

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
September 20, 2018

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 3:00 pm on September 20, 2018 in Room 360 of the Kolligian Library, Chair Jessica Trounstine presiding.

I. Consultation with Interim Provost/EVC

CAPRA and the interim Provost/EVC continued their conversation from the September 6 meeting regarding campus planning activities and CAPRA's role in them. Interim Provost/EVC Camfield stated that he intends to take an inventory of all campus planning initiatives, determine how they should be integrated, and craft a calendar by which the various activities should be progressing. Camfield gave the example of the school restructuring task force who met recently and discussed the need for appropriate data, dashboards, and other tools that would enable departments to develop five-year plans which eventually will be rolled up to the School and University levels. Interim Provost/EVC Camfield stated that he would like CAPRA's advice on integrating these types of campus planning activities, a suggested timeline, and CAPRA's input on which level the committee prefers to be involved.

The CAPRA chair stated that the committee would need to have more information on the planning efforts that are occurring at the lower levels in order for the committee to determine how those efforts should scale up. She went on to point out that CAPRA does not want to engage in micro-level planning, nor does it want to usurp the roles of departments and Schools with regard to academic planning; in fact, the committee believes that most academic planning should occur at the departmental and School levels. CAPRA, by contrast, prefers to engage in academic planning from a larger, institutional perspective.

The interim Provost/EVC agreed, and added that he also encourages CAPRA to follow through on any recommendations they make to the administration and to feel free to follow up if no response is received. (Example: CAPRA's Principles of Space Planning that were distributed in a previous academic year.) CAPRA members agreed, and stated that a calendar of campus planning activities would help in this regard.

The interim Provost/EVC suggested that as CAPRA thinks about where it wants its voice to be interjected, the committee may consider having its members sit as representatives on various campus planning entities, so that the information flow is regular rather than periodic. CAPRA members agreed but pointed out that in the past, committee members (and other faculty) have served on various campus committees, completed the various

required projects, provided input, only to have the decisions made by another party. Faculty's time needs to be used more efficiently.

Action: for future meetings, the interim Provost/EVC will provide his list of campus planning activities and an accompanying calendar for CAPRA's review. The committee will then determine at which level and at what time it wants to engage and consult.

CAPRA members also asked the interim Provost/EVC about a statement contained in the former Provost's FTE release memo in spring 2018. In that memo, the former Provost made a reference to "a follow-up memo will cover positions associated with carry-overs from failed searches in FY2018, positions vacated since the last recruitment plan was implemented, and any positions that will be devoted to specific targeted objectives, such as improvement of the diversity of our faculty." That follow up memo appears never to have been drafted. Prior to this meeting, the Provost's office submitted to CAPRA a spreadsheet containing historical and current FTE allocation data in the hopes that it may include some of the promised information from the previous Provost. While that spreadsheet is greatly beneficial, it lacks two pieces of information that CAPRA needs in order to advise on next year's FTE allocation: 1) information on current searches and 2) targets of opportunity hires, both historical and current.

Action: Interim Provost/EVC Camfield will submit to CAPRA information on current searches and targets of opportunity hires, as well as President's Postdoctoral Fellows.

CAPRA and the interim Provost/EVC then began a discussion on the possibility of a "Provost reserve" in which a certain number of faculty FTE lines would be held for spousal hires and targets of opportunity. CAPRA members advocated for such a method in the past. However, CAPRA members strongly encourage that the Senate and administration draft criteria for the allocation of those lines in order to prevent some departments to be advantaged over others. The interim Provost/EVC also agreed with the need to reserve a number of lines for this purpose.

Action: upon receiving the interim Provost/EVC's information on current searches, historical and current spousal and targets of opportunity hires, and President's Postdoctoral Fellows, CAPRA will re-examine the historical faculty FTE spreadsheet to analyze the data in the following manner: hires by rank, SAFI hires, and then determine what percentage of faculty FTE lines should be held in reserve in anticipation of spousal and target of opportunity hires. CAPRA will then make a recommendation to the interim Provost/EVC on the percentage of faculty FTE lines to hold in reserve.

A CAPRA member raised the issue of faculty attrition. The interim Provost/EVC stated that he and the former Provost drafted guidelines for faculty retention in the last academic year, but several Senate committees were critical of them. While this critique

is welcomed, the interim Provost/EVC emphasized the need to have some sort of guidance on how he should handle faculty retention situations.

