

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
October 10, 2023

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:00 pm on October 10, 2023 in the Administration Building room 245 and via Zoom. Chair Kevin Mitchell presiding.

I. Executive Session

This session was attended by voting members only and no minutes were recorded.

II. Chair's Report – *Kevin Mitchell*

- A. September 28 Divisional Council meeting
- B. September 29 Senate-Administration Shared Governance Retreat
- C. October 3 UCPB meeting

Action: Due to time constraints, the items under the chair's report will be added to the next CAPRA meeting agenda.

III. Consultation with Chancellor Muñoz

(This consultation was confirmed just prior to today's meeting.)

CAPRA Chair Mitchell asked the Chancellor about the plan to hire 100 faculty members by 2030, specifically, where the funding would come from. The Chancellor responded that that hiring number was predicated on the hope that the campus would have an enrollment of 15,000 students by 2030 but that is too ambitious. The campus currently has the funds to hire 25 additional faculty members and by next year, the campus should have a better sense of faculty hiring numbers. In a year or two, the campus could perhaps be in a position to backfill faculty vacancies but not at this time. In approximately AY 27-28, the campus could decide on a responsible path toward the original faculty hiring goal. It is important to evolve faculty numbers given the implementation of new degree programs.

CAPRA Chair Mitchell asked what the campus messaging should be on the implications of not enrolling 15,000 students by 2030. Chancellor Muñoz replied that the COVID pandemic and recovery has caused delays but it is important to demonstrate annual growth. 15,000 enrolled students may be ambitious but that is the goal.

CAPRA Vice Chair Hibbing asked about communications with UCOP about the referral pool. Chancellor Muñoz responded that he addressed this topic recently at a retreat with UC officials and systemwide Provost/EVC Newman. UC Merced's attrition from the referral pool is substantial. Chancellor Muñoz related to CAPRA that he requested at that retreat to change the name from "referral pool" to "pathway program". He also requested a change to the hard deadline. He reminded

CAPRA about the compact with the Governor whereby UC Merced receives 5% based on increased enrollment across the UC. The enrollment target from UCOP was 9,700. UC Merced came in at 9,200. Other campuses enrolled those 500 students that makes up the difference. Chancellor Muñoz pointed out to CAPRA that while UC Merced's deficit is proportionately large, it is a fraction of the deficits of other campuses. Interim EVC/Provost Zatz added that she hopes that through ACE funding from UCOP, UC Merced will hire additional faculty to support students in all programs.

Chancellor Muñoz informed CAPRA that the campus has procured \$6 million for innovation and entrepreneurship (I&E). He will announce this at Thursday's Divisional Council meeting and to the campus as a whole. There are also additional funds he is on the cusp of securing.

CAPRA Chair Mitchell asked Chancellor Muñoz about out of state students. The Chancellor replied that he is very supportive of enrolling them. UC Merced, as well as the CSUs and a few community colleges, is a member of the [Western Undergraduate Exchange](#) (WUE) where students in neighboring states can attend UC Merced (and other participating WUE institutions) and pay no more than 150 percent of the resident tuition rate. These students do count towards our 15,000 enrollment goal.

CAPRA Chair Mitchell inquired about additional funds for the campus marketing budget. Chancellor Muñoz replied that he has provided \$1.1 million in funds in this area. If the fall 2024 yield is what the campus hopes for, then that budget will be increased. He will launch the search for the position of Associate Vice Chancellor for Enrollment Management, the role previously held by Jill Orcutt. He added that the campus now has a Dean of University Extension (Annette Roberts Webb).

Chancellor Muñoz informed CAPRA members of his efforts with regard to athletic endowments. While the campus has some funds for student scholarships, he aims to fundraise for more. If UC Merced were to join the California Conference, there are many stages to the approval process, including an invitation from the Conference, an inspection of the campus athletic facilities, preparation of documents, and an advisory committee of faculty and staff. It could be a two-year process. The Chancellor then stated that he would like to raise money to build a track area for commencement, as the campus has outgrown the soccer field for this purpose.

Chancellor Muñoz thanked CAPRA for the consultation and expressed a desire to return in the future.

