

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
September 29, 2020

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 9:00 am on September 29, 2020, via Zoom. Chair Patricia LiWang presiding.

- I. Chair's Report
 - A. An emergency budget task force will be assembled at the systemwide level for planning for budget cuts and furloughs in the event that the state does not receive sufficient funds. The task force will send their report to the campuses. The task force will then collect all feedback obtained from campuses and transmit, together with their own recommendations, to the Regents for their November meeting.
 - B. The main items of discussion at the September 25 Divisional Council meeting were:
 - i. Consultation with the GE program chair on proposed revisions to the GE program requirements
 - ii. The Chancellor and EVC/Provost's recent email announcement to the campus about medical education and an impending, new BS-MD undergraduate program. Divisional Council members were dismayed by this announcement as the Senate was not consulted about the degree program; per the Standing Order of the Regents, faculty have authority over curriculum. In June 2020, Divisional Council sent a memo to the campus Director of Medical Education with a request that faculty members be added to the medical education task force. No response was received by Divisional Council. This year's Divisional Council agreed to send a reminder to the administration on the status of faculty representation on the medical education task force. The Senate Chair will also convey to the administration the Senate's vexation at the announcement of a new undergraduate degree program that did not include faculty consultation.

CAPRA members stated that they have not seen a proposal for the new BS-MD program in their Schools or in any other meetings. CAPRA Chair LiWang pointed out that the biology faculty are also likely unaware of such a proposal. Another CAPRA member stated that the principle of shared governance was discussed at the annual, summer governance retreat that included Senate and administrative leadership. It is unfortunate that shared governance has been circumvented in this instance. Furthermore, establishing such a degree program will be a significant amount of work and the administration may find it difficult to get faculty buy in given how they announced the program without consulting faculty.

- iii. Valuing Black Lives task force, co-chaired by the Senate Chair, Chief Diversity Officer Matos, and AVC/Dean of Students Grady, is conducting its work. The task force is comprised of subcommittees dedicated to various topics.
- II. Consultation with Senate Vice Chair
 - A. Updates from September 21 PROC meeting

PROC is establishing a process for reviews of all programs, specifically departmental versus program review. By spring semester, the committees hopes to have the process mapped out with a timeline. PROC also decided that this year’s assessment activities will focus on the impact of the COVID-19 pandemic. Data will be collected to support these activities, but the data will differ from that which was collected in previous years.

- B. Updates from the EVC/Provost
 - i. The Senate Chair and Vice Chair spoke with the EVC/Provost about when faculty can expect access to their campus offices. EVC/Provost Chief of Staff Rich Shintaku and Executive Director of the Center of Institutional Effectiveness Andy Boyd will follow up on this issue. They may need to assess how many faculty members plan to be on campus and how often so they can judge the density. October 1 is the deadline for faculty to complete the space survey that was sent by the administration.
 - ii. The July revise of the state budget was favorable and the cuts to the UC are modest. UC Merced may not be impacted too drastically. However, we are still vulnerable due to our heavy reliance on state funding. Unlike other UC campuses, though, UC Merced does not have expensive athletic programs, stadium debts, or a medical school. We are anticipating a 5% budget cut. This pertains to operations, not furloughs. Furloughs, if implemented, must originate from UCOP, and may be 5-10%. If furloughs are instituted, they would start on January 1. This information will not be confirmed until after the November Regents meeting. It is unknown if another economic stimulus package is imminent.
 - iii. Senate leadership received a request for faculty representatives on the Chancellor’s Strategic Planning Governance Committee.

- III. Consent Calendar
 - a. Today’s agenda
 - b. Draft September 15 meeting minutes

Action: the Consent Calendar was approved as presented.

- IV. Campus Review Item

Proposal for change of name of academic department: from “Chemistry and Chemical Biology” to “Chemistry and Biochemistry”.

Action: CAPRA identified a lead reviewer. The lead reviewer’s comments will be discussed at the October 13 meeting. CAPRA’s final comments are due to the Senate Chair by 5:00 pm on Thursday, October 29.

- V. Consultation with APAPB Schnier and Assistant EVC Martin
 - A. Chancellor’s Strategic Planning Initiative

Assistant EVC Martin summarized for CAPRA members the reasoning behind the launching of the Chancellor’s strategic planning initiative. When the Chancellor arrived at UC Merced this summer, he noted that the campus did not have a strategic plan. Assistant EVC Martin stated that originally the campus strategic plan was to be aligned with academic planning, but the Chancellor requested that a

10-year strategic plan be developed. In spring 2020, the Joint Council (comprised of Deans, Vice Chancellors, the Chancellor, and the EVC/Provost) endorsed the formation of a Strategic Planning Advisory Group to develop a strategic planning process. In July, the Advisory Group completed its proposal, and in August, the Chancellor asked the EVC/Provost to develop a 10-year strategic plan to be implemented at the beginning of AY 2021-22.

Assistant EVC Martin emphasized that strategic and Academic Planning will be happening concurrently. She added that the Schools' and Divisions' final academic plans that will be submitted in spring semester 2021 will help inform strategic planning. Strategic planning is intended to be the "north star" for the campus to 2030. Strategic planning is also intended to align efforts across campus, guide resource allocation, communicate the campus's intentions to external stakeholders, and facilitate philanthropy.

