

**COUNCIL ON PLANNING AND BUDGET  
ANNUAL REPORT  
2021-22**

**To the Irvine Divisional Senate Assembly:**

The Council on Planning and Budget (CPB) respectfully submits its report of activities for the 2021-22 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 Alyssa Brewer, Social Sciences, chaired the Council in 2021-22. 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 (ASUCI), and the representative for the Associated Graduate Students (AGS). The Council appointed several members to serve on various Academic Senate/Administration committees during the year as follows:

Academic Planning Group: Alyssa Brewer  
Campus Physical and Environmental Committee: Alyssa Brewer  
Small Capital Improvement Program Advisory Committee: Regina Ragan  
University Committee on Planning and Budget (UCPB): Alyssa Brewer  
Three-Year Review of SSGPDPs: Andre van der Hoek & Farzin Zareian

**B. PROPOSALS FOR DEPARTMENTS/PROGRAMS/SCHOOLS/ORUS**

1. Pre-Proposal to Establish the School of Population and Public Health  
(Meeting dates: 10/27/21, 11/10/21, 4/13/22 – Memo dates: 11/15/21 & 5/12/22)  
The Council identified several issues that were inadequately addressed in the first revision of the pre-proposal. Issues articulated included lack of appropriate faculty consultation, concrete plans for faculty growth, a feasible operating budget, and space and location considerations. The second revised pre-proposal was reviewed in April 2022. Members found that the revisions satisfactorily addressed concerns. CPB voted (7 in favor, 0 opposed, 2 abstained) to endorse the pre-proposal.

**C. PROPOSALS FOR DEGREE PROGRAMS**

1. Online BA in Business Administration for Transfer Students  
(Meeting date: 4/13/22 – Memo date: 5/12/22)  
The Council identified several areas for improvement including clarity on the proposed language for enrollment priority for transfer students, what means of student support the program will offer, the capacity of the institution to accommodate the shift to distance learning, how students will be incorporated into the campus community, and how the program will coordinate with campus administration. CPB observed that the proposal did not include appropriate consultation with the Budget Office within the Division of Finance & Administration on any budgetary changes that the School of Business may incur with this program.

2. Proposed Master of Laws in Taxation

(Meeting date: 1/26/22 – Memo date: 3/21/22)

The Council observed a number of areas for improvement including lack of documentation from the dean of the existing LLM in American Law indicating support of the separation, a more feasible budget that reflects any existing deficit, additional information on planned governance procedures, and information on career placement and employer demand.

3. Three-Year Review of the Master of Embedded & Cyber-Physical Systems (MECPS) Follow-Up

(Meeting date: 10/27/21 – Memo date: 11/1/21)

Following the program's request to reconsider its suspension of admission, the Council discussed the program's enrollment status and measures the MECPS has taken to address financial viability. While CPB was pleased with the increased enrollment, the Council noted that concerns remain regarding the program's selectivity of admissions and yield. That the MECPS recruits applicants from other programs to augment its own pool of applicants may indicate challenges in attracting enough applicants to ensure financial viability.

On leadership, the Council observed that the distributed leadership model that the MECPS employs may not be sustainable. As a niche program, dedicated individuals are typically needed to make the program viable.

On the review procedural timeline, the Council agreed that additional time is needed for the MECPS to address the Senate's concerns. The Council voted unanimously to allow the MECPS to reopen enrollment. The Council also requested that the MECPS be reviewed in a year with particular attention paid to how the program demonstrates an increase in the quality of the student body, increased student retention, and strong career prospects for students.

4. Three-Year Review of the Master of Science in Business Analytics (MSBA)

(Meeting date: 4/27/22 – Memo date: 5/13/22)

The joint Graduate Council and CPB Subcommittee for SSGPDP Three-Year Reviews found that The MSBA program received no loan from the campus and has no outstanding debt. Additionally, there was no indication that state funds were used to support the program. All revenues generated by the MSBA program are re-invested back into the operations of the Business School. Surplus funds are used to help subsidize other state-supported programs, provide summer support and discretionary funding for faculty research, and provide critical support (pooling funds from all SSGPDPs) to core operating departments.

CPB concurred with the Subcommittee's findings and endorsed the recommendation that the Business School implement clear guidelines regarding how self-supporting programs and state-sponsored instruction are balanced, to avoid the risk of negative impacts on regular faculty teaching duties. Focusing on issues related to program finances and the impact on the research and state-supported mission of the UC, the Council accepted the Subcommittee's recommendation that the Master of Science in Business Analytics has met the standards for a successful three-year review and supported its continuation as a self-supporting program.

