

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
November 8, 2022

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 11:00 am on November 8, 2022 in room 344 of the Administration building and via Zoom. Chair Kevin Mitchell presiding.

- I. Consultation with VP Spitzmueller and Assistant EVC/Provost Martin
 - A. Preparation for consultation with Strategic Planning Team representatives.

Assistant EVC/Provost Martin presented an overview of the Strategic Planning Teams. She reminded CAPRA that the Academic Planning Working Group in AY 19-20 established academic goals, and criteria and measures, and a process for making multi-year resource requests that empower schools as meaningful units for planning and resource allocation and involve and empower the Senate to achieve R1. The campus strategic plan's three goals are: Engage Our World and Region through Discovery and the Advancement of Knowledge, Develop Future Scholars and Leaders, and Cultivate a Culture of Dignity and Respect for All. The campus must develop an annual planning and resource allocation process to advance the priorities of the strategic plan. The implementation is as follows: Divisions (three Schools plus the Library, Graduate Division, and Undergraduate Education) align their work to the campus strategic plan; Strategic Planning teams facilitate institutional, cross-divisional planning; resources are allocated to and by Divisions, new and existing.

The Strategic Planning Teams are organized around Strategic Plan objectives:

- 1.1. Public and Scholarly Influence of Research
- 1.2 Research and Creative Activities
- 2.1, 2.3 Educational Opportunities
- 2.2 Academic, Personal, and Career Preparation
- 3.4 International Perspective

The planning teams are 5 to 6 members, highly consultative, are comprised of academic and administrative representatives, including from the Academic Senate, co-convened, and have administrative support. CAPRA members have a list of this year's planning teams' memberships.

The Strategic Planning Teams' responsibilities are:

- Set a vision for what successful achievement of the objective(s) look(s) like
- Articulate pathway(s) to get to the desired state (outcome)
- Establish a sort of logic model or hypothesis of how change will happen and associated assumptions

- Consult and collaborate with stakeholders
- Recommend resource allocation in support of proposed work
- Iteratively track and evaluate progress and revise the pathway(s) and actions as context changes

This year, the teams will revise/refine proposed work, consult with other teams and stakeholders, including relevant Senate committees as desired by the Senate, review information from last year's budget call including academic planning, engage in data gathering/assessment (some teams), and advise leadership on resource allocation.

Assistant EVC/Provost Martin ended her presentation by asking CAPRA members to provide written comments to the Strategic Planning teams they consult with today and at the November 15 meeting. Questions that CAPRA may consider after the consultations are: 1) Are the right priorities identified and are they appropriately sequenced? If not, what do you recommend be changed? 2) Who should the planning teams talk to?

B. Campus budget call

Per CAPRA's previous request, Assistant EVC/Provost Martin gave a presentation on the campus budget call. She reminded CAPRA members that the Academic Planning Working Group intended outcomes were:

- Schools to be units for planning and resource allocation
 - Funds to schools; schools determine how to spend
 - Accountability to APWG measures
- Schools as portfolio
 - Each contributing to all the measures, but distinctive in their contributions
 - Collectively, advancing measures
- Divisions of Undergraduate and Graduate Education and Library added when development of school-level plans were initiated in fall 2019

Under the academic planning process, units establish 5-year rolling plans that annually updated and extended by one year and plans include narrative document and summative spreadsheet outlining School/division goals, strategies to achieve those goals by year, and alignment of strategies to APWG measures and in turn, criteria and goals.

Assistant EVC/Provost Martin further explained that:

- 53% (17 of 32) of strategic plan measures are APWG measures or versions thereof.
- 13 APWG measures for which no corresponding strategic plan measure, although most are related

- 16 strategic plan measures for which no corresponding APWG measure; these are associated with strategic plan objectives that did not correspond directly to an academic planning criterion, i.e.
 - Objective 1.1. - Public and Scholarly Influence of Research;
 - Objective 2.2 - Academic, Personal, and Career Preparation
 - Objectives 3.1-3.4 - EDI measures

Assistant EVC/Provost Martin proposed that the administration work with CAPRA to align the strategic and academic planning measures.

The multi-year planning process:

- Units establish 5-year rolling plans that annually updated and extended by one year
- Plans include narrative document and summative spreadsheet outlining
 - School/division goals
 - Strategies to achieve those goals by year
 - Alignment of strategies to APWG measures and in turn, criteria and goals

The annual rolling planning and budget process:

- New resources, including faculty FTE, requested through budget process
 - Units' work prioritized via budget funding priorities established by Chancellor and Provost
- Units report annually on progress with planned work and impact on measures (many of which are lagging)

Assistant EVC/Provost Martin informed CAPRA that the campus budget call will be issued by December 10. CAPRA's work in the process will occur in January and February when budget requests are sent to the EVC/Provost. CAPRA Chair Mitchell stated that CAPRA's role is not to analyze all the data but rather to advise the Divisions on what data would be useful.

