

**COUNCIL ON PLANNING AND BUDGET
ANNUAL REPORT
2020-21**

To the Irvine Divisional Senate Assembly:

The Council on Planning and Budget (CPB) respectfully submits its report of activities for the 2020-21 academic year.

A. COUNCIL OPERATIONS

The Council confers with and advises the Chancellor, the Provost and Executive Vice Chancellor, and campus administrative units on matters of planning, budget, and resource allocation on both short and long-term bases. The Council also initiates studies in planning and budget matters and, if necessary to accomplish such studies, authorizes establishment of ad hoc committees to carry out investigations and make reports. Its duties and membership are described in Irvine Bylaw 115.

Professor Donald Senear, Biological Sciences, chaired the Council in 2020-21. The Council met 16 times this year. Attending regular CPB meetings were 13 appointed members, the Divisional Senate Chair Elect-Secretary (ex officio), the Office of Planning and Budget consultant, the representative for the Librarians Association of the University of California, Irvine (LAUC-I), the representative for the Associated Students of UCI, and the representative for the Associated Graduate Students. The Council appointed several members to serve on various Academic Senate/Administration committees during the year as follows:

Academic Planning Group: Don Senear

Campus Physical and Environmental Committee: Don Senear

Small Capital Improvement Program Advisory Committee: Ed Coulson

University Committee on Planning and Budget (UCPB): Don Senear

Three-Year Review of the SSGPDPs: Alyssa Brewer & Horacio Legras

B. PROPOSALS FOR DEPARTMENTS/PROGRAMS/SCHOOLS/ORUS

1. Re-Establishment of the Center for the Neurobiology of Learning and Memory (CNLM)
(Meeting date: 2/10/21 – Memo date: 3/16/21)

The Council noted the lack of discussion of how to foster interactions with another neuroscience ORU, UCI MIND, which is focused on neurodegenerative diseases such as Alzheimer's and Huntington's. The Council invited the Vice Chancellor for Research, Pramod Khargonekar, and members of his leadership team to its meeting to discuss the possibility of an umbrella neuroscience program that fosters both ORUs and other neuroscience research on campus. CPB was satisfied by their attention to this possibility. Based on this, the Council decided by acclamation to endorse the proposal to re-establish of the CNLM as an ORU.

2. Pre-Proposal to Establish the School of Population and Public Health
(Meeting dates: 3/31/21, 4/14/21, 4/27/21, 4/28/21 & 5/12/21 – Memo date: 5/14/21)

The Council found several issues of concern regarding plans for faculty growth, management of academic versus fiscal-year appointments, growth of the Master of Public Health and Ph.D., the operating budget, space and location considerations, and appropriate faculty support.

D. PROPOSALS FOR DEGREE PROGRAMS

1. Program Modification to the Master of Science in Business Analytics (MSBA)

(Meeting date: 12/16/20 – Memo date: 12/18/20)

The Council requested justification for retaining both a five quarter and four quarter track. CPB also requested clarification on the basis for an additional \$1,000 fee and the timing of the fee application, and sufficient elective options. The School responded convincingly to the Council's concerns. The Council voted unanimously to endorse the program modification for the Master of Science in Business Analytics.

2. Ph.D. in Film & Media Studies

(Meeting date: 4/14/21 – Memo date: 5/5/21)

The Council observed that Dean Miller has committed to funding students in the proposed new program with the five-year package that is standard in the School of Humanities. This commitment will be facilitated in partnership with Graduate Dean Gillian Hayes's commitment of \$35,000 per PhD student in their first year for the first five years of the program, essentially front-loading the block grant, as well as by the likely prospect that some students will be supported in part by competitive fellowships. In view of the popularity of the Film and Media Studies major, and of FMS courses in general, the Council unanimously voted to endorse the Ph.D. in Film & Media Studies.

3. Program Modification for Master of Engineering (M.Eng)

(Meeting dates 4/14/21 & 5/12/21 – Memo date: 5/17/21)

The program requested to extend the one-year permission that M.Eng students can enroll in regular Engineering graduate courses if enrollments remain severely depressed. Upon its initial review of the extension request the Council requested additional details on the effect of the permission during the current academic year on courses and enrollment. The M.Eng responded specifying that the fraction of classes taken through cross-enrollment for the entire cohort. On expectations for the next academic year, the program estimated that 5 of 40 (12.5%) courses would be offered as cross-enrollment options. CPB members were satisfied with this response.

The Council also requested information on how the compensation paid to a department for cross-enrollment of SSGPDP students in its state-supported courses was dedicated to identifiable enhancement of the state-supported program impacted by the cross-enrollment, a condition of the Council's permission, and plans for the use of the funds in the next academic year. CPB members found that the response did not adequately address its concerns.