5. Three-Year Review of the Master of Finance (MFIN)

(Meeting date: 4/27/22 – Memo date: 5/13/22)

The joint Graduate Council and CPB Subcommittee for SSGPDP Three-Year Reviews found that The MFIN program received no loan from the campus and has no outstanding debt. Additionally, there was no indication that state funds were used to support the program. All revenues generated by the MFIN program are re-invested back into the operations of the Business School. Surplus funds are used to help subsidize other state-supported programs, provide summer support and

discretionary funding for faculty research, and provide critical support (pooling funds from all SSGPDPs) to core operating departments

CPB concurred with the Subcommittee's findings that while instructor salaries are appropriately divided between SSP and state sources, the questionnaire response lacks information about how this integration impacts faculty time for state-sponsored instruction. The Council endorsed the Subcommittee's recommendation that the Business School implement clear guidelines regarding how SSP and state-sponsored instruction are balanced, to avoid the risk of negative impacts on regular faculty teaching duties. As the Master of Finance met the standards for a successful three-year review, the Council accepted the Subcommittee's recommendation that the MFIN continue as a self-supporting program.

6. Three-Year Review of the Master of Computer Science (MCS)

(Meeting date: 4/27/22 – Memo date: 5/13/22)

The joint Graduate Council and CPB Subcommittee for SSGPDP Three-Year Reviews found that the MCS received no loan from the campus and has no outstanding debt. There has been no indication that state funds were used to support the program. MCS enrollment generates revenue that covers all expenses with a substantial surplus. Part of this surplus has been used to hire additional lecturers to teach in the SSGPDP as well as in state-sponsored programs. Additional revenues have been used to fund PhD awards, RAs, and TAs, broadly benefitting the School of Information and Computer Sciences.

CPB concurred with the Subcommittee's findings and endorsed the Subcommittee's recommendations regarding recruitment, Senate faculty oversight, and enrollment target size. The Council accepted the Subcommittee's recommendation that the MCS met the standards for a successful three-year review and supported its continuation as a self-supporting program.

7. Three-Year Review of the Master of Conservation and Restoration Science (MCRS)

(Meeting date: 4/27/22 – Memo date: 5/13/22)

The joint Graduate Council and CPB Subcommittee for SSGPDP Three-Year Reviews found that the program appeared to be financially solvent. MCRS resources and state resources are separated appropriately, with each program reimbursed for incurred expenses. By nature of it being a niche program, the surplus is small. However, as the MCRS program expects to pay off its loan soon, its surplus is expected to increase. The budgeted aid level is relatively small, as a percentage of total revenues, and limits the availability of fellowships.

The Subcommittee observed that the MCRS has not quite yet reached its stable point. It graduated its first few cohorts and is now in a more financially secure position. However, Senate faculty involvement appears minimal, the number of applications remains low, diversity is an issue, and job placement is not adequately supported and tracked.

The Council agreed with the Subcommittee's findings and endorsed the Subcommittee's recommendations regarding the program's student recruitment plan, Senate faculty involvement, career advising and employment tracking, and program finances. The Council accepted the Subcommittee's recommendation that the MCRS continue as a self-supporting program.

8. Program Modification to the Doctor of Pharmacy (Pharm.D.)

(Meeting date: 3/23/22 & 4/27/22 – Memo date: 4/5/22 & 5/12/22)

The proposed modification request would remove the lab portion of PHMD 274C and PHMD298 as curriculum requirements. In its initial review, the Council requested additional information

regarding the faculty vote and whether the proposed removal of courses may diminish the quality of a student's training. In response, the program provided a sampling of faculty comments that indicate faculty support of the changes and explained that a decrease to 16 units from 18 units would still result in a full credit load. The program also noted that the learning opportunities proposed as a part of the School of Pharmacy & Pharmaceutical Sciences co-curriculum would still be available to students. The Council found the response satisfactory and unanimously voted to endorse the program modifications to the Doctor of Pharmacy.

9. Program Modification to the Master of Embedded & Cyber-Physical Systems (MECPS)

(Meeting date: 5/25/22 – Memo date: 7/1/22)

The proposed modification seeks to enact several related changes: (1) split the course requirements into two categories: required courses and elective courses, (2) move several currently required courses to be elective courses, (3) add a new core course on Internet of Things Systems and Software, (4) move a core course to be an elective, (5) add a new special topics elective that is flexible in terms of course content, and (6) update several course descriptions.

