

**Committee on Academic Planning and Resource Allocation (CAPRA)**  
**Minutes of Meeting**  
**October 24, 2019**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 3:00 pm on October 24 in Room 362 of the Kolligian Library, Chair Patricia LiWang presiding.

I. Chair's Report

Chair LiWang updated CAPRA members on the October 16 Division Council meeting. Council members inquired about the process and timeline for the multi-year academic planning initiative. Members also wondered if departments can make revisions or comments to their academic plans after CAPRA has made its recommendations to the EVC/Provost. Some faculty are concerned that the metric related to generation of research dollars is being weighted too heavily in determining resource allocation.

II. Consent Calendar

- A. Today's agenda
- B. October 10, 2019 draft meeting minutes

**Action:** The Consent Calendar was approved as presented.

III. Consultation with EVC/Provost

EVC/Provost Camfield briefly discussed an article entitled "Exploration and Exploitation in Organizational Learning" article by James G. March in the context of institutional learning in a competitive environment. This led to a discussion with CAPRA members about establishing a campus "baseline" of growth and then investing in particular areas in which UC Merced is competitive. The EVC/Provost pointed out that there are many ways of measuring how to achieve R1 status. CAPRA members stated that R1 status is not only about the prestige; there are other benefits to reaching R1 status. The EVC/Provost asked CAPRA to consider what data the campus should be collecting to determine the areas in which we excel. Some CAPRA members replied that one of UC Merced's main areas of distinction is how we serve our undergraduate population. It was also mentioned that the committee should keep in mind opportunity costs when choosing to invest in particular areas.

EVC/Provost Camfield announced that he and Interim Chancellor Brostrom are working on a proposal for indirect cost return which they will bring to the Senate when it is ready for review.

IV. Consultation with Associate Provost for Academic Planning & Budget

APAPB Schnier discussed possible ways that CAPRA can be involved in academic planning at this point in time, prior to its main task in spring semester of reviewing academic plans. He suggested that CAPRA could partner with the EVC/Provost in an informational role in the current fall semester, for example,

participate in a joint memo to the Schools about the deadlines of the various components of the Schools' plans. CAPRA could also perhaps participate in a joint memo from the EVC/Provost on how Schools' data will be used in the evaluation process. (APAPB Schnier mentioned that he will post various academic planning-related documents on a campus website he is developing.) In addition to engaging with the three Schools and the future Gallo School, APAPB Schnier informed CAPRA members that they will be involved in reviewing the plans from the VPDUE, VPDGE, and Library.

While CAPRA members agreed that they could join with the EVC/Provost in the aforementioned informational memos to Schools, they cautioned that CAPRA's autonomy should be preserved, as it is a Senate committee that represents faculty interests, not the interests of the administration. The separate roles of the EVC/Provost and CAPRA need to be clear. CAPRA and the APAPB ultimately agreed that CAPRA will join with the EVC/Provost on communications to Schools regarding timelines and deadlines of academic plans, and how Schools' data will be used and evaluated. But it will also be made clear that CAPRA is autonomous from the EVC/Provost during the evaluation process when CAPRA makes *recommendations* to the EVC/Provost on resources. The EVC/Provost makes the decisions on resource allocation.

APAPB Schnier then asked for CAPRA's input on whether he and EVC/Provost Camfield should examine historical resource allocations for all Schools over the past three years in order to establish a baseline of minimum funding that all Schools should receive in year one of the multi-year academic planning initiative. CAPRA members inquired how the APAPB will determine the minimum baseline of funding, and what is the size of the total pot of money that the EVC/Provost will allocate each year of the multi-year academic planning initiative. Answers to these questions will allow CAPRA to provide meaningful input to the APAPB. Committee members also pointed out the historical controversies and lack of trust on the campus during previous academic planning initiatives. Achieving campus wide buy-in and gaining trust will be challenging.

**Action:** APAPB Schnier agreed to collect information on historical campus resource allocation over the past three years, including marginal growth and revenue flow, and present it to CAPRA at a future meeting for CAPRA's input.

#### V. Campus Review Items

- Faculty Advisory Committee on Sustainability  
In AY 18-19, Division Council suggested that the Faculty Advisory on Committee on Sustainability (FACS) pursue a joint Senate-administration structure as part of the FACS's efforts to facilitate the integration and coordination of sustainability activities on campus. FACS has now submitted its proposed structure ("Phase II") and seeks the Senate's input.

**Action:** CAPRA selected a lead reviewer. The lead reviewer's comments will be discussed at the November 7 CAPRA meeting.

- Proposed B.S. degree in Civil Engineering  
The Department of Civil & Environmental Engineering is proposing the creation of a B.S. degree in Civil Engineering.

**Action.** CAPRA selected a lead reviewer. The lead reviewer's comments will be discussed at the November 7 CAPRA meeting.

VI. Enrollment Strategy Committee Update

CAPRA member Trounstine, who serves as the committee's representative on the campus Enrollment Strategy Committee, informed CAPRA that the Enrollment committee met on October 7. The goal is to enroll 10,000 students by 2022.

There being no further business, the meeting was adjourned at 4:30 pm.

Attest: Patti LiWang, CAPRA chair