Assistant EVC Martin informed CAPRA members that one of the goals of the strategic plan is enrollment growth to 15,000 students by 2030. CAPRA members expressed concern over the feasibility of that goal. A CAPRA member suggested that departments need to be provided with guidance on how to think about achieving that enrollment target. Another CAPRA member asked how enrollment growth corresponds to the realities of the demographics in California, given that applications are decreasing. APAPB Schnier agreed that this is a concern. UC Merced will have to go deeper into the applicant pool and the campus needs to conduct an intense marketing campaign for admissions. APAPB Schnier added that UC Merced's main competition for students are the upper tier CSU campuses, as well as UC Riverside and UC Santa Cruz. A CAPRA member pointed out that there needs to be sufficient staff support to maintain an enrollment of 15,000 students, otherwise the increased enrollment will be a drain on faculty, staff, and resources. Another CAPRA member inquired how critical the 15,000 student target is and if there are budgetary consequences if the campus does not reach the target. APAPB Schnier replied that the campus relies significantly on student enrollment.

Assistant EVC Martin stated that the strategic plan must include infrastructure to support goals such as facilities and IT plans. A CAPRA member requested that the strategic plan emphasize human infrastructure, specifically staff support needed to support the research and teaching mission. It is difficult to conceive of additional planning when the current staffing levels in nearly all areas are insufficient. Assistant EVC Martin and APAPB Schnier agreed and added to their slide presentation a reference to infrastructure for HR/staffing plans, staffing and processes for research support, and business processes. Another CAPRA member noted that the goals of strategic planning are not that different from those of academic planning with the exception of diversity. She inquired whether diversity will be incorporated into strategic planning.

Assistant EVC Martin then summarized the two stages of strategic planning:

- Stage 1, fall 2020. Virtual engagement of campus stakeholders, including faculty. Draft goals and measures for campus review.

- Stage 2, spring 2021. Work groups develop targets and strategies. Outcomes of academic planning integrated as strategies/actions in support of goals.

The two stages of strategic planning implantation are:

- Stage 1, summer and fall 2021. Division strategic plans aligned to campus goals, strategies integrated into Division plans, budget call (including Academic Affairs).
- Stage 2, spring semester 2022. Resource allocation to support plans and associated strategies, including for Academic Affairs.

A CAPRA member suggested to Assistant EVC Martin and APAPB Schnier that they should consider framing strategic planning as rolling up to the university level what has already been done at the department level. In other words, strategic planning should be explained as building out the goals and priorities that were already developed at lower levels with the Academic Planning process and now the campus is developing a strategic plan for the entire university for implementation. Another CAPRA member agreed and added that the strategic plan should be envisioned as how the campus is implementing budgeting and the goals to achieve R1 status. CAPRA members strongly advised Assistant EVC Martin and APAPB Schnier not to ask the faculty to revisit those items as faculty have already decided them. The strategic plan is just the next step on how to support what the faculty have already discussed and decided on.

Assistant EVC Martin then explained that the Strategic Planning Governance Committee (on which CoC is currently identifying faculty members to serve) is charged with providing oversight of the 2020-21 strategic planning process and will make a recommendation to the EVC/Provost who will in turn make a recommendation to the Chancellor on the final, campus-reviewed strategic plan.

A CAPRA member asked how CAPRAs at other UC campuses are involved in strategic planning initiatives. She is concerned that UC Merced CAPRA's role is minimized in the strategic planning process.

Action: APAPB Schnier and Assistant EVC Martin will consult with EVC/Provost Chief of Staff Shintaku about the strategic planning process at his previous institution (UC Davis) and will contact a colleague at UC Santa Cruz. They will provide the feedback to CAPRA.

Assistant EVC Martin then summarized the workgroups that will be formed to facilitate the implementation of the strategic plan. A separate budget planning work group will also be formed to support strategic plan implementation and will include a member from CAPRA.

A CAPRA member advised Assistant EVC Martin and APAPB Schnier that faculty will still be concerned that strategic planning and academic planning are two exercises that will not go anywhere. Another CAPRA member suggested that future presentations from the administration on strategic planning should begin with a simple definition of the strategic plan, an explanation on why it is needed, and an explanation of how it is different from the academic plans. The explanation on why the strategic plan is needed should focus on academic planning and R1 goals and not accreditation.

Assistant EVC Martin stated that campus constituents would be asked to envision what the campus would look like in 2030 and to give feedback on five areas: research mission, educational mission, diversity, student success, and sustainability. In other words, what impact would the campus have in those five areas in 2030? A CAPRA member pointed out that that information is already contained in the academic plans. Assistant EVC Martin agreed but stated that academic planning did not include all campus constituents. Strategic planning is intended to enjoin all campus constituents so their voices can be heard, since all campus employees see themselves as part of the campus mission. All campus constituents need to be able to see their roles in the university and add to the strategic planning conversation as appropriate. A CAPRA member replied that that explanation seems to imply that faculty perhaps do not need to be heavily involved in strategic planning, as they already completed a significant amount of work on their academic plans.

APAPB Schnier pointed out that EVC/Provost Camfield considers strategic planning and academic planning as an integrated process. A CAPRA member responded that academic planning drives the university and questioned the idea that input from other campus constituents is equal to that of faculty. In addition, there is a concern that resources will be diverted away from the research mission and towards another unit on campus whose goals are different from the research and teaching missions. Another CAPRA member suggested that the strategic planning process needs to acknowledge that the campus already identified goals, and that strategic planning is intended to set dates and concrete achievements so that the campus can attach resource flows and assessment to it. But that means that campus constituents need to understand the implications of strategic planning, i.e. what happens to the planning exercise if a stakeholder does not buy in to the indices of quality, diversity goals, etc.?

B. Academic Planning Phase II

Due to time constraints, APAPB Schnier briefly summarized the status of phase II of academic planning: Schools' draft plans have been submitted to the EVC/Provost's office and Divisions' plans will be submitted this week. APAPB Schnier will forward all plans to CAPRA for review, together with a summary and guidance for review.

Action: APAPB Schnier will update CAPRA on academic planning phase II at the next CAPRA meeting.

There being no further business, the meeting was adjourned at 10:30 am.

Attest: Patti LiWang, CAPRA chair