In its initial review, the Council requested additional information for a more complete picture of the financial ramifications of the proposed modifications. In the context of current and anticipated enrollments, CPB asked for a proposed course plan for the next two years with associated increments in cost. The Council wanted to know how often the 295 course will be offered, as well as the budgetary implications of adding courses, given that additional courses require both faculty and TAs to be hired. Professor Rainer Doemer, MECPS Interim Director, responded that there are no financial ramifications of the proposed degree modifications and that the proposed changes add optional flexibility in course offerings, though the prior plan of study would remain available unchanged as an option.

The Council found that the response did not satisfactorily address CPB concerns. Members understood that the term “elective” was used in the proposal to mean a course that may vary quarter-to-quarter, as chosen by the program, rather than what many CPB members would consider a “true elective” which is a course that is chosen by a student from a set of optional courses available each quarter. The response from MECPS did not address the possibility of offering true electives and how they plan to balance their budget in that case. CPB expressed concern that the proposed mechanism for offering elective courses runs counter to the intent of a true elective offering. It is a bait and switch to add electives, which, in actuality, allows the program to pick which singular elective is taught that quarter instead of a required course. This provides no flexibility or benefit to the students.

The Council voted (2 in favor, 5 opposed, 1 abstained) against the endorsement of the proposed modifications to the Master of Embedded & Cyber-Physical Systems.

10. Program Modification to the Master of English

(Meeting date: 1/26/22, 2/24/22 [*electronically*] – Memo date: 3/10/22)

The proposed modification request would increase the required credit hours from 36 to 48 to help enrollees become eligible for federal student loans and formalize and better structure mentoring and advising in order to better prepare students to conduct research and produce high-quality theses.

After initial review, the Council observed that while the request was reasonably justified, minor clarifications were needed regarding inconsistent and ambiguous language in the proposal. Upon the program's satisfactory response to CPB's requests, the Council unanimously endorsed the program modification to the Master of English.

11. Program Modification to the Master of Computer Science (MCS)

(Meeting date: 5/25/22 – Memo date: 6/7/22)

The Council endorsed the request to add four new elective courses and change the titles of several courses. The changes would entail additional costs for the MCS program, since the program would need to fund development of the courses as well as faculty and TA instructor time. However, it was CPB's understanding that the additional cost would be well within the current surplus generated by the program, and therefore, does not pose any major budgetary issues.

12. Program Modification to the Master of Software Engineering (MSWE)

(Meeting date: 5/25/22 – Memo date: 6/20/22)

The proposed modification request would enact several changes: (1) simplify the language used in the catalog to flexibly specify the program requirements such that future new course additions do not also require a program change, (2) change in title for one course, (3) add a two-unit course to the portfolio of bootcamp courses, (4) add a new course on Cloud and Security, and (5) add a new course (299P) that offers independent study to the students (at a variable number of units, from 1 to 4).

Upon its initial review, the Council requested additional information on the compensation to instructors of 299P. There was concern that if instructors are not compensated, then state supported funds implicitly underwrite students taking independent study. Professor Crista Lopes, director of the MSWE, responded stating that all courses are advisory in nature and clarified the program's compensation model. CPB found the response satisfactory and endorsed the proposed modifications to the MSWE.

#### **D. ENDOWED CHAIRS**

1. Gilly Family Endowed Chair in Marketing in the Paul Merage School of Business

(Meeting date: 11/10/21 – Memo date: 11/16/21)

The Council voted to endorse the proposed endowed chair in the Paul Merage School of Business.

2. Stacey Nicholas Endowed Chair in Environmental Education in the School of Education

(Meeting date: 3/23/22 – Memo date: 4/5/22)

The Council voted to endorse the proposed endowed chair in the School of Education.

3. Susan and Henry Samueli Endowed Chairs in Integrative Health in the School of Pharmacy and Pharmaceutical Sciences (SPPS)

(Meeting dates: 4/27/22 & 5/11/22 – Memo date: 5/12/22)

The Council invited Dr. Jan Hirsch, Dean of the School of Pharmacy & Pharmaceutical Sciences, to its 5/11/22 meeting to clarify the rationale for the chairs and the role the donors and representatives of the Institute of Integrative Health might have in the oversight of the chairs, and what is meant by evidence-based integrative health within pharmaceutical sciences.