The Council was not in favor of denying the extension prior to the program's third year review. CPB endorsed the request with the proviso that the M.Eng describe how they will pay for the cross-enrollment, track the funds paid for cross-enrollment, and provide details on how the cross-enrollment benefits students in the state-supported master's programs that it impacts. CPB suggested that the M.Eng consider using those funds for TAs in courses with cross-enrolled students or fellowships for master's students in the state supported programs.

4. 3-Year Review of the Master of Laws (LLM)

(Meeting date: 5/12/21 – Memo date: 5/17/21)

CPB concurred with the Grad Council/CPB subcommittee report that recommended that the program improve the size and strength of the applicant pool, develop and implement guidelines to balance SSP and state-sponsored instructional duties, collect student feedback to inform program self-assessment and improvement, and closely monitor finances to retire the remaining loan balance and ensure that the program achieves financial sustainability. The Council agreed with the subcommittee's request that the program report on its progress in April 2023.

5. 3-Year Review of the M.S. in Pharmacology
(Meeting date: 4/14/21 – Memo date: 5/10/21)
CPB concurred with the Grad Council/CPB subcommittee report that recommended that the program improve the size and strength of the applicant pool, develop and implement guidelines to balance SSP and state-sponsored instructional duties, improve career advising and mentoring, and track employment outcomes for graduates, and closely monitor finances to retire the remaining loan balance and ensure that the program achieves financial sustainability. The Council emphasized concerns about the reliance on predominantly on-load teaching noting that it is exceptional for SSGPDPs to be fully on-load. The Council agreed with the subcommittee’s request that the program report on its progress in April 2023.
6. 3-Year Review of the Master of Embedded & Cyber-Physical Systems (MECPS)
(Meeting date: 5/12/21 – Memo date: 5/18/21)
CPB agreed with the Subcommittee’s assessment that the MECPS has not met the standards of the Senate’s year three review in the areas of demographics, admissions, placement metrics, and finances. The Council observed that when accounting for the campus loan balance, the MECPS financial situation is dire. CPB concurred with Grad Council’s recommendation to suspend the program, pending receipt of a detailed action plan and realistic budget that is based on more realistic enrollment projections.
7. Program Modification for the Master of Human Computer Interaction & Design (MHCID)
(Meeting date: 5/26/21 – Memo date: 6/15/21)
The Council endorsed the request to add a new course, INF 289. Taken three times by each student, the course will add 12 units to the program. The Council expressed that the additional cost needed to hire an instructor is within the current surplus generated by the program, and therefore does not pose any budgetary issues.
8. Program Modification for Master of Data Science (MDS)
(Meeting dates: 5/26/21 & 6/23/21 – Memo date: 8/17/21)
After an initial review, the Council requested clarification on instances of vague proposal language. Professor Bin Nan, Faculty Director, Master of Data Science responded clarifying that the language in question (“trigger campus billing”) described the mechanism by which the Registrar will charge student accounts. The response also included additional information on the program’s billing cycle. The Council found the response to be sufficient and voted (11 in favor, 1 abstention) to endorse the addition of COMPSCI 201P Computer Security as a part of the MDS elective curriculum, DATA 298P Curricular Practical Training and DATA 299P Independent Study as required courses, DATA 295P Special Topics in Data Science to the curriculum as an elective course, and make optional the GRE requirement as part of the application process for the 2021–22 and 2022– 23 academic years due to the COVID-19 pandemic.
9. Program Modification for Masters in Conservation and Restoration Science (MCRS)
(Meeting date: 6/9/21 - Memo dates: 6/3/21 & 8/17/21)
The Council requested an outline for how teaching effort would be paid by the MCRS program. CPB found the response satisfactory. The Council endorsed the program’s request for to offer two new courses (EE XXX Marine Conservation Ecology and EE XXX Human Dimensions in Conservation and Restoration Science through a Justice Lens) and substitute enrollment in two existing courses (EE 271 Marine Research and Conservation Methods and EE 270 GIS for Environmental Research and Conservation, for enrollment in EE 265 Restoration Ecology and ESS 134 Fundamentals of GIS for Environmental Science, respectively.

