

**COMMITTEE ON PLANNING & BUDGET**  
**MINUTES**  
**JANUARY 24, 2023**

**PRESENT:**

Peter Atkinson, Entomology, Chair  
Dana Simmons, History, Vice Chair  
Reza Abbaschian, Mechanical Engineering  
Subramanian Balachander, Business  
Bronwyn Leebaw, Political Science  
David Lo, School of Medicine  
Hiroki Nishimura, Economics  
Ayala Rao, Microbiology & Plant Pathology  
Frances Sladek, MCSB  
Yadong Yin, Chemistry

**ABSENT:**

Roger Lake, Electrical & Computer Engineering

Chair Peter Atkinson called the meeting to order at 11:05am.

The committee unanimously approved the January 17, 2023 minutes as written.

**CHAIR'S ANNOUNCEMENTS/UPDATES/REMINDERS**

Chair Atkinson indicated he will attend a PhD Funding Workgroup meeting on Thursday, January 26. The PhD Funding Workgroup will consist of the following individuals:

1. CHASS Dean
2. CHASS CFAO
3. CNAS Dean
4. CNAS CFAO
5. BCOE Dean
6. BCOE CFAO
7. SOE Dean
8. SOE CFAO
9. Chair, Senate
10. Chair, Senate Planning & Budget
11. Chair, Senate Graduate Council
12. Grad Dean
13. VCPBA
14. Budget Director
15. Provost
16. Assoc Provost

Chair Atkinson will update the group on what is discussed at the January 26 PhD Funding Workgroup meeting.

The committee briefly discussed Gillian R. Hayes' article, "It's Time for a Professionalized Research University." [The research university needs professionalization \(opinion\) \(insidehighered.com\)](https://www.insidehighered.com/opinion/2022/03/01/professionalized-research-university)

In the article, Hayes asserts that research universities should "still train Ph.D. students, just a lot fewer of them." Furthermore, Hayes writes:

*...The modern research university must be reconfigured to acknowledge the reality of the job market for newly minted Ph.D.s and to ensure that the work of teaching and research is mostly done by full-time, expert professionals—not those who are still in training...*

*...And it can happen with a radical reorganization of the work of research universities. More full-time instructors could create a better undergraduate experience. More full-time researchers could create a more efficient and productive research environment. Much smaller cohorts of Ph.D. students with more support could shorten and improve the journey to a Ph.D...*

*...These changes don't necessarily require more money so much as they require reallocating it. More than budgetary concerns, however, professionalizing teaching and research while shrinking Ph.D. populations would be a major cultural shift for most research universities. To make these kinds of moves will require the support of funding agencies, rankings organizations and the faculty...*

Some committee members noted that what Hayes advocates in the article will run contrary to UCR's aspirational goal of increasing its PhD population. Other committee members mentioned that in some UCR PhD programs, completion rates are low. Thus, in such programs, PhD students should receive better support.

As it relates to the article, a committee member referred to recommendations set forth in last year's Planning and Budget Committee Report sent to the Senate: [planning-and-budget-committee-report-2022-to-campus-leadership-62f525eb28997-.pdf \(ucr-senate-public.s3.amazonaws.com\)](https://ucr-senate-public.s3.amazonaws.com/planning-and-budget-committee-report-2022-to-campus-leadership-62f525eb28997-.pdf)

*Insist on a **graduate funding model** that makes strategic investments in PhD students, not simply an incremental yearly increase in the Graduate Division budget.*

- a. Such a model should incentivize schools and colleges to support both PhD and Masters students.*
- b. The Provost set a goal of offering 5-year packages to most PhD students and raising the GSR rate to 4 or above. Follow up to ensure implementation.*

In last year's Planning and Budget Committee Report sent to the Administration, it states ([planning-and-budget-committee-report-2022-to-campus-leadership-62f525eb28997-.pdf \(ucr-senate-public.s3.amazonaws.com\)](https://ucr-senate-public.s3.amazonaws.com/planning-and-budget-committee-report-2022-to-campus-leadership-62f525eb28997-.pdf)):

**1. Our most urgent priority is to increase and stabilize PhD funding.**

*a. PhD funding was not included in the hybrid RCM budget model, which allocates tuition revenue and state funding based on undergraduate enrollment. Central allocations to Graduate Division for PhD funding since 2016-2017 have been incremental, adding roughly 3% each year. **We recommend a significant and strategically allocated annual investment.***

*b. Planning & Budget heard from graduate students and faculty about the terrible living conditions experienced by students, especially international students, trying to live on shockingly inadequate graduate stipends. Although we are committed to increasing the number of PhD students on campus, we have concluded that **graduate enrollment cannot be increased until the campus adequately supports the already existing enrollment.***

*c. **Multi-year funding offers** should become standard for most PhD students and the GSR rate standardized and raised to 4 or above.*

*d. **Develop a backstop to allow for multi-year funding offers at recruitment.** Deans of the schools and colleges should be encouraged to collaborate with the Graduate Dean to forecast and guarantee TA availability. In grant-funded fields, faculty are obliged to commit to provide five years of grant funding in a context of uncertain research funding streams.*

*e. Improving **coordination between Graduate Division, Deans, Department Chairs and Enrollment Management** is vital to making graduate funding work on campus. Currently each of those operates independently, even as decisions made at one level have major impact on the others.*

*f. Improved **stability and predictability of enrollment funding** are also necessary. Department Chairs and program directors are tasked by Graduate Division with predicting their ability to support PhD students past year one. But neither Chairs nor Deans are certain how much UG enrollment funding will be available for TAs in future years.*

*g. The Impact 23 financial system should be set up to produce reports that can help articulate between undergraduate enrollment, projected TA needs and first-year graduate funding (see below).*

*h. We endorse a **performance-based incentive model** that ties graduate funding to degree completion. Such a model should incentivize schools and colleges to support both PhD and Masters students.*

*i. Pursue **acquisition of family and graduate housing** stock in any way possible.*

**FINALIZE QUESTIONS FOR MEETINGS WITH DEANS**

Chair Atkinson proposed revisions to the current draft of questions and asked committee members to review the proposed revisions. As the committee will commence meeting with

Deans on February 28, it is imperative that the committee finalize these questions before the end of this month—so that Deans can receive the questions well in advance and prepare accordingly.

**MEETING WITH SCHOOL OF PUBLIC POLICY (SPP) FACULTY EXECUTIVE COMMITTEE (FEC) CHAIR**

School of Public Policy (SPP) FEC Chair, Richard Carpiano, fielded questions about strategic planning in SPP and shared their thoughts on how the Senate's role could be bolstered around planning and budget.

**MEETING WITH COLLEGE OF NATURAL AND AGRICULTURAL SCIENCES (CNAS) FACULTY EXECUTIVE COMMITTEE (FEC) CHAIR**

College of Natural and Agricultural Sciences (CNAS) FEC Chair, Bahram Mobasher, fielded questions about strategic planning in CNAS and shared their thoughts on how the Senate's role could be bolstered around planning and budget.

The meeting was called to a close at 1:10 pm.