COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION
ANNUAL REPORT
2007-2008

TO THE MERCED DIVISION OF THE ACADEMIC SENATE:

During the academic year 2007-2008, the Committee on Academic Planning and Resource Allocation (CAPRA) met 15 times in person and conducted some business via email with respect to its duties as outlined in UCM Senate Bylaw II.4.A. The issues that CAPRA considered this year are described briefly as follows (in alphabetical order):

ANTHROPOLOGY MAJOR

CAPRA received a request from Undergraduate Council (UGC) to analyze the implications of a proposal for an Anthropology major from the School of Social Sciences, Humanities and Arts (SSHA). CAPRA was mainly concerned with the resource needs of the program. A CAPRA member prepared an analysis of the program which was discussed and approved by the committee. Areas of concern included: 1) consequences of some faculty not holding budgeted faculty lines; 2) lack of tenured faculty; 3) lack of clarity of teaching load and SSHA instructional workload policy; 4) impact on graduate teaching and research; 5) plans for normal or abnormal absences; 6) upper division courses taught by lecturers; 7) impact of major on student advising and faculty workload; 8) space needs

CAPRA discussed these issues with the EVC/Provost and conveyed its concerns to the UGC chair.

CAP VISIT TO UCM

External CAP members visited the campus in February 2008. Their observations during their visit were integrated into a memo addressed to the EVC and the Senate Chair. The memo was also widely distributed to faculty for input. CAPRA discussed this item during a March meeting.

ENROLLMENT

CAPRA discussed solutions to address the issues surrounding enrollment and limits on enrollment imposed by the state as part of the state's plans for budget cuts.

IT RETREAT

CAPRA Chair attended the April 30th 2008 IT Retreat. IT considered the establishment of an IT advisory committee. CAPRA recommended that membership should include multiple faculty members and that the senate be consulted for curricular, research and resource matters.

LECTURERS WITH POSSIBLE SECURITY OF EMPLOYMENT (LPSOEs)

CAPRA was asked to provide input about hiring a small number of LPSOEs (due to the lack of space at UCM). CAPRA agreed that –from an academic standpoint- hiring LPSOEs made sense but stressed the fact that hiring should be done with the objective of developing UCM as a viable research university.

LONG RANGE ENROLLMENT PLAN

Provost Hume asked the UCs to provide UCOP with initial estimates of enrollments through 2021. CAPRA invited Nancy Ochsner – Director of Institutional Planning and Analysis – to a meeting to provide the committee with current and projected data on undergraduate and graduate enrollments.

POLICIES & PROCEDURES FOR APPROVING NEW MAJORS

According to the UGC-drafted policies and procedures for approving new majors "Because the delivery of major degree programs entails use of university resources, CAPRA consults on the resource implications of the proposed program". CAPRA requested that the committee be included in the early stages of the approval process in order to have the opportunity to submit its analysis of a proposed program and to have enough time to consult with the Provost. CAPRA also recommended that the proposers comment on how new program proposals complement pre-existing disciplines/programs.

POLICIES AND PROCEDURES FOR REVIEWING OF NEW GRADUATE EMPHASIS AREAS AND GRADUATE GROUPS

CAPRA requested that GRC and UGC review the existing policies for approval of new programs and program changes to include consultation with CAPRA and the EVC/Provost regarding resource implications on educational proposals. UGC and GRC's proposals were distributed to CAPRA and the Schools for review.

PROFESSIONAL SCHOOLS

- **School of Medicine**

On September 25, 2007 NS Dean Pallavicini presented a proposal for a School of Medicine at UC Merced. The Senate was asked to make a recommendation on the continued planning of the medical school. In October 2007 CAPRA generated a set of questions on the proposal which were forwarded to the Division Council and to Dean Pallavicini for response.

- **School of Management**

No procedures for review of the proposal for a School of Management were established at the time CAPRA was asked to review the proposal for a School of Management at UCM. CAPRA wanted to see those procedures established before receiving and reviewing the proposal.

SCHOOLS STRATEGIC PLANS

CAPRA played a significant role in the planning process for strategic planning of FTE allocations across the three Schools. Using its guiding criteria and based on information submitted by the Schools in their 5-year strategic plans and 1-year academic resource plans, CAPRA made recommendations to the EVC/Provost.