E. ENDOWED CHAIRS

1. Bruce F. Connell Endowed Chair in Plastic Surgery in the School of Medicine
(Meeting date: 10/14/20 – Memo date: 10/26/20)
The Council voted to endorse the proposed endowed chair in the School of Medicine.
2. Allergan Endowed Chair in Ophthalmology in the School of Medicine
(Meeting date: 10/14/20 – Memo date: 10/26/20)
The Council voted to endorse the proposed endowed chair in the School of Medicine.
3. Jaime Landman, M.D. Endowed Chair in Urologic Surgical Oncology in the School of Medicine
(Meeting date: 11/28/19 – Memo date: 11/16/20)
The Council voted to endorse the proposed endowed chair in the School of Medicine.
4. Steckler Endowed Chair in Information and Computer Science in the Donald Bren School of Information and Computer Sciences
(Meeting date: 12/16/20 – Memo date: 12/18/20)
The Council voted to endorse the proposed endowed chair in the Donald Bren School of Information and Computer Sciences.
5. Falmagne Endowed Chair Amendment: Name Change and Transfer
(Meeting date: 3/10/21 – Memo date: 3/29/21)
The Council unanimously voted to endorse the transfer of the Falmagne Endowed Chair from the School of Social Sciences to the School of Physical Sciences and to rename to the “Falmagne Endowed Chair in Applied Mathematics” and use the chair payout for up to three years to support faculty retention as the Falmagne Prize or Falmagne Faculty Fellow in Applied Mathematics.
6. Hamoui Salous Endowed Chair in Thoracic Oncology Research in the School of Medicine
(Meeting date: 3/31/21 – Memo date: 4/19/21)
The Council voted to endorse the proposed chair in the School of Medicine.
7. John Wayne Cancer Foundation Endowed Chair in Surgical Oncology in the School of Medicine
(Meeting date: 5/12/21 – Memo date: 6/1/21)
The Council took note a controversy that has re-surfaced in recent years arising from an interview of John Wayne published in 1971. This has led other institutions to reconsider naming honors and to remove exhibits dedicated to the actor from public display. CPB speculated that this concern might be reflected in the unusually large number of abstentions recorded in the votes of the Department of Surgery faculty, which voted 8 in favor with 8 abstentions, and SoM Executive Committee, which voted 7 in favor with 3 abstentions. However, without taking a position on this issue and basing its consideration on the cancer foundation that bears his name, the Council decided by a vote of 11-1 to endorse the proposed endowed chair.
8. Gatten-Guyton Endowed Chair in Otolaryngology in the School of Medicine
(Meeting date: 6/23/21 – Memo date: 7/1/21)
The Council voted to endorse the proposed chair in the School of Medicine.

F. DIVISIONAL ISSUES/POLICIES

1. Proposed 2020-21 Curtailment Program

(Meeting date: 10/14/20 – Memo date: 10/26/20)

The Council found the plan lacking in necessary details for proper evaluation. The Council observed that there is no need for Irvine to participate in a curtailment program and that the savings that the minimum curtailment might generate are modest. CPB observed that faculty have already had to respond to the pandemic by using much of their summer to transition their course to remote learning formats, in essence donating this unpaid time to the university. Staff have already forgone scheduled merits. The Council noted that asking either group to participate in further salary cuts via the curtailment plan is difficult to justify.

2. Security Camera Policy

(Meeting date: 2/24/21 – Memo date: 3/11/21)

The Council observed that given that there are cameras installed on campus, there is the need for a policy that governs placement of cameras, data collection, and data use. CPB noted the challenges of developing a policy that balance security and suggested policy language addressing Council concerns.

3. First Day Complete Course Materials Model

(Meeting date: 3/10/21 – Memo date: 3/29/21)

The Council found that there is insufficient information available to render solid feedback about the program. CPB observed that the lack of a complete cost analysis compounded with anecdotal evidence about the real cost of books for students raises significant concerns. The Council expressed that it is unlikely that this program will deliver on its promises of affordability and access to course materials for our undergraduate students and should not be approved.

4. Ongoing Review of SSGPDPs

(Meeting dates: 5/12/21 & 5/26/21 – Memo date: 6/1/21)

The Council discussed a framework for ongoing review drafted by Grad Council Chair Rajaraman and CPB Chair Senear that features mandatory three-year and six-year reviews with increasingly stringent review criteria. The Council discussed how to automate to the extent possible the collection of data necessary to these reviews and how to flag programs for in-depth academic and financial review should serious concerns arise.

5. Faculty Salaries at UCI: Role of the Irvine Scale and Use of Off-scale in Base Earnings

(Memo date: 8/13/21)

The Council undertook a review of off-scale salaries at UCI, relying on anonymized data for all regular-rank faculty. CPB observed that the off-scale component undermines the principles of transparency, simplicity, the rigorous peer review embedded in the concept of merit-based compensation. Inversions at the Assistant and Associate Professor ranks constitute a loyalty penalty paid by faculty at higher steps who do not seek outside offers to boost their salaries. This increases the risk of losing excellent faculty to other university. The Council also found that practices governing merit raises link raises to a scale that lies below existing off-scale salaries and thereby generates a downward bias that contributes to constraining faculty salaries across the board.