On the rationale, Dean Hirsch explained that the chairs were in line with the School's efforts to build out its research in the basic sciences. The chairs will investigate related topics in the pharmaceutical sciences, such as the mechanism of action of compounds found in natural resources like plants. On oversight of future personnel reviews for the chair holders, Dean Hirsch confirmed that the donors or donor representatives will not have any involvement in academic personnel cases. On concerns regarding non-evidenced-based practices that fall under the broad umbrella of integrative health, Dean Hirsch confirmed that candidates for these chairs must be of the highest caliber and must demonstrate a track record for conducting robust scientific research.

In accordance with standard campus policies and procedures, candidate credentials are carefully vetted, and a search committee composed of faculty members from the SPPS, Susan Samueli Institute of Integrative Health, and the College of Health Sciences will oversee the selection of the chair holders.

The Council voted (7 in favor, 0 opposed, 2 abstained) to endorse the three Susan and Henry Samueli Endowed Chairs in Integrative Health in the School of Pharmacy and Pharmaceutical Sciences with the understanding that the review of endowed chair faculty will be conducted by faculty according to UC Academic Personnel policies and procedures and that the research produced will be grounded in evidence-based science.

4. Amendment to the Stacey Nicholas Endowed Chair for Diversity in Engineering Education  
(Meeting date: 3/23/22 – Memo date: 4/5/22)

The Council endorsed the proposed amendment to change the conditions of the endowed chair from a termed or revolving administrative appointment to the more traditional practice of an endowed chair that supports the relevant activities of an ongoing faculty member.

## **E. DIVISIONAL ISSUES/POLICIES**

1. 2022-2027 Five-Year Perspectives

(Meeting date: 4/27/22 – Memo date: 5/12/22)

Given the high-level nature of the document, the Council found no budgetary issues that require discussion at the time.

2. Naming Standards for Endowed Chairs

(Meeting date: 11/24/21 – Memo date: 1/4/22)

The discussion on naming standards came as a result of increasing scrutiny on naming rights connected to philanthropic gifts to universities. The Council developed several recommendations:

- Gift agreement language should be more legally transparent and should specify that Academic Senate approval is needed.
- The Senate should develop a guidance document for the Development Office and Deans, articulating Senate priorities

3. Faculty Salary Scales

(Meeting date: 3/9/22)

There was discussion on the issues related to the current merit-raise system. Some members found that the system does not operate as intended. The step adjustments on scale were meant to provide salary increases appropriate for a faculty member paid according to the scale. However, these same dollar amounts are given to faculty members earning off-scale salaries, which are often much higher than the scale. The resulting step increases provide raises that are smaller in percentage terms than the raises that would have been earned by a faculty member paid on the scale. Members suggested a two-pronged approach: adjustments for equitable raises and equity adjustments. Others suggested a cap on merits. Some members also voiced concern that funds that would be used to address faculty salary scales may take away from other important initiatives such as student support.

Members expressed interest in obtaining data on faculty attrition rates and pay equity to better inform the Council's position.

4. Declined Sabbatical Requests

(Meeting date: 5/11/22)

The Council received a report that there has been an increase in declined sabbatical requests as a result of a backlog due to the pandemic. Members suggested that validity of credits should be extended until the pandemic is over or operations resume as “normal.” This would allow faculty to spread out units over time. Members also supported a blanket extension of Academic Personnel policy that provides a return of credits for those that planned to take sabbatical during COVID-19 but were unable to do it. Current policy is that such exemptions need to be granted by Academic Personnel on a case-by-case basis.

5. Drought Contingency Plans

(Meeting date: 6/8/22 – Memo date: 6/14/22)

In light of historic severe droughts, the Council suggested that the campus create a severe drought contingency plan if it does not already have such a plan, or that it update its existing plan as necessary reflecting the most up-to-date data.

6. Proofpoint Email Security

(Meeting date: 6/8/22)

Members expressed serious concerns regarding the implementation of the new campus e-mail security measure. It was observed that the update disrupts faculty communication and violates expectations of confidentiality. There was discussion on the need for the update and the process of Senate consultation on software that impacts faculty.

