet the original deadline for phase II submission, CAPRA consulted with the EVC/Provost in late spring 2020 on a revised academic planning timeline. It is anticipated that by September or October 2020, Schools/Divisions will submit essential elements of their five-year plans; by mid-October, the plans would be provided to the EVC/Provost and CAPRA for review. By mid-November, the EVC/Provost and CAPRA would provide to campus their reviews of School/Division plans together with proposed funding priorities and campus funding estimate for upcoming years with the caveat that they are re-evaluated annually given fiscal uncertainties. Between November 2020 and the end of January 2021, Schools/Divisions would discuss synergies and feedback on initial plans/costs in light of campus funding estimates. Between the end of January and mid-March 2021, Schools/Divisions would revise their plans and estimate costs. Finally, by the end of March 2021, the revised plans and costs would be submitted to the EVC/Provost and CAPRA.

In late spring semester 2020, the Senate leadership proactively sought remedies to counter anti-Black racism, systemic inequalities, and mistreatment of minoritized populations. CAPRA opined on the role it could play in furtherance of this effort. Given that CAPRA will eventually advise the EVC/Provost on resource allocations in terms of overall funding to each

School/Division, the committee decided it could be more intentional about how resources are distributed to foster more inclusivity and diversity on campus.

This academic year, CAPRA members participated in academic planning town hall meetings for faculty which were organized by EVC/Provost Camfield and Associate Provost for Academic Planning and Budget (APAPB) Schnier. The town hall meetings held in fall semester clarified for faculty the new academic planning process while the town halls in the spring semester were intended to elicit feedback from faculty on how to proceed with Phase II of planning in light of the COVID-19 pandemic.

### *Budget Impact of COVID-19 Pandemic*

EVC/Provost Camfield kept CAPRA members updated on the impact of the COVID-19 pandemic on the UC. Campus auxiliary services were significantly affected, as the university had to return money for parking, student housing, and dining. On a positive note, UC Merced is receiving \$13 million from the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act. Half of the funds are earmarked for students while the other half may be used to mitigate deficits caused by the cancellation of student housing and dining contracts. Expenditures for new technology that the campus had to make in order to transition to online instruction can also be made from CARES funds. Other COVID-19 related expenses will be reimbursed by FEMA. CAPRA was informed that APAPB Schnier and the Office of Financial Planning & Analysis conducted stress testing and analyzed potential scenarios in the context of the COVID-19 pandemic. They developed a simulation model that examines revenue flows for the campus contains variables including current enrollment, retention, state appropriations, grant dollars per faculty member, and auxiliary expenses and revenue. The true extent of the budget deficits will not be realized until July or August when the state receives tax revenue.

In spring 2020, UC President Napolitano announced the freezing of faculty salary scales, however, faculty will still receive raises as part of their normal merit/advancement process. Salaries of non-represented UC employees will also be frozen next year.

### *Campus Budget*

CAPRA also consulted with AVC for Financial Planning & Analysis Bianca Khanona on the campus financial overview for fiscal years 2019 and 2020 as well as the 2021 budget planning process.

AVC Khanona also updated CAPRA members on capital planning, specifically:

- The final delivery of the 2020 Project is scheduled for May 2020. The project is on time and on budget. The construction timeline has not yet been impacted by the COVID-19 pandemic.

- Seven backfill projects are in progress and one is in the construction phase. (Backfill projects refer to renovating existing campus space as a result of the 2020 Project space assignments for faculty.)
- The campus will be implementing Oracle, a financial accounting system that will replace UC Merced's use of the UCLA's financial system.

AVC Khanona also shared with CAPRA members budget forecasting numbers for 2021 excluding enrollment and contracts and grants.

### *Space Planning and Allocation*

CAPRA's other main function besides advising the EVC/Provost on academic planning is advising on space planning and allocation. The committee was kept informed on these topics by Director of Space Planning & Analysis Maggie Saunders.

Director Saunders presented to CAPRA members the Capital Financial Plan (CFP) which each campus submits to UCOP, and contains the campus's capital priorities for the next six years. The CFP focuses on the current fiscal year (2019-2020) and the next five fiscal years (2019-2020 through 2024-2025) and represents critical capital, capital renewal, and environmental projects in the near-term planning horizon. Director Saunders and the EVC/Provost requested CAPRA's input on the next fiscal year's campus capital priorities before the next iteration of the CFP is submitted to UCOP.

