

Committee on Academic Planning and Resource Allocation (CAPRA)
Minutes of Meeting
November 9, 2021

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:00 pm on November 9, 2021, via Zoom. Chair Kevin Mitchell presiding.

I. Consultation with Interim CFO Schnier

Interim CFO Schnier presented the fiscal year 2023 campus budget call.

With regard to strategic planning, the AY 21-22 proposed process and timeline suggests that between March 1 – April 15, 2022, the EVC/Provost develops the Academic Affairs budget request in consultation with CAPRA. The Chancellor would announce allocations by May 15, 2022.

Key elements of the budget call process include:

- February 1, 2022 – April 15, 2022 – EVC/Provost and Interim CFO meet with Strategic Planning Teams
- April 15, 2022 – Divisional budget call submissions due
- April 15, 2022 – May 1, 2022 – EVC/Provost and Interim CFO meet with Divisions to review submissions.
- May 1, 2022 – May 15, 2022 – EVC/Provost and Interim CFO provide proposed budget allocation for fiscal year 2023.
 - Review with Senior Administrative Council (SAC)
 - Review with Chancellor
- May 15, 2022 – Chancellor makes budget allocation decisions for fiscal year 2023

Available budget for Fiscal Year 2023 budget call:

- Current structural enrollment deficit is between 1,700 and 2,000 students
- Evaluation of MOU components:
 - One-time \$61 million – needed to address debt
 - Growth based on state appropriation growth – needed to keep pace with growth in expenses (e.g., raises, input costs)
 - Enrollment – needed to address debt expenses and to make strategic investments
- Primary source of discretionary revenue is undergraduate tuition net of return to aid (RTA) and that provided to the Temporary Academic Support (TAS) currently provided to schools
- Tuition revenue ~\$11,928 (cohort tuition model growth ~4.25%)
 - Following RTA ~\$7,951 (RTA is 33%)

- Following TAS ~\$5,486 (TAS is 31% of tuition net RTA)
- Expected “rebenching” value: \$8,612 (3% growth)
- Total per student - \$14,098
- Percentage allocated to Budget Call (range between 30% - 35%)
 - ~\$4,229 to ~\$4,934
- Examples:
 - 0 additional students - \$0 million - \$0 million
 - 300 more students - \$1.27 million - \$1.48 million
 - 900 more students - \$3.81 million - \$4.44 million

Additional investments:

- To reach R1 status by 2028 (next time that Carnegie will determine eligibility) we need to increase graduate enrollment over the next two years.
- SCH-budget model is investing \$1 million on graduate fellowships for fiscal years 2023 and 2024
- Chancellor has elected to add \$1 million for fiscal years 2023 and 2024 so provide immediate support for graduate student
- Bridge funding to support graduate students as we increase undergraduate enrollment to increase the TAS
- Funding will be re-evaluated after fiscal year 2024

II. Consultation with Institutional Research & Reporting Manager Gary Lowe

Mr. Lowe presented long term enrollment targets and faculty planning resources to CAPRA.

Factors that influence growth:

- Number of Applicants
 - UCM currently offers 23 undergraduate majors – UCSC offers 64 and UCR offers 79
 - Student demand for majors
- Environmental Factors
 - UC Systemwide growth impact enrollment yields
 - Competition for students
 - Number of California high school graduates
 - Political and Economic
- Graduate Students
 - Number of Ladder Rank Faculty
 - Research Grants
 - Undergraduate Enrollment

Mr. Lowe then presented long term enrollment goals (15,000 by 2030), undergraduate enrollment targets (13,500 by 2030), and graduate enrollment targets (1,500 by 2030).

Other 2030 strategic plan goals:

- Frosh 1-Year Frosh Retention Rate of 90%
 - Fall 2020 rate: 78% (We would have needed to retain 240 additional students)
- Frosh 4-Year Graduation Rate of 60%
 - Preliminary Fall 2017 Cohort: 48% (We would have needed to graduate 240 additional students)
- Frosh 6-Year Graduation Rate of 80%
 - Preliminary Fall 2015 Cohort: 69% (We would have needed to graduate 220 additional students)
- OP goal of 2:1 frosh to transfer ratio
 - Strategic plan has UCM reaching a ratio of 5.3 to 1
- Maintain senate faculty to undergraduate student ratio of 27.7 to 1
 - UCM needs to hire 150 additional senate faculty

Mr. Lowe then shared with CAPRA various faculty planning resources. Tableau dashboards can be accessed via the CIE website: <https://cie.ucmerced.edu/>

Resources include:

- Academic Operations
 - Academic Budgets
 - Academic Indices
 - Credit Hours by Department
 - Doctorate Degrees Conferred
 - Graduate Student Support Types
 - Research Staff Ratios
- Academic Program Review
 - Student Profiles
 - FTE by Subject and Department
 - Faculty and TA Profile
- APWG Dashboard
- Strategic Plan Dashboard – Coming Soon

III. Chair's Report – *Chair Mitchell*

A. October 28 Divisional Council meeting

The Senate Chair requested that CAPRA suggest ways to allocate the \$1 million that the Chancellor is providing to the Academic Senate from the MacKenzie Scott gift.

B. November 2 University Committee on Planning & Budget (UCPB) meeting

The main discussion items were the UC pension fund (which is in good shape because UC investments are doing well) and UC insurance updates.

- IV. Consent Calendar
 - A. Today's agenda
 - B. Draft October 26 meeting minutes

Action: the Consent Calendar was approved as requested.

- V. Review of School and Division Academic Plans – **Executive Session**

CAPRA continued their discussion of the school and division phase III academic plans. The discussion took place under Executive Session and no minutes were recorded.

Action: CAPRA will transmit its comments on the phase III school and division academic plans to the EVC/Provost by Tuesday, November 16.

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

Attest: Kevin Mitchell, CAPRA chair