Assessments were made in the context of resource and space needs and availability. The committee conducted a detailed analysis of the schools plans and updated the schools table of FTEs concurrently with the matrix of faculty on board and in search by affiliation with undergraduate major or discipline. CAPRA also encouraged the EVC/Provost to provide detailed information on space and faculty lines to the Schools to enable them to better prepare their strategic plans. CAPRA recommended that FTEs requests be tied to concrete space plans in future strategic plans. CAPRA's final report to the EVC was posted on the senate website.

- **CAPRA Guiding Criteria for Reviewing the Schools Strategic Plans**

CAPRA revised its criteria for reviewing the schools strategic plans, to improve transparency, e.g., to explain how CAPRA utilizes the information in the strategic plans. The revised guidelines request three tables (one for prioritized FTEs requests, one for current and future majors and one for current and future space needs) and a statement about. CAPRA encouraged the schools to prioritize their requests. The graduate groups were also encouraged to submit their plans to the schools in a timely manner to allow time for review.
Revised CAPRA criteria were widely distributed to the schools and were posted on the senate website.

In consultation with the EVC/Provost, CAPRA agreed that its recommendations (the appendices representing the committee's mapping of undergraduate majors, graduate groups and strategic groupings of faculty will be made public in the future and will be posted on the senate website.

- **CAPRA Timeline for Reviewing the Schools' Plans**

The CAPRA timeline for reviewing the Schools' Plans was approved by the EVC and was distributed to the Schools.

- **Schools FTEs Requests for AY 2008-2009**

The three Schools requested a total of 49 faculty positions. CAPRA assigned three levels of priority to the requests. The EVC/Provost recommended that CAPRA rank 36 faculty lines (24 of which in the highest priority).

- **CAPRA FTEs recommendations for AY 2008-2009**

In its final report to the EVC, CAPRA recommended that faculty allocations across the campus be distributed as follows: 24 ftes under the highest priority, 6 ftes as second priority and 6 ftes as third priority.

- **Lecturers: Tenure-track Faculty Ratio**

During its review of the schools strategic plans, CAPRA noted that there was a large number of lecturers across the three Schools (in comparison to ladder rank faculty). CAPRA encouraged the Schools to be more specific in regards to their needs for lecturers by including discipline and duration of term. CAPRA also asked the Schools to consider potential trade offs between the number of lecturers and the number of new tenured faculty.

- **Opportunity hires**

CAPRA would like more clarity about opportunity hires in the future; specifically the relation to the strategic plan and the implications for future hiring.

- **Systems Biology Research Institute (Biomedical Research Institute)**

CAPRA recommended that the establishment of an institute be a campus wide initiative and that it should not fall under the authority of a particular school. CAPRA recommended the continued planning of this institute and that any significant changes in the scope of the Institute be accompanied by a revised proposal and be reviewed by CAPRA and the Academic Senate.

- **Graduate Groups**

In conjunction with the review of the schools strategic plans, CAPRA also evaluated which groups were close to be forwarded to CCGA to be reviewed as a stand-alone graduate group.

- **Multiple Offers**

CAPRA strongly supported flexibility in tenured searches, making multiple offers on tenured searches and making multiple hires in the proposed searches.

STRATEGIC ACADEMIC PLANNING (SAP)

CAPRA noted that improved communication among faculty was needed regarding the goal and expectations of the SAP forums. Chair Heit encouraged CAPRA members to attend those forums. Draft SAP was expected in summer 07-08.

UCPB (UNIVERSITY COMMITTEE ON PLANNING AND BUDGET)

As the UCM UCPB representative, Chair Heit provided regular reports to CAPRA. At UCPB's request, and as a follow-up to last year's presentation given by Professor Bales (then UCPB representative), Chair Heit gave a presentation on UCM office and research space, budget projections and budget needs at the April 15, 2008 UCPB meeting. The report was prepared in consultation with the UCM administration. UCPB recommended that (1) capital construction projects at Merced should be given highest priority among UC's capital projects; (2) all Merced students (through the first 5,000 students) should be fully funded at the higher cost of instruction appropriate for a new campus; and (3) UCOP should work with the Merced campus to design a strategic growth plan that clearly articulates the total quantity of resources required for the campus to achieve equal quality with the other UC campuses. UCPB's recommendations were subsequently endorsed by Academic Council and forwarded to President Yudof.

UNDERGRADUATE MAJORS

On several occasions, CAPRA expressed its concerns about resources being spread thinly, that is with relatively small groups of faculty putting on a relatively large number of majors. Also, CAPRA was concerned about the growing number of students for some majors.