Director Saunders also provided the following updates to CAPRA on the 2020 project and backfill space projects:

- 2020 buildings will be delivered on time and on budget.
- The move to the new administration building will occur in June/July.
- Move in to BSP will begin:
  - July/Aug – Basement and 1st Floor
  - Nov/January – 2nd, 3rd & 4th Floor
- COB1 Backfill Project – completed end of August
- COB2 Backfill Project – primarily moves, September
- SE1 & SE2 Backfill Projects – Spring 2021

The general obligation bond was rejected by voters during the 2020 California primary, so the campus is working on alternative sources of money for the Health and Behavioral Sciences (HBS) building through both private and public-private partnerships.

## **Consultation**

### *APAPB*

In addition to regularly consulting with APAPB Schnier on academic planning, CAPRA held discussions with him on various items on which he requested the committee's input, namely his proposed graduate student funding model which seeks to implement incentives in order to provide more resources to graduate programs. APAPB Schnier also welcomed CAPRA's review of the budget guidelines and analysis. Additional models will be presented to CAPRA by the APAPB in the future including transfer and retention and budget drivers.

### *Space Planning & Analysis*

As mentioned above, CAPRA was kept informed on 2020 space and backfill space issues through consultations with Director of Space Planning & Analysis Maggie Saunders.

## **Representation on Campus Committees**

CAPRA had representation on the Senate Library & Scholarly Communications (LASC) Committee, the Enrollment Strategy Committee, the Periodic Review Oversight Committee, and the Joint Council (deans and Vice Chancellors).

## **University Committee on Planning and Budget (UCPB) updates**

The CAPRA chair represented the committee on UCPB and kept CAPRA members updated on topics raised by this systemwide committee. The major topics of discussion on UCPB this year were the UC pension plan, faculty salaries, proposed cohort tuition plan, reviews of multi-campus research units, and the impact of the COVID-19 pandemic on UC faculty, graduate and undergraduate students, graduate student research, and budget.

## **Campus Review Items**

- CAPRA reviewed and endorsed:
  - Proposed name change for Chemistry major and minor
  - Proposed revisions to Merced Division bylaws – LASC Membership
  - Proposal to establish a stand-alone Senate Admissions and Financial Committee
  
- CAPRA reviewed and commented on:
  - Vice Chancellor for Research & Economic Development's request for input on the Sponsored Research Services redesign
  - Proposed MS degree in Cognitive and Information Sciences

- Draft charge for proposed Faculty Advisory Committee for IT
- Faculty Advisory Committee on Sustainability – Phase II
- Proposed B.S. degree in Civil Engineering
- Resolution to address climate change
- VPF’s proposal for faculty FTE transfer to Division-level appointments
- Interim Policy for Enrollment Management of Impacted Programs
- EVC/Provost’s proposed summer session faculty compensation model
- Senate Committee on Research’s revised policy on the establishment, disestablishment, and review of ORUs
- Proposed revisions to Merced Division Bylaw II.IV.1 – CAPRA. CAPRA’s proposed revisions to its own section of the Division bylaws were intended to more efficiently encourage undergraduate and graduate student participation while being cognizant of their workload and competing demands.
- Request from the Senate Chair on measures to counter anti-Black racism, systemic inequalities, and mistreatment of minoritized populations.

**Systemwide Review Items**

- CAPRA reviewed and commented on:
  - UC Washington Center Current State Assessment Report and Proposal for Future State

Respectfully submitted:

***CAPRA members:***

Patti LiWang, Chair (SNS) – UCPB representative

Sarah Kurtz, Vice Chair (SOE)

Robin DeLugan, Senate Vice Chair (SSHA)

Jessica Trounstine (SSHA)

Kathleen Hull (SSHA)

Kevin Mitchell (SNS)

Reza Ehsani (SOE)

***Student Representatives:***

Shayna Bennett, GSA (fall 2019)

Jonathan Anzules, GSA (spring 2020)

***Senate Staff:***

Simrin Takhar