

**Committee on Academic Planning and Resource Allocation  
(CAPRA)  
Minutes of Meeting  
May 1, 2017**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:30 pm on May 1, 2017 in Room 362 of the Kolligian Library, Chair Mukesh Singhal presiding.

I. Consultation with the Provost/EVC

The Provost/EVC stated that the delay in his announcement of the allocation of foundational FTE lines for next year (following CAPRA's provided list of rankings on April 19), is that he is still trying to anticipate which units this year's SAFI/cluster hires will be placed. He is also trying to determine whether there is sufficient space. He reiterated for CAPRA that he gave authorization for up to 16 SAFI hires this year (four per pillar). He met with the deans last week and they analyzed each school's data to determine the status of faculty hiring and how many offers could be made.

A CAPRA member asked about AY 18-19 and whether there will be enough space for faculty hiring. The Provost/EVC confirmed there would be enough space as the campus would have 1 or 2 research buildings ready for occupancy by fall 2019. He expects the rate of faculty hiring to remain consistent with his multi-year plan which is approximately 25 faculty members per year.

The Provost/EVC asked for a status update on CAPRA's 2020 enrollment project. Committee member Colvin answered that CAPRA has created a basic curricula model where the committee can predict how many more sections of a particular course is needed in order to reach the 10,000 student enrollment target. The Provost/EVC suggested also taking into account resource impacts and determining trade offs, e.g. whether the campus should offer hybrid courses to

reduce the impact on classroom space. CAPRA member Colvin confirmed that the model already take this into account, as the model maps onto the classrooms available under the 2020 plan so that CAPRA could see which lecture halls and classrooms would fill up. In addition, the timing of courses offered in the future may have to be more flexible.

## II. Consultation with Space Planning & Allocation (SPA) Board Working Group Members

Prior to this meeting, Director of Space Planning & Analysis Maggie Saunders shared with CAPRA a draft set of campus space management principles. The Working Group members are charged with obtaining input on these principles from various campus stakeholders, including CAPRA. Joining Director Saunders at this meeting was Associate Registrar Josh Reinhold, Professor Jeff Gilger from SSHA, Chief of Staff to the Provost/EVC Susan Sims, and Organizational Development Consultant Jason Martin.

Director Saunders asked CAPRA members for their “pain points” with regard to space on campus, and the committee members shared the following:

- Decisions about space are made at too high a level. It would be more efficient to allocate space to faculty groups, as they are the most informed to make more allocation decisions.
- Decisions about space seem to be made on an ad hoc basis and it is unclear who controls which space. Trying to determine space availability is too complicated.
- Lack of transparency in the allocation of space. In the past, promises were made to some faculty about the types of space they would receive only for these assurances to be broken later. This has led to a lack of trust, and, to some faculty “hoarding” their space.
- The campus needs to integrate space planning with academic planning. Space needs vary across disciplines. For years, the campus had the wrong types of space available; for example, there were no graduate-level course

classrooms. Faculty had to utilize the large classrooms to conduct graduate courses as small conference rooms were not allowed to be used as classroom space. This situation, though, has improved.

- Lack of appropriate graduate student teaching assistant office space as well as space to hold office hours.
- Space planning needs to have more accountability with decisions made in writing. We also need a process whereby it is public knowledge how space decisions are made and how that information is shared with the campus. In the past, consultation with faculty about space has occurred too late in the process; it needs to be more timely for the planning of new faculty hires.

Director Saunders then asked which space needs are unique to CAPRA members' own research areas. CAPRA members brought up the following:

- Laboratory (wet, dry, computer) space, storage and preparation space, and equipment. Faculty members should make decisions on these, as they have the proper expertise.
- Graduate student space, both office space and dedicated office hours space. CAPRA members noted that the space in COB 2 appears to be working out well.
- Common space for faculty in the same discipline to encourage collaboration.
- Faculty union/social space.

The discussion concluded with Director Saunders inquiring what CAPRA sees as its role in space planning. CAPRA members responded that their charge is to review requests from the schools for faculty FTE lines and make recommendations to the Provost/EVC while taking into account space considerations. CAPRA members also stated that the committee has a role to play in the drafting of principles by which the campus allocates academic space.

**ACTION:** CAPRA members to send any additional comments to Director Saunders by close of business on Friday, May 5.

### III. Consultation with AVC for Enrollment Management Jill Orcutt

CAPRA members provided an update to AVC Orcutt on the committee's 2020 enrollment project. CAPRA member Colvin continues to work with IRDS on a curriculum model. AVC Orcutt asked if CAPRA is taking a structural approach whereby the campus would drive student applicants into certain majors to relieve the pressure from impacted programs and majors. She explained that the applicant pool is limited as to what students can list as their major of interest and there is currently no flexibility to drive them to smaller programs.

AVC Orcutt then suggested considering a combination model in which higher end students are admitted to majors and the students in the lower percentages are brought into undeclared areas. The goal is to keep the top students engaged, and still help those in the lower percentage be successful by driving them towards general education for the first two years. A CAPRA member questioned this model, as in some fields, students have to complete all lower division requirements in the first two years; this would not work if they were being directed solely to general education courses.

AVC Orcutt and CAPRA members then held a discussion on future collaborations, faculty hiring aligning with an enrollment plan, and continued collaboration with IRDS. A CAPRA member requested that AVC Orcutt keep the committee informed of programs that may be having issues, as the committee could test it in their model for resource allocation purposes.

### IV. Campus Review Items

- Open Access 2020 Expression of Interest

- Proposal to establish a major in Philosophy
- Draft policy on laboratory safety compliance

**ACTION:** Due to time constraints, CAPRA will discuss these items via email and submit comments to the Senate Chair by the prescribed deadlines.

There being no further business, the meeting was adjourned at 3:30 pm.

Attest:

Mukesh Singhal, CAPRA Chair