

**Committee on Academic Planning and Resource Allocation (CAPRA)**  
**Minutes of Meeting**  
**November 29, 2022**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 11:00 am on November 29, 2022 in the Administration building room 344 and via Zoom. Chair Kevin Mitchell presiding.

I. Consultation with Chancellor Muñoz

Prior to this meeting, CAPRA asked the Chancellor what brought him to UC Merced. The Chancellor answered that he is a graduate of the UC system and he wanted to return to the system that does life-changing work. While at his previous institution, the Chancellor kept himself apprised of the progress of UC Merced and he was aware of the campus's importance to the San Joaquin Valley, much like UC Riverside's importance to the Inland Empire.

The Chancellor then spoke of his vision for UC Merced. He wants the campus to become the benchmark for what the UC will be in the future. He wants to focus on 4-6 areas of excellence at UC Merced. However, the Chancellor cautioned against repeating the financial missteps of the past. He emphasized the importance of fiscal responsibility which is currently happening under the campus budget call process. The Chancellor informed CAPRA that during his tenure of two and a half years, the campus has cut its deficit by 50%. The campus is approximately \$18 million in the red. CAPRA Chair Mitchell asked the Chancellor what it would take to clear the deficit. The Chancellor replied that enrollment should be 12,000 but it is only 9,100. The campus did not meet its enrollment target of 10,000 students by 2020. Enrollment is critical for the campus's financial structure. UC Merced and OP are paying debt service for the next 33 years. The Chancellor added that he hopes CAPRA will be in support of future, robust program proposals and hopes the committee doesn't obstruct them.

EVC/Provost Camfield stated that the drop in enrollment is only mild, despite what media reports have claimed. The UC system has not yet been significantly impacted. He added that some students are not entering higher education as quickly as they were in past years. This is the first time in a long time that UC Merced's number of Pell eligible students dropped to approximately 51%. However, UC Merced met its targets for other demographics. EVC/Provost Camfield added that it is critical to help students understand the value proposition of a UC education distinct from the education offered by community colleges and state universities. UC Merced has been working on a transfer initiative for a few years and we should be seeing the payoffs of that effort next year.

EVC/Provost Camfield informed CAPRA that he was reviewing IRDS studies of students in the referral pool who did not enroll at UC Merced and one of the majors that those students were seeking was econometrics. It is a strong pathway to a career in finance and UC Merced does not offer it. EVC/Provost Camfield encouraged the relevant faculty to speak with VP Spitzmueller about conducting a market analysis on a potential econometrics major.

The Chancellor stated that applications to the UC and UC Merced have increased over the past 10 years. There is clearly interest on the part of students. Having more majors combined with degree completion and transfer students will get UC Merced to its enrollment goal. CAPRA Chair Mitchell acknowledged that some programs can be retooled to attract more students but the campus's enrollment target will not be reached until we expand the majors, such as adding agriculture. He asked if the campus will hire faculty for future new programs. The Chancellor answered that he is not supportive of the traditional method of hiring a cluster of faculty first then crafting a program later. He wants the campus to craft programs first, determine the number of faculty FTE the programs will require, and allow the proposal proposals to progress through the Senate and campus review. Once the proposals go through the approval process, faculty can expect that resources will be there. The Chancellor added that his expectation is that if future degrees are strategically necessary, the campus will earmark the resources to implement them. EVC/Provost Camfield agreed and stated that the campus's strategic plan is built around three general areas. He wants CAPRA to advise the administration on whether new initiatives align with the campus strategic plan and advise on the sequencing of implementation.

The Chancellor suggested to Interim VC/CFO Schnier that he construct a model for CAPRA to show the committee what the campus would look like if it were to stay on the current rebenching formula and experience no enrollment growth. The situation would be dire. With regard to rebenching, the Chancellor mentioned that UC Merced does not want to continue to be treated differently from the other UCs because it diminishes the campus's status. The campus needs to examine where growth is happening and invest in those areas while recognizing that not all areas are growing at the same rate. The "zero-sum game" perspective is a thing of the past. The budget call process will be the best place to analyze growth and determine what additional resources are needed. EVC/Provost Camfield stated that the campus needs to make it clear that enrolling students supports all faculty across campus because disciplines are interconnected. For example, Engineering generates a lot of student credit hours for SSHA and SNS.

The Chancellor ended his visit by extending an invitation to the CAPRA chair to attend a Cabinet meeting.

II. Consultation with EVC/Provost and Interim VC/CFO Schnier

A. EVC/Provost

EVC/Provost Camfield informed CAPRA that soon he will issue his response to Divisional Council's memo on resources needed to cover faculty leaves and sabbaticals. He is thinking of asking the school deans to put these requests in the budget call because there is no new money. The campus wants to place more fiscal responsibility onto the Schools.

B. Interim VC/CFO Schnier

Due to time constraints, Interim VC/CFO Schnier will finish the budget presentation he began at the October 11 CAPRA meeting at a future CAPRA meeting.

III. Consent Calendar

A. Today's agenda

B. Draft November 15 meeting minutes

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

IV. Systemwide Review Item – *Paul Almeida*

A. Proposed Presidential Policy in Sustainable Practices

Linked on today’s agenda were the policy and the lead reviewer’s draft memo.

CAPRA members agreed with the lead reviewer’s comments. Committee members also agreed about adding a point about the need for healthier food options on campus and emphasizing the need for more EVC charging stations.

**Action:** the committee analyst will transmit CAPRA’s memo to the Senate Chair today.

V. UC Merced Designation as an Agricultural Experiment Station – *Chair*

The Chancellor’s November 17, 2022 announcement to the campus is [here](#).

CAPRA members discussed the idea of campus leadership holding a townhall. VP Spitzmueller agreed with this idea and will speak with VCR Wilson.

**Action:** VP Spitzmueller will keep CAPRA updated.

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

Attest: Kevin Mitchell, CAPRA chair