

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
April 26, 2021

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:30 pm on April 26, 2021, via Zoom. Chair Patricia LiWang presiding.

I. Consultation with EVC/Provost Camfield and APAPB & Interim CFO Schnier

CAPRA continued their discussion with the EVC/Provost and APAPB about CAPRA's role in the future budget call process. APAPB Schnier is currently gathering information from other UC campuses about their Senate consultation process in campus budget calls. The short-term process at UC Merced will be the following: all academic affairs units will make their budget requests and those requests will all roll up to the EVC/Provost. The EVC/Provost will then bring those asks to the Divisions. Everybody sees the Divisional levels asks in the budget call process in the spring. The budget requests go to Joint Council who reviews the requests and makes recommendations.

APAPB Schnier shared with CAPRA members that at UC Santa Cruz, their CAPRA reviews all budget requests and makes recommendations based on whether the requests fulfill the campus mission. Their recommendations roll up to the appropriate Vice Chancellor who takes CAPRA's advice into account when he/she makes decisions. UC Davis does not review all budget requests at one time. Instead, they conduct meetings with each School and Division along with the CFO, Provost, and School Executive Committee representative and discuss the budget requests. Their recommendations roll up centrally. Davis's Senate does not review the budget requests when they roll up centrally. UC Berkeley's Senate consultation is similar to that of Santa Cruz but not as heavy. UCLA's Senate does not consult much on budget requests. UC Santa Barbara empanels a collective committee overseen by their APAPB and CFO that includes Senate representatives. That committee examines all budget requests, generates various scenarios and potential distribution of resources, and asks the campus – including the Senate – to opine. That feedback then rolls up to their Provost.

APAPB Schnier pointed out that Joint Council only has one CAPRA representative. EVC/Provost Camfield suggested additional CAPRA representation on Joint Council but acknowledged the potentially burdensome workload on CAPRA. APAPB Schnier asked CAPRA for their input on a potential consultation model for budget requests. Does CAPRA recommend a robust process similar to Santa Cruz's or a less intense consultation process?

A CAPRA proposed that Joint Council continue including only one CAPRA member in their membership but that CAPRA should act as an independent review body that reviews the same budget materials as Joint Council. Perhaps CAPRA could watch a recording of the School and Division budget request meetings. CAPRA would then provide its independent feedback on those requests

and its advice would be independent from Joint Council's. Another CAPRA member suggested that instead of watching a recording, CAPRA members could be present at the School and Division budget request meetings and have the option to ask questions. APAPB Schnier suggested that CAPRA members attend next year's budget presentation meetings at the Division level.

EVC/Provost Camfield then stated he wants CAPRA's assistance in developing a mechanism for Divisions to create a formula for increasing their budgets. He wants CAPRA to be involved in consulting on the driver-based budget process for Divisions. He explained that driver-based budgets moves the campus away from the past pattern of crisis budgeting and also creates incentives for Divisions to spend more efficiently across all budget categories, so they have enough money to spend on other needed areas. EVC/Provost Camfield explained that driver-based budgeting will be rolled out piecemeal. He wants the IT and Library funding models approved next year so he can monitor the results and judge whether the models are functional. The models can be adjusted as needed.

II. Chair's Report – *Patti LiWang*

Chair LiWang announced that CAPRA's graduate student representative, Shayna Bennett, is UC Merced's 2021 Grad Slam Champion.

An emergency meeting of Divisional Council was held last week that also included EVC/Provost Camfield and VC Mike McLeod to discuss the problems with the Biomedical Sciences & Physics (BSP) building. Faculty who work in that building are dismayed about the lack of transparency and cancellations of move dates. Faculty research and careers are being negatively impacted and faculty are losing salary, grant funding, and collaborations. A town hall for faculty will be held on April 29 from 3:00 – 4:00 pm jointly hosted by Interim VCORED Zatz and the Academic Senate.

At the April 16 Divisional Council meeting, EVC/Provost Camfield announced that the next federal stimulus legislation includes a provision from Congressman Jim Costa that would allocate \$1 billion to rural medical education. This has not yet been approved; if approved, the allocated amount may be lower than \$1 billion. But even a fraction of that amount would help UC Merced's medical education program significantly.

Divisions are being asked to reduce their budgets by nearly 10%.

III. Senate Vice Chair's Report – *LeRoy Westerling*

A. PROC meeting updates

PROC began to review the Merritt Writing Program. The review was paused in order for the campus to develop a process before the fall semester to engage faculty across the campus in this review; faculty will be asked to give feedback on how prepared their students are with regard to writing.

PROC is reflecting on the 2020 project and agreed that the campus needs a better understanding of the assumptions about the costs of the new buildings.

