In fulfilling its charge as established in the by-laws of the Berkeley Division of the Academic Senate, the Committee on Academic Planning & Resource Allocation (CAPRA) carried out the following activities.

**CAMPUS BUDGET RECOMMENDATIONS:**
A key responsibility of CAPRA is to advise the Chancellor on budgetary matters. To accomplish this, the committee meets with senior administrators in the spring semester to discuss their program goals, challenges, and projected budget for the next fiscal year. Based on these exchanges, the committee formulates a set of recommendations to provide a faculty perspective to the Chancellor and EVCP on prioritizing budgetary allocations for the coming year.

The large budgetary shortfall this year prompted CAPRA to express specific concerns that the various changes set in motion to enhance administrative and operational efficiencies, coupled with other strategies to increase revenues, may result in added stress and unintended outcomes. The committee called attention to the dichotomy of increasing fees along with out-of-state and international student enrolment while reducing resources, (for example, shrinking faculty and staff support) will diminish the quality of education that students expect from their Berkeley experience. Conversely, because fees have almost doubled in the past couple of years, students (and their parents) will have higher expectations. They will presume that classrooms are clean and up-to-date technologically, that they will be able to enroll in required classes, and that ladder-rank faculty will be teaching their courses. Because of these concerns, and since the budget cuts over the past several years have hit Facilities Services-Physical Plant particularly severely, and that an additional 5% decrease would have an immediate and devastating affect on the campus community, infrastructure, and the physical environment, CAPRA recommended that FS-PP be spared any further reduction.

The committee reiterated last year’s recommendation that the Library be shielded from cuts beyond the minimum in 2010-11, and endorsed the proposition that the campus commit an annual permanent allocation for the Disabled Students Program. CAPRA ended its budget letter with a final comment on Operational Excellence noting that the annual cost savings projected will come primarily from staff reductions. Since the campus already has absorbed considerable cuts in personnel over the past couple of years, the committee warned that the organizational efficiencies that OE proposes to launch risk a “clash of cultures.”

An ad-hoc sub-committee, led by Vice Chair Deakin, formed this year to analyze Indirect Cost Recovery and issues involving research support and administration. The initial draft report of the subcommittee was included as an appendix to the budget letter.

**CAPITAL PROJECTS & ACADEMIC PLANNING**

The committee participated in the following department program reviews:
- Italian Studies
- Ethnic Studies
- Earth & Planetary Science
Several department reviews raised broader, campus-level issues given shrinking resources. These include the optimal organization of inter-disciplinary programs and of small departments that, of necessity, cover wide fields and how these programs will be supported in the context of fewer faculty.

The question of what the campus policy will be toward teaching less common languages poses particular challenges. Support for these languages is linked to the continuing demands of maintaining budgetary allocations for lecturers and GSIs, among other things. As part of an overall solution to how the campus should support a baseline presence of these languages on campus, CAPRA recommended that summer language institutes and education abroad programs should be utilized to a greater extent. CAPRA also urged that the Task Force on Enrollment consider the question of how instruction in these languages should be structured in the future. The committee also suggested that when departments are being reviewed, it would be useful to also schedule a review of other closely related or aligned programs (e.g., Art Practice and Art History).

**CAPRA HAD REPRESENTATIVES ON THE FOLLOWING COMMITTEES:**
- Budget Working Group
- Deferred Maintenance Policy Board
- Business Resumption Coordination Group
- Disaster Preparedness Working Group
- Campus Technology Council
- University Athletics Board
- Liaison to Operational Excellence

*The CAPRA Chair serves ex-officio on the following:*
- Executive Campus Planning Committee
- Space Assignments and Capital Improvements

**REVIEWED AND COMMENTED ON THE FOLLOWING PROPOSALS, POLICIES, REPORTS, OTHER ISSUES:**
- **Teaching & Learning Expenditures - Key Findings from Departmental Interviews**
  - **Action:** The committee submitted a proposal to DIVCO recommending that the Senate work together with Vice Provost Koshland to develop a campus plan for the sustained delivery of high quality teaching.

- **Revived UCOP proposal to charge differential fess for undergraduates in various disciplines**

- **Final report of the (systemwide) Joint Senate-Administration Task Force on the Education Abroad Program**

- **Task Force on Self-Supporting Degree Programs (SSDP)**

- **UCOP Proposals for Differential Fees by Undergraduate Program of Study, by campus, and non-resident tuition and associated revenue**
• Commission on the Future: First Round Recommendations from the Working Groups
• Final Report of the Task Force on Senate Reorganization and Effectiveness
• Task Force on Post-employment benefits
• Data Network Recharge proposal

  **Action:** a memo to DIVCO detailing the committee’s concerns, and endorsing the understanding by the Network Funding Model Advisory Committee in 2007 that the charge should be covered for state-funded academic personnel by central campus funds.

• UC Berkeley Strategic Plan for Equity, Inclusion and Diversity
• Request from Graduate Assembly to consider changes to the Doctoral Completion Fellowship
• Parking fee “tax”

  **Action:** at the behest of CAPRA, DIVCO took up the issue and sent a letter to the administration expressing Senate concerns

• Intercollegiate Athletics

  CAPRA once again considered the budget overruns incurred by the Athletics Department, and reiterated its previous recommendation that such overruns be curbed and limited. The committee was dismayed to discover that despite agreements worked out in prior years to reduce its deficit, Athletics has once again greatly exceeded the subsidy allocated to it. The committee considers such overruns as particularly egregious given that the severe budget constraints have forced academic and research units to sharply reduce expenditures.

**GUESTS**

• Lisa McNeilly, Director of Sustainability, Patrick Macardle and Judy Chess, Program Managers, Capital Projects furnished the committee with an overview of the Office of Sustainability, its initiatives, goals, and progress to date.
• Office of the President VP for Graduate and Research Studies Steven Beckwith presentation on Indirect Cost Recovery
• VC Frank Yeary, Project Leader for Operational Excellence (OE), along with members of the Bain Consulting Group, and Katherine Mitchell, with the Center for Organizational and Workforce Effectiveness

**PRIORITIES FOR 2010-11**

Many of the same issues cited in this report will continue to engage the committee this year:

• implementing budgetary models that increase efficiency and effectiveness – Operational Excellence and similar efforts
• shaping an efficient research institution to meet the challenges of the 21st century
• exploring financial models to augment state budget support
• examining distribution of resources across departments
• examining construction funding models