- II. Consent Calendar
 - A. Today's agenda
 - B. October 25 draft meeting minutes

Action: Due to time constraints, the Consent Calendar will be approved by email after the meeting.

- III. Campus Review Items
 - A. Proposed B.S. degree in Biochemical and Biomolecular Engineering

The proposal, relevant policy, and the lead CAPRA reviewer's comments were linked on the agenda.

CAPRA members generally agreed with the lead reviewer's comments with some edits.

Action: The committee analyst will distribute the draft memo to CAPRA members by email for further editing. CAPRA's final memo is due to the Senate Chair by November 18.

B. Proposed B.S. degree in Chemical Engineering

The proposal, relevant policy, and the lead CAPRA reviewer's comments were linked on the agenda.

CAPRA members generally agreed with the lead reviewer's comments with some edits. Some members pointed out the lack of consultation at the School-level in drafting this proposal and were concerned about potential impacts on existing courses in SNS.

Action: The committee analyst will distribute the draft memo to CAPRA members by email for further editing. CAPRA's final memo is due to the Senate Chair by November 18.

C. Proposed Minor in Aerospace Engineering

The proposal, relevant policy, and the lead CAPRA reviewer's comments were linked on the agenda.

CAPRA members generally agreed with the lead reviewer's comments with some edits. Some members wondered if the proposed minor was a stepping stone to a future major.

CAPRA member Ayyaswamy acknowledged his conflict of interest (departmental affiliation). He agreed with CAPRA Chair Mitchell that he will not vote on this proposed minor nor assist in drafting the memo.

Action: The committee analyst will distribute the draft memo to CAPRA members (except member Ayyaswamy) by email for further editing. CAPRA's final memo is due to the Senate Chair by November 18.

IV. Consultation with Strategic Planning Team Representatives

Linked on today's agenda are the Planning Teams' charge and memberships.

At today's meeting, CAPRA first heard updates from the International Perspectives Planning Team with co-conveners Garrett Gietzen (Director of International Affairs) and Ernie Costello (Senior Assistant Dean and Chief of Finance and Operations in SNS). This team focuses on Objective 3.4: Deepen our collective appreciation for diversity by developing a more robust international perspective.

The team's vision of success:

- UC Merced has Robust International Relationships
- Study Abroad Opportunities are Accessible to all Students
- We have an Inclusive and Supportive Environment for all International Students
- UC Merced is a Globally Recognized University
- All Members of the Campus Community are part of the University's Global/International Environment

The co-conveners then presented their team's recommendations and project sequence.

A CAPRA member inquired about housing and pointed out that housing for short-term scholars is crucial for welcoming these individuals to UC Merced. Director Gietzen agreed that appropriate housing and transportation are needed to make UC Merced a welcome place for these scholars to enrich the university.

CAPRA members then heard updates from the Research and Creative Activities Planning team which included co-conveners Marjorie Zatz (Special Assistant to the Chancellor and former Interim VCORED), Rakesh Goel (Dean of the School of Engineering), and Andy Boyd (Director of the Center of Institutional Effectiveness).

This planning team focuses on Goal 1.2: Grow UC-quality research and creative activities by strengthening the infrastructure for, and levels of, extramural funding and Goal 1.3: Increase contributions of students and staff to research and creative activities.

Summary of their anticipated work:

- Fix and Enhance Financial System
- Appointment Process for Hiring Research Personnel
- Streamline Purchasing and Contracts
- Invest in Shared Physical Assets and Equipment
- Invest in Staff Support for Research Activities

The team is also exploring questions around equity, justice and inclusion.

A CAPRA member asked if the team members have spoken with External Relations to try to acquire funding from industries and foundations. Director Boyd responded that the team is discussing how to cultivate those donor relationships.

Assistant EVC/Provost Martin clarified for CAPRA that the Strategic Planning Teams have already presented to the Senior Administrators' Council and will present again at the beginning of the budget call process to make suggestions on budget priorities. Director Boyd added that the team is identifying which capabilities the university needs to have to be successful, but the administration is charged with implementation. For example, fixing the financial system is a top

priority identified by the planning team, but the Division of Finance and Administration has to implement the improvements.

Action: The committee analyst will ask the EVC/Provost's office for copies of the presentations given by the two Strategic Planning teams in today's meeting and will share the presentations with CAPRA.

There being no further business, the meeting was adjourned at 12:30 pm.

Attest: Kevin Mitchell, CAPRA chair