Action: in future meetings, CAPRA will discuss faculty retention.

II. Consultation with Budget Office

Prior to this meeting, CAPRA members submitted questions to Executive Director of Financial & Budget Management Romi Kaur about the campus budget and 2020 financial situation. One question related to budgeting for the faculty salary increase. Director Kaur confirmed that the salary increase had already been built into the budget and accounted for, and that the increase is covered by central funds. Another question related to a concern that all campus funds would be given over to the 2020 project. Director Kaur assured members that when the 2020 project was implemented, the campus's financial situation was budgeted for; while the funding model is continually being refined, it is inaccurate to suggest that all campus funds were diverted to fund the 2020 project. A CAPRA member inquired about contingency plans if the campus does not meet enrollment targets. Director Kaur stated that according to the latest set of enrollment information submitted to UCOP, the campus is near its target, and she does not perceive a high risk in this regard. Another CAPRA member asked whether there is any accuracy to the speculation that the campus has missed several 2020-related deadlines and has been fined. Director Kaur replied that various components were built into the 2020 contract including contingencies and changes; moreover, governance meetings occur regularly in which these issues are discussed. To her knowledge, no significant fines have been made. All changes that are being made are all within budget. A CAPRA member asked about projected costs of moving faculty into 2020 space. Director Kaur stated that that is under the purview of Director of Space Planning & Analysis Maggie Saunders who accounts for those items in her budget. (Director Saunders will attend the October 4 CAPRA meeting.) Finally, a CAPRA member inquired about the timeline for AY 18-19 incidental funds. Director Kaur confirmed that allocations were made on July 1, and that faculty should speak with their deans to confirm receipt.

All remaining questions from CAPRA members that were previously submitted to Director Kaur will be answered at the October 18 CAPRA meeting when VC Veronica Mendez is in attendance. Director Kaur suggested that CAPRA may wish to invite VC for Design and Construction Michael McLeod for consultation at a future meeting.

Director Kaur and Senate Chair Schnier then shared a slide presentation previously presented to the Chancellor's Cabinet pertaining to the academic budget planning process.

Director Kaur explained that discussions in last year's campus Budget Work Group revealed the need for certain changes, mainly, that the campus budget deficit has created a need to be strategic about spending and consider "shifts and trade-offs", and that the process for requesting funding and funding itself needs to be predictable. Budget planning needs to be integrated with academic restructuring and academic planning. The academic budget planning process is envisioned in two phases beginning this academic year and going to academic year 2021-22 and beyond. Phase one implementation should have a complete picture of the permanent and temporary instructional salary budget at the School and Department levels; deans' operational budgets retained at same level as fiscal year 2018, and that these "baseline budgets" reflect what is required to execute the AY 2018-19 curriculum. Phase two seeks to implement a "Fall Planning Cycle" starting in Fall 2018 to develop an AY 2019-20 academic budget based on the curriculum, and, over the next three academic years these curriculum-based budgets will be used to provide budgetary transparency in the Schools and to facilitate the transition to a sustainable campus-wide budget model.

III. Campus Review Items

A. Consolidation of current UC-Mexico entities into one single structure.

UCOP is proposing to combine the following three separate entities into a single structure directed by one leader: UC MEXUS (an MRU), UC-Mexico Initiative (a Presidential Initiative started by UC President Napolitano in 2014), and Casa de California (colonial building and complex in Mexico City purchased by the UC Regents and serves as the Mexico Study Center for the UC Education Abroad Program).

Action: CAPRA identified a lead reviewer. Lead reviewer's comments will be electronically distributed for the committee's review via email early next week. CAPRA's comments, if any, are due to the Senate Chair by 5:00 pm on Friday, September 28.

B. Proposed revisions to Merced Division bylaws pertaining to LASC membership.

The proposed revisions increase the faculty membership of the committee to seven from four, through the addition of three at-large members, no more than one from each school. Currently, the LASC faculty membership is comprised exclusively of one representative each from CAPRA, COR, UGC, and GC.

Action: CAPRA identified a lead reviewer. Lead reviewer's comments will be electronically distributed for the committee's review via email. CAPRA's comments are due to the Senate Chair by 5:00 pm on Tuesday, October 16.

Due to time constraints, all remaining business was tabled until the October 4 meeting.

There being no further business, the meeting adjourned at 4:30 pm.

Attest: Jessica Trounstine, CAPRA chair