

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
January 28, 2020

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 11:00 am on January 28, 2020 in Room 362 of the Kolligian Library, Chair Patricia LiWang presiding.

I. Chair's Report

Chair LiWang updated members on the following:

A. UCPB meeting January 7

- i. The unit 18 lecturer union contract is set to expire. Issues on the table include not just salary and benefits but a desired role in shared governance.
- ii. The recommendation from the Standardized Testing Task Force is forthcoming.
- iii. The proposed cohort-based tuition plan is still under discussion.
- iv. UC campuses will begin to conduct routine budget presentations to the Regents so that the Regents can fully understand the issues surrounding funding and tuition. UCM, led by Interim Chancellor Brostrom, will be the first of the 10 campuses to give the presentation.
- v. Rebenching discussion is ongoing.

B. Division Council meeting January 22

- i. UC Presidential search committee has been conducting town halls on the individual campuses, but the town halls were not well publicized by UCOP. The town hall at UCM will be held on Friday, January 31. Faculty must register in advance in order to be placed on the agenda. Instructions are forthcoming.
- ii. Director of Space Planning & Analysis Maggie Saunders and Director of Physical & Environmental Planning Phil Woods gave a presentation on the 2020 campus expansion. They also discussed the future Health & Behavioral Sciences building that will be funded if the General Obligation bond is passed by voters in the March primary.
- iii. Professor Roger Bales presented an overview of his proposed carbon neutrality resolution and requested faculty buy in. Division Council members later noted (after recalling the aforementioned space presentation) that carbon neutrality was apparently not fully taken into account in the 2020 expansion project.

II. Consent Calendar

- A. Today's agenda
- B. December 19, 2019 draft meeting minutes

Action: The Consent Calendar was approved as presented.

III. Consultation with Director for the Gallo School Initiative Paul Maglio

Professor Maglio presented an overview of the future Gallo School of Management, which he also intends to present to Division Council and other campus entities. He summarized the future School's vision, common research interests across the departments of MCS, EBM, and CIS (the departments which will be moved under the Gallo School), commonality of interests, and commonality of existing educational programs of MCS, EBM, and CIS. Approximately 50 faculty members in these three departments will move to the Gallo School, as well as four undergraduate majors, five minors, and five graduate programs, including the Economics PhD program and the CIS Master's program.

Professor Maglio stated that he anticipates submitting a pre-proposal to the Senate by March 2020.

IV. Consultation with EVC/Provost Camfield

EVC/Provost Camfield discussed two topics at this meeting: 1) integrated planning regarding budget and driver base budgeting, and 2) goals regarding transfers as an enrollment management tool.

The EVC/Provost stated that APAPB Schnier has been working with the School Deans on budgets, but realized the campus needs to use drivers on which to base the budget. APAPB Schnier will more deeply analyze faculty, staff, and student FTEs, and will develop appropriate drivers through an iterative process. The Joint Council (deans and vice chancellors) is having this same discussion. The EVC/Provost stated that each division/unit on campus will have the opportunity to weigh in on their budget drivers and he would like CAPRA to have access to all of that information.

With regard to transfers, EVC/Provost Camfield stated that the campus is falling short of the desired numbers. UCM will soon launch a "Merced Promise" campaign and will engage with community colleges and high school districts on forging stronger links to UCM. Also under discussion is ways in which potential students could be drawn to UCM, such as summer research program opportunities. A CAPRA member suggested a strategy in which transfer students enroll in non-impacted programs, which will make those programs more sound. The EVC/Provost agreed with this idea and welcomed additional input on other possible incentives.

The EVC/Provost shared that he has consulted with the Central Valley Higher Education Consortium which has connections to many foundations. The Consortium has offered to work with UCM to pair the campus with foundations in order to obtain grant funding. If faculty have graduate students who would prefer to seek a career in teaching rather than research, UCM can assist them in finding teaching

positions at community colleges to gain experience, assuming they have advanced to candidacy. A CAPRA member supported this idea but inquired how the students' tuition would be paid. EVC/Provost Camfield replied that he will find the answer.

EVC/Provost Camfield expressed the need for Senate representation on the Enrollment Strategy Committee, and CAPRA members reminded him that the committee already includes representatives from CAPRA and UGC. The EVC/Provost then stated his wish for CAPRA representation on the Joint Council by the next academic year. A CAPRA member asked which office makes the final decision on enrollment targets. The EVC/Provost responded that the Chancellor is the final authority, but the Interim Chancellor delegates the decision to the EVC/Provost.

V. Consultation with APAPB Schnier

APAPB Schnier continued his presentation of the graduate funding model which he began at the end of the fall semester. He confirmed that additional models will be presented to CAPRA in the future: 1) transfer and retention and 2) budget drivers, which refers to the compartmentalization of expenses in the Schools into categories and analyzing what drives those expenses. In response to a CAPRA member's question about Library funding, APAPB Schnier confirmed that the Library and IT have separate models.

APAPB Schnier stated that the graduate funding model essentially explains how money flows to graduate programs. He added that the campus wishes to incentivize growth in Master's programs, as these programs are a source of revenue to support PhD programs. Enrolling more Master's students also gets the campus closer to graduate student enrollment goals.

Action: APAPB Schnier will continue his discussion of the graduate funding model at the next CAPRA meeting.

VI. Campus Review Item

A. Policy for Enrollment Management of Impacted Programs

The policy was developed by Undergraduate Council and its Admissions and Financial Aid and Scholarships subcommittee.

CAPRA members discussed the lead reviewer's comments. The committee agreed with the comments with a few edits.

Action: Committee analyst will revise the memo based on today's discussion and distribute to CAPRA members for review and approval.

VII. Systemwide Review Item

A. Current State Assessment Report and Proposal for Future State for the UC Washington Center

Per UC President Napolitano's request, systemwide Provost Michael Brown initiated an assessment of the UC Washington Center (UCDC) in August 2018. This report is a draft of that assessment and includes options and suggestions for the future of UCDC that arose from interviews, research, and analysis.

CAPRA members discussed the lead reviewer's comments. The committee agreed with the comments with a few edits.

Action: Committee analyst will revise the memo based on today's discussion and distribute to CAPRA members for review and approval.

There being no further business, the meeting was adjourned at 12:30 pm.

Attest: Patti LiWang, CAPRA chair