CPB offered potential solutions including i) modifying the formula used to compute merit increases to apply the same percentage increase to the off-scale component of salary as the current UC salary scale defines for the on-scale component; ii) defining a new higher scale, e.g., adjust the Irvine scale upward, for use in computing merit raises such that a significant portion of

what is now paid as off-scale would be moved to on- scale; and iii) adding an increment of 1% of total salary to merit raises as currently computed to account for the average off-scale salary component.

G. SYSTEMWIDE ISSUES/POLICIES

1. University of California Outside Activities Tracking (OATS)
(Meeting date: 12/16/20 – Memo date: 12/18/20)
The consensus opinion was that OATS is problematic. The Council listed a number of commonly cited problems and questioned the justification for implementing such a tool.
2. Faculty Salary Scales Task Force Report
(Meeting date: 1/13/21 – Memo date: 1/26/21)
The Council found that the report appropriately describes and addresses the challenges of the current system. CPB supported the direction of the proposed revision to the salary scale system and expressed that additional thought on implementation is needed. The Council also suggested a factor-based approach assessed on an individual per discipline basis as an alternative.
3. Proposed Presidential Policy BFB-BUS-43 Purchases of Goods and Services; Supply Chain Management
(Meeting date: 2/24/21 – Memo date: 3/11/21)
The Council found that justification for the policy is unconvincing and that the proposed revisions would further delay university business. CPB expressed concern regarding undue administrative burden and whether the UC is sufficiently resourced to carry out the revisions.
4. Proposed Presidential Policy on Classification of Gifts and Sponsored Awards
(Meeting date: 3/31/21 – Memo date: 4/19/21)
The Council found that the proposed revisions were an appropriate update to existing policy. CPB also observed a number of clarifications that should be considered to avoid misapplication of the policy and provided suggested revisions.
5. Proposed Revision Presidential Fee Policy for Graduate Students in Absentia Registration
(Meeting date: 5/26/21 – Memo date: 6/15/21)
The Council endorsed the proposed revisions.

H. OTHER ISSUES - NONE

I. CONTINUING BUSINESS – Faculty Salaries at UCI

J. GUESTS

CPB invited Katherine Gallardo, Assistant Vice Chancellor of Budget and Academic Resource Planning to present on campus budget issues at its November 18, 2020 and January 27, 2021 meetings. Topics presented included a budget overview and ICR rates and distribution.

CPB invited Ron Cortez, CFO & Vice Chancellor of the Division of Finance and Administration to its December 16, 2020 meeting to discuss financial planning and June 23, 2021 meeting to discuss campus finances.

CPB invited Vice Provost of Academic Personnel Diane O’Dowd to its October 28, 2020 meeting to discuss faculty salaries and off-scale and above-scale merits.

CPB invited Provost Hal Stern to its February 10, 2021 and May 26, 2021 meetings to discuss campus budget issues and financial plans.

CPB invited Dr. Bernadette Boden-Albala, Founding Dean of the School of Population and Public Health and Sheefteh Khalili, Chief of Staff to its April 28, 2021 meeting to discuss the proposal to establish the SPPH.

CPB invited Dr. Gillian Hayes, Vice Provost for Graduate Education and Dean of Graduate Division to its June 23, 2021 meeting to discuss graduate education at UCI.

CPB invited Kevin Ruminson, Associate University Librarian for Administrative Services to its March 31, 2021 meeting to discuss the transformative open access agreement with Elsevier.

CPB invited Dr. Pramod Khargonekar, Vice Chancellor for Research, Hung Fan, Associate Vice Chancellor for Strategic Initiatives, and Jill Kay, Director of Research Policy to its March 10, 2021 meeting to discuss ORU policies.

K. COUNCIL ON PLANNING AND BUDGET MEMBERSHIP

<u>Members:</u>	Donald Senear, Biological Sciences, Chair & UCPB representative David Brodbeck, Arts Ken Cho, Biological Sciences Ed Coulson, Business Regina Ragan, Engineering Farzin Zareian, Engineering Alison Holman, Health Sciences (Nursing) (Fall 2020 substitute) Luis De La Maza, Health Sciences (School of Medicine) Andrew Noymer, Health Sciences (Public Health) Horacio Legras, Humanities William Tomlinson, ICS Ramesh Arasasingham, Physical Sciences Alyssa Brewer, Social Sciences Jan Bruekner, Social Sciences
<u>Ex-Officio:</u>	Joanna Ho, Senate Chair Elect-Secretary
<u>Consultant:</u>	Ronald Cortez, Vice Chancellor, Planning & Budget Katherine Gallardo, Planning & Budget
<u>Library Representative:</u>	Kevin Ruminson, LAUC-I
<u>Student Representatives:</u>	Winston Hibler, ASUCI Representative Jiaqi Zhou, ASUCI Representative Jared Celniker, AGS Representative
<u>Council Analyst:</u>	Michelle Chen