

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
October 14, 2024

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:30 pm on October 14, 2024 via Zoom. Chair Kara McCloskey presiding.

I. Consultation with EVC/Provost Dumont

Prior to this meeting, CAPRA was asked to review the draft principles provided by the TAS work group. The draft principles were also linked on today's agenda.

With regard to principle two - prioritizing student success indicators provides transparency and predictability in making data-informed decisions about resource allocations – a few CAPRA members asked which indicators are most important and suggested that these indicators be monitored and tracked so that any change in TAS allocation does not negatively impact education.

CAPRA Chair McCloskey asked about the next step which is aligning funding with the identified priorities and EVC/Provost Dumont acknowledged that this will be a challenge. CAPRA Vice Chair Beman, who serves on the TAS work group, stated that the work group is awaiting responses from other UC campuses on what formula they use.

A CAPRA member expressed concern about measuring student success. Standardized testing is not a good option, and what constitutes good writing is defined differently across the disciplines. A CAPRA member also brought up the connection with annual program assessments in which departments identify strengths, weaknesses, and areas for improvement.

EVC/Provost Dumont reiterated what she mentioned in the September 16 CAPRA meeting, that the percentage that went into the TAS budget increased this year, but will decrease over the next few years. VPAAS Spitzmueller pointed out that the campus has been examining the antecedents of indicators such as retention issues and also class sizes.

A CAPRA member expressed concern about principle four: The cost of instruction varies within and among schools and can reflect differences among disciplines in pedagogical best practices. He inquired how those differences among disciplines will be considered.

II. Chair's Report – *Chair McCloskey*

A. October 1 UCPB meeting

- UCOP is discussing the possibility of placing all campuses on the semester system. There is some consensus that students perform better in a semester

system versus a quarter system. However, such a change will be quite challenging.

- Discussion of policies on the use of AI in instruction.
- MOP loans are paused.
- Similar to PROC, systemwide will also begin reviewing administrative units.
- Faculty will play a role in the new round of negotiations with graduate students.
- Graduate Student Health Insurance Plan premiums are different across campuses and this is being reviewed.
- Discussion about how the UC can rely less on state funds. Self-supporting programs will play a role.
- Discussion about the high cost of athletic programs.
- There was a five percent increase to the UC budget this year. But next year, the UC will experience a budget cut. VC/CFO Schnier stated that UCOP intends to manage some of that cut internally rather than passing on the entire percentage to the campuses, but the campuses will receive a significant cut.

B. October 7 Divisional Council meeting

- The UC Regents approved the policy for the acquisition of military grade equipment for several campuses' police departments.
- Updates on various systemwide searches.
 - UC President. An academic advisory committee (separate from the search committee) had been empaneled to ensure that faculty have a voice in the search.
 - Chancellor searches are underway for UC Santa Barbara and UC Riverside
 - Vice Provost for Academic Affairs. Senate Chair Mitchell is a member of this search committee.
- Work group and task force updates.
 - The Academic Planning Council work group is looking into transitioning all UC campuses with undergraduate students to a semester-based calendar.
 - A second Academic Planning Council work group is reviewing the Interim Policy on Expressive Activities and Assembly: Protests, Demonstrations, Non-University Speakers and Signage on Campus and in University Facilities
 - A task force is reviewing assessments to evaluate student outcomes across hybrid and online programs.
 - A Senate work group on AI will convene later this year.
- A new study on total remuneration is underway. This study, which occurs every few years, studies the total compensation for UC faculty and compares with other institutions.

Senate Vice Chair and CAPRA Member Monroe announced that PROC and the Extended Cabinet will hold a meeting before Thanksgiving to discuss what processes should be reviewed and what the optimal method for administrative review will be.

CAPRA Chair McCloskey informed CAPRA that the Faculty Advisory Board (arising from last year's Financial Management and Reporting Task Force) will be monitoring progress made on previously identified priorities. Senate Executive Director Paul confirmed that the Faculty Advisory Board will meet about once per semester and the faculty representatives will have regular, informal check ins with the EVC/Provost.

III. Consent Calendar

- A. Today's agenda
- B. Draft September 30, 2024 meeting minutes

Action: The Consent Calendar was approved as presented.

IV. CAPRA Vice Chair's Report – *Mike Beman*

- A. TAS draft principles

CAPRA members continued their discussion from earlier in the meeting and agreed that the work group should determine how to account for differences across disciplines. A CAPRA member suggested that the work group could ask departments to submit information on resources they would require for high touch classes, recognizing that for some departments, all their classes may be high touch.

Action: CAPRA Vice Chair Beman will share CAPRA's feedback with the TAS work group. At the November 18 CAPRA meeting, per the timeline suggested by the administration, the committee will be asked to review a draft allocation formula.

V. Consultation with VC/CFO Schnier

Prior to this meeting, CAPRA submitted to VC/CFO Schnier a list of general issues/questions and questions about VC/CFO Schnier's 7/30/24 memo to EVC/Provost and deans on step II/III revisions to the TAS budget for AY 24-25. These questions were also listed on today's agenda.

The first general issue was: CAPRA requests data on the recent growth of the administration, as well as specific plans to curtail administrative growth to promote fiscal responsibility on campus.

VC/CFO Schnier analyzed data from the UC campuses. He shared slides and informed CAPRA that the number of Senior Management Group (SMG) positions at UC Merced is on par with the other UC campuses. UC Merced recently added one more SMG position: Vice Chancellor for Enrollment Management. VPAAS Spitzmueller pointed out that when new divisions on campus

are being established, it is common to see a higher number of administrators than ground level staff, as these administrators are needed conceptualize the new divisions at the outset.

VC/CFO Schnier also explained that the percentage of UC Merced staff in “management” level positions has been going down since 2011. Merced’s percentage is still higher than peer UC campuses but it will continue to fall as most hires are not new management positions. VC/CFO Schnier also pointed out that there are staff who are labeled as management but actually toggle between several roles and responsibilities.

VC/CFO Schnier also stated that on a student basis, UC Merced has approximately 5.4% more staff (three-year average) than our peer UC campuses. On a total faculty (Senate and non-Senate) basis, Merced has approximately 14.6% fewer staff (three-year average) than our peer UC campuses.

A CAPRA member expressed concern about administrative bloat. He explained that faculty are asked to deal with budget cuts, but some faculty do not see the same commitment from the administrative side. VC/CFO Schnier asked specifically what is concerning to the faculty in terms of perceived bloat and whether faculty believe some administrative roles should be consolidated. The CAPRA member replied that there was a budget report issued from systemwide a few years ago that made clear what is being spent on Senate and non-Senate faculty, but it was unclear from the data presented how much is spent on the administration.

Action: VC/CFO Schnier will share his slides with CAPRA and will respond to CAPRA’s remaining questions at the next committee meeting.

VI. Executive Session – *Voting Members Only*
A. SSHA Reorganization Proposal

Action: CAPRA will edit its draft memo over email. CAPRA’s final memo is due to the Senate Chair by Monday, November 4.

There being no further business, the meeting was adjourned at 3:00 pm

Attest: Kara McCloskey, CAPRA chair