VC FOR RESEARCH AND GRADUATE DEAN OF GRADUATE STUDIES

The EVC/Provost asked the Senate to opine on the idea of splitting the VC for Research/Dean of Graduate Studies position. CAPRA discussed the proposed division and recommended that the Dean of Graduate Studies position be a 50% appointment, in addition to a separate VC for Research position.

The EVC/Provost consulted with CAPRA regularly. Some of the issues discussed included the following:

I. SPACE

The issue of space was a recurrent topic within CAPRA. In November 2007 CAPRA asked the EVC to share information about space with the committee for the following year in light of recent hirings.

A) Faculty Office and Lab Space
CAPRA inquired about who made decisions about allocating and assigning office and lab space for faculty and the degree of priority ascribed to this assessment.

B) Modular Buildings
The EVC/Provost reported that modular buildings would likely become the solution to the current space crisis. He estimated that they would be set up by fall 2008.

C) Castle Campus
CAPRA discussed the use of space at Castle for offices and labs. Some of the problems facing faculty included the commute and the lack of parking on the main campus. In February 2008 the Administration requested $12M to complete further renovations of Castle.

D) Alteration Projects to maximize space
CAPRA and the EVC discussed possible alteration projects (remodeling of lab and classroom space) to optimize use of space.

E) Space Priorities and Space Management Policies
CAPRA discussed the prospect of creating a Campus Space Management Committee. CAPRA's recommendation on membership of the CSC was sent to the EVC on Feb. 1, 2008. The committee would be charged with making recommendations to the EVC on the allocation of space. CAPRA recommended that the campus space committee be formed by spring 08 and that its composition include three COC-appointed faculty members, two chancellor's designees from the Administration, VCR, VCSA, Registrar, and Student. Advisors and Consultants: School Deans, Campus Architect, Chief of Staff for Administration, Director of Capital Planning, University Librarian.

On March 6, 2008 the EVC distributed a memo to CAPRA on the Space Campus Committee's composition and charge. Committee on Committees was eventually charged with establishing a balance in the constituency of the committee.

F) Classroom Space Projections and Evaluation of Current Space Portfolio
Throughout the year faculty were concerned about the lack of instructional space. The EVC asked the Registrar to conduct a space analysis and space projections for the next few years. CAPRA inquired about the criteria used to make those projections and asked to be more involved with current and future instructional space planning processes. CAPRA asked the registrar to provide the committee with space analyses in the future and inquired about plans and timeline to address the crisis until modular buildings are established.

Kevin Browne, AVC for Enrollment Management attended a CAPRA meeting in February to discuss ways to optimize space utilization at UCM. AVC Browne also shared some data on admissions with CAPRA.

G) Science and Engineering II
In February 2008 the EVC reported that funds in the range of $43M would be necessary to expand SEII. Estimated completion of SE II would take place in 2013.

H) UCOP Representatives Visit to UCM

UCOP representatives visited UCM in April 2008 to evaluate and analyze current and future space needs. Shortly after the visit, the EVC shared space plans for SEI and projections of space development for SEII and Castle.

I) Administration's Space Plans for September 2008:

- Installation of modular buildings
- Installation of modular office space on the 3rd floor of COB
- Administration planning negotiations of off-campus space availability
- Improve connection between Castle and main campus

II. <u>BUDGET</u>

The state of UCM budget was discussed on several occasions by the committee:

A) UC Budget Cuts – CAPRA was informed that UCOP was committed to keeping UCM unharmed from the impending budget cuts across the UC system.

B) Much of UCM's operating budget was spent on infrastructure and space due to limitations of the capital budget

C) In March 2008 UCOP approved a continuation of UCM's line of credit for an additional eight years ($5M/year)

D) UCM obtained two loans to remodel the central area on the third floor of the COB to accommodate 16 to 30 modular spaces for lecturers and to cover infrastructure costs for the modular units/trailers.

E) In general CAPRA supported the model of the Campus Budget Committee in which the role of making budget requests was separated from committee members' role of making recommendations in light of those requests.

The committee benefited from consultation and reports from Keith Alley, EVC/Provost; Kevin Browne, AVC for Enrollment Management and Nancy Ochsner, Director of Institutional Planning and Analysis

Respectfully Submitted,

Evan Heit, Chair (SSHA)
Michael Colvin, Vice chair (NS)
Roger Bales, Senate Vice chair (ENG)
Peggy O'Day, UGC Chair (NS)
Anne M. Kelley, GRC Chair (NS)
Ex-Officio
Shawn Kantor, Council Chair (SSHA)
Student Representative
Heather Bryan