7. Graduate Student Support

(Meeting date: 6/8/22)

The Council discussed the updated framework by the Provost and Graduate Division whereby year-round PhD and MFA financial support for students is ensured within normative time to degree up to six years. Among other stipulations, the announcement indicated that cohorts entering in Fall 2025 forward will receive a fellowship of at least \$2K within the first week of entering to help with housing, moving, equipment, or other expenses related to transition into graduate study. Some members found the policy problematic as it renders the merit of a graduate student as equal to the funding of the student. It used to be that if one had the merit to be a graduate student, the funding will follow. Further, there were concerns that the policy’s stipulation that financial support be provided for a certain number of years will inappropriately incentivize PI’s to delay a student’s graduation in order to hold on to competent graduate students. Others noted that the policy is an effort to encourage faculty to better communicate with students and document stipulations more clearly. In the absence of a policy that articulates funding plans, graduate students have been put in precarious positions. Graduate students have been informally told to plan for more funding. However, there is high variability in how well programs can actually support their students.

## **F. SYSTEMWIDE ISSUES/POLICIES**

1. Proposed Presidential Policy on Sustainable Practices

(Meeting date: 10/13/21 – Memo date: 11/9/21)

The Council agreed that UC policies and practices must reflect values of planetary stewardship. However, as the proposal did not provide any information on cost, the Council was unable to meaningfully evaluate the revisions. CPB recommended that efforts be made to provide a quantitative estimate of cost to truly commit to making the UC more sustainable. The policy should also articulate how the changes will be implemented.

2. Report of the Negotiated Salary Trial Program Phase 2 Taskforce

(Meeting date: 5/25/22 – Memo date: 6/20/22)

The Council had a robust discussion on the report. Members commented on the program goals and implementation, salary inequity, and implications on recruitment and retention. Ultimately, CPB was unable to come to a consensus on the issue.

3. Proposed Revisions to APM 025, Conflict of Commitment and Outside Activities of Faculty Members and APM 671, Conflict of Commitment and Outside Activities of Health Sciences Compensation Plan Participants

(Meeting date: 12/8/21 – Memo date: 1/4/22)

The Council made several recommendations that highlighted policy language that needs clarification and called for consideration of financial implications given an increased workload, that assessing foreign ownership is often difficult or problematic, and that the vast majority of faculty work is considered honoraria.

**G. OTHER ISSUES - NONE**

**H. CONTINUING BUSINESS – Faculty Salaries at UCI**

**I. GUESTS**

CPB invited Katherine Gallardo, Assistant Vice Chancellor of Budget and Academic Resource Planning, to present on campus budget issues at its November 10, 2021, November 24, 2021, December 8, 2021, February 9, 2022, and April 13, 2022 meetings. Topics presented included a budget overview, financial planning, SSGPDPs, and ICR rates and distribution.

CPB invited Dean Jan Hirsch, Founding Dean and Ellen O’Bryant, Assistant Dean, to discuss the three proposed endowed chairs in the School of Pharmacy and Pharmaceutical Sciences on May 11, 2022.

CPB invited Provost Hal Stern to its November 23, 2021, March 9, 2022, and June 8, 2022 meetings to discuss campus budget issues and financial plans.

CPB invited Brian Hervey, Vice Chancellor for University Advancement and Alumni Relations, Lauren Greenstein, Senior Director of Gift Services & Compliance, and Shante Carter, Chief Financial Officer, University Advancement & Alumni Relations to its May 25, 2022 meeting to discuss the campus endowed chair process and general model of advancement.

**J. COUNCIL ON PLANNING AND BUDGET MEMBERSHIP**

Members:

Alyssa Brewer, Social Sciences, Chair & UCPB representative  
Anthony Kubiak, Arts  
Eman Azizi, Biological Sciences  
John Joseph, Business  
Regina Ragan, Engineering  
Farzin Zareian, Engineering  
Luis De La Maza, Health Sciences (School of Medicine)  
Andrew Noymer, Health Sciences (Public Health)  
Georges Van Den Abbeele, Humanities  
Martin Huang, Humanities (substitute Fall 2021 & Winter 2022)  
Adriaan Van Der Hoek, ICS  
Patrick Guidotti, Physical Sciences



Ex-Officio: Jan Bruekner, Social Sciences  
Consultant: Georg Striedter, Senate Chair Elect-Secretary  
Library Representative: Katherine Gallardo, Associate Vice Chancellor, Budget  
Student Representatives: Audra Yun, LAUC-I  
Vikki Huang, ASUCI Representative  
John Robb, ASUCI Representative  
Kierstin Brehm, AGS Representative  
Council Analyst: Michelle Chen