B. Meeting with the EVC/Provost

Vice Chair Westerling reported that meeting with the Senate Chair and EVC/Provost included a discussion about diversity language in the draft Strategic Plan. The implied ethnic and racial mix of faculty and staff in order to reflect that of our students is problematic in two main ways: 1) such quotas are contrary to state law and 2) it may not be achievable in some programs and units despite best efforts. EVC/Provost Camfield claimed he would review the language again.

IV. Updates from April 14 Assembly Meeting

Merced Divisional Council Academic representative and CAPRA member Trounstine debriefed the committee on the major topics of discussion:

- The UC is trying to adopt the use of the Smarter Balance test for admissions given the discontinuation of the SATs and ACTs.
- UCOP will issue detailed guidelines and recommendations for the fall 2021 campus openings. The guidance will be issued in June which accommodates the UC campuses on the quarter systems. The guidance may be too late to be of assistance for semester campuses Merced and Berkeley for their fall 2021 planning. However, the systemwide Senate Chair is attentive to UC Merced's issues and is deeply committed to faculty welfare.
- Faculty are asked to visit the Chegg and Course Hero websites to check whether their course materials are uploaded there and request that the websites take the materials down. These websites give students incentives to upload materials in their courses (e.g. exams) for other students to access.
- Faculty are encouraged to utilize Experian's free credit check following the recent cyber security breach.
- There is a question about the definition of "residency". When faculty teach, they are generally required to be in residence. Recently, questions have arisen about what this means given that faculty have been teaching remotely. In addition, many support staff wish to continue working remotely. The definition of "residency" needs to be clarified. Vice Chair Westerling stated that he discussed this with the EVC/Provost. In fall 2021, faculty who wish to teach via a different modality than what is indicated on the CRF must revise the CRF accordingly and submit for UGC or GC review.

V. Consent Calendar

- A. Today's agenda
- B. Draft April 12 meeting minutes

Action: the Consent Calendar was approved as presented.

VI. Campus Review Items

A. Proposal for a Minor in Materials Science and Engineering

Prior to this meeting, CAPRA members reviewed the lead reviewer's comments. Members agreed with the comments and had no additional input.

Action: the committee analyst will transmit CAPRA's memo to the Senate Chair after today's meeting.

B. Draft Strategic Plan (2021-2031)

Prior to this meeting CAPRA members reviewed the lead reviewers' preliminary comments. CAPRA members noted that the draft strategic plan did not address the academic planning process or how it incorporated academic planning. Overall, the draft strategic plan does not propose anything new and lacks a clear vision. One of the most concerning elements of the strategic plan is the proposed diversity, equity, and inclusion language. While CAPRA members are not legally trained, they thought that the language appeared to violate state law. Moreover, the use of the state of California's demographics may be appropriate for the undergraduate student population but not for the graduate student population which is drawn nationally and internationally. A CAPRA member suggested that the plan should utilize fewer numbers with regard to diversity targets and focus more on how the campus makes students feel welcome, supported, and mentored. Another CAPRA member recommended that the language about faculty and staff racial and ethnic mix should be revised to emphasize our commitment to provide opportunity and reward merit regardless of personal characteristics.

Another troubling aspect of the draft strategic plan is its encroachment on faculty rights in the discussion of breadth of research and teaching programs. Per Regental orders, it is the prerogative of the faculty of the Academic Senate to decide the curriculum. In addition, the plan's language pertaining to diversity and faculty personnel reviews is another potential violation of faculty rights.

CAPRA members also believed the introduction to the draft strategic plan needs to be rewritten to define what research is and why students should enroll. The goal of the university is to solve the world's problems through research and training future leaders.

CAPRA members wondered how this strategic plan will be used – will it be used as the basis for resource allocation? A committee member suggested that the plan should be at a higher level and leave the various measures to the Schools.

Action: CAPRA’s lead reviewers will draft a memo for the committee’s review and another committee member will provide alternative language for the plan’s introductory section. CAPRA’s memo is due to the Senate Chair by 5:00 pm on Monday, May 3.

- C. Proposed Name Change of the Literature and Languages Department
The Literature and Languages Department (LAL) proposes to change its name to Literature, Languages, and Cultures (LLC).

CAPRA identified a lead reviewer.

Action: the lead reviewer’s comments will be discussed via email. CAPRA’s comments are due to the Senate Chair by 5:00 pm on Friday, May 7.

VII. Other Business

- A. Evaluation of Proposals for Academic Programs/Schools/ORUs
- B. Continued discussion of CAPRA’s future role in the campus budget call

Action: due to time constraints, this item will be added to the next agenda.

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

Attest: Patti LiWang, CAPRA chair