IV. Consultation with Interim EVC/Provost Zatz

Action: Due to time constraints, Interim EVC/Provost Zatz's topics will be tabled until the next CAPRA meeting.

V. Consent Calendar

- A. Today's agenda
- B. Draft September 26 meeting minutes

Action: The Consent Calendar was approved as presented.

VI. From Graduate Council: Proposed Policy for Hybrid Programs

The proposed policy was hyperlinked on today's agenda together with the lead reviewer's comments.

CAPRA members agreed with the lead reviewer's comments but had an additional comment about the use of the word "hybrid".

Action: The committee analyst will re-distribute the lead reviewer's comments to CAPRA for further review. CAPRA's final memo will be transmitted to the Senate Chair by Friday, October 13.

VII. Systemwide Review Item

Proposed APM Section 672 - Negotiated Salary Program (NSP)

The purpose of the NSP is to provide a mechanism for participating campuses to augment faculty compensation basis according to the competitive requirements of academic disciplines.

Action: The committee analyst will seek a lead reviewer over email. The lead reviewer's comments will be discussed at the October 24 meeting. CAPRA's memo is due to the Senate Chair by Friday, November 3.

VIII. Consultation with Interim VC & CFO Schnier

Temporary Academic Staffing (TAS) budget

Interim VC&CFO Schnier presented a series of slides which he will send to the committee analyst after this meeting for distribution to CAPRA members.

Interim VC&CFO Schnier gave CAPRA a history of the TAS budget model's creation. The campus empaneled a budget working group in AY 17-18 and AY 18-19. The joint Senate-Administration task force was co-lead by the Interim VC/CFO and Vice Chair of the Senate. This group focused on the development of budget practices and policies for the campus (TAS, carry forward, IDCR, salary recovery, revenue generation). At the conclusion of AY 17-18, the budget work group provided a summary memo regarding the TAS budget. The TAS Budget team was assembled to begin the process to create and implement the model.

The guidelines for TAS starting AY 18-19:

- Base TAS across all three schools
 - 1 TA per course enrollments >60 without sections
 - 2 TAS per course enrollments >180 without sections
- School of Social Sciences, Humanities and Arts
 - 1 TA for every 2 labs/disc sections scheduled
- School of Natural Sciences & School of Engineering

- 1 TA for every 2 lab sections
- 1 TA for every 3 discussion sections

Working with IRDS, the Academic Budget team created Tableau data sheets to facilitate curriculum planning. This tool was shared with all department chairs and deans.

Interim VC& CFO Schnier then informed CAPRA of the perverse incentives of the initial TAS budget, including the fact that the budget was awarded based on predicted curriculum to be taught the year prior to the academic year funded and that the model did not reduce budgets when a school's predicted curriculum did not align with their actual curriculum provided.

In AY 20-21, the Budget Guideline Review Committee recommended a simple student credit hour-based TAS budget model. During AY 21-22, the campus proceeded with the curriculum-based model.

The student credit hour-based budget model went live and the school deans were informed that all deficits would carry forward into AY 23-24. The model used a three-year average cost of providing the actual (not the predicted) curriculum taught and assumed the maximum of the values across the three school's averages to establish the \$s/student credit hours. The Division of Finance and Administration controls the percentage of tuition net of return to aid (imputed and based on headcount) that is provided to support the TAS budget model (given the fiscal state of the campus the level is set at 40.5%). \$1 million was provided to Graduate Division to facilitate the transition away from graduate student enrollment being linked to undergraduate curriculum planning.

Interim VC&CFO Schnier then shared with CAPRA the fiscal year 2023, 2024, and 2025 allocations.

VPAAS Spitzmueller stated that the campus needs to think about adjustments to the curriculum while being fiscally sustainable. The campus needs to have a fiscally balanced portfolio which requires discussions about priorities.

CAPRA Chair Mitchell mentioned the need to form an advisory committee for Interim VC&CFO Schnier's re-examination of the TAS budget model. This committee should include representation from CAPRA.

Action: The committee analyst will get clarification on the formation of the advisory committee.

There being no further business, the meeting was adjourned at 2:30 pm.

Attest: Kevin Mitchell, CAPRA chair