

**Committee on Academic Planning and Resource Allocation (CAPRA)**  
**Minutes of Meeting**  
**May 9, 2023**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 12:30 pm on May 9, 2023. Chair Kevin Mitchell presiding.

I. Chair's Report – *Kevin Mitchell*

A. Divisional Council meeting May 1<sup>st</sup>

The major discussion items were:

- Temporary Academic Staffing (TAS) budget
- updates from LASC chair
- meetings about SSHA and Gallo will occur this week and Divisional Council will be represented in those discussions.
- update from Professor Roger Bales and Professor Mike Dawson on systemwide climate initiatives
- revised proposal for a B.S. Degree in Chemical Engineering
- proposal for a Cognitive Science Honors program

B. UCPB meeting May 2<sup>nd</sup>

One of the major discussion topics was rebenching. Interim VC/CFO Schnier offered to send CAPRA the precise data and stated that under the MOU, UC Merced gets rebenching on new enrollment growth. UC Merced currently receives over twice what other UC campuses get per student.

C. Memo from the Department of Sociology on the TA budget. The memo and background information were linked on today's agenda.

Chair Mitchell stated that the TAS budget will be discussed later in the agenda.

D. Draft Campus Wide Honors Program proposal

The revised proposal, FAQs, and response to CAPRA's 2022 memo were linked on today's agenda. The revised proposal will be discussed at the May 11 Divisional Council meeting. Chair Mitchell stated that the revised proposal did address some of CAPRA's concerns although there is more budgetary information in the revised version. Senate Vice Chair Moyes explained to CAPRA that she received a significant amount of feedback from the School deans earlier this semester, which were mostly concerns about funding. In her former role as UGC chair, Moyes met with the department chairs and asked if they would be willing to do a "soft pilot" in 2024 with 30-60 students. She reported that 9 departments are now on board for piloting the Honors program in 2024. The total cost is now under \$300,000. Moyes added that the program will only grow at the rate that faculty are comfortable with.

CAPRA Chair Mitchell asked whether the TAS budget will be used to cover Senate faculty who teach a 1-unit overload. Senate Vice Chair Moyes responded that faculty could also negotiate with their department chairs to get research funds for teaching the overload. Interim VC/CFO Schnier stated that money flows to student credit hours regardless of how the courses are taught. CAPRA Chair Mitchell asked if Schools can spend that money however they want, e.g. purchasing lab equipment. Interim VC/CFO Schnier replied that the Division of Finance and Administration will not get involved in those types of academic affairs issues.

- II. Consent Calendar
  - A. Today's agenda
  - B. March 21<sup>st</sup> draft meeting minutes

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

- III. General Discussion – *Kevin Mitchell and Paul Almeida*
  - A. CAPRA goals for AY 23-24

CAPRA Chair Mitchell thanked committee members, administrative guests, and staff for their work this year. He then asked the committee for their ideas on CAPRA's AY 23-24 goals.

A CAPRA member suggested that in early fall semester 2023, the CAPRA membership should reflect on the current (spring 2023) campus budget call. CAPRA Chair Mitchell agreed and stated that next year's CAPRA should review what was actually approved in this year's budget call.

**Action:** for the first CAPRA meeting of AY 23-24, Interim VC/CFO Schnier will provide CAPRA with information on what the campus decided to fund in the current (spring 2023) campus budget call.

- IV. Consultation with EVC/Provost Camfield and Special Assistant Zatz
  - A. Department-level staffing update

EVC/Provost Camfield and Special Assistant Zatz discussed with CAPRA the various models of department staffing across the three Schools. Special Assistant Zatz stated that SNS has proposed two staff members per department because they will utilize graduate support staff plus other new staff positions.

EVC/Provost Camfield informed CAPRA that one financial reporting analyst position per School had to be approved because those positions were already committed. He anticipates

those positions being filled soon. Their focus will be on reporting items that are not under ORED's purview: incidentals, start-ups, and gifts. They will not handle faculty grants. EVC/Provost Camfield also stated that the Chancellor has signaled that he will approve staff support at the department level. A large number of staff positions will come out of the pot of money from UCOP that is earmarked for reducing the administrative burden on faculty. He explained that the school deans examined staffing models at other UCs and discovered that departments at those campuses have two levels of engagement: 1) department specialists and 2) department managers. UC Merced school deans are interested in replicating this structure for their departments while taking into account the variation in department sizes and unique needs. EVC/Provost Camfield added that the staff support model needs to be scalable. He also stated that it is important for faculty to have a consistent quality of staff support in their departments and in central services. Interim VC/CFO Schnier stated that the job descriptions for department managers will include fund reporting and the job descriptions for department specialists will include procurement. The aforementioned financial reporting analysts (one per School) will therefore not be the only staff with these skills.

A CAPRA member expressed concern that faculty are not being invited to provide input on the department staffing plans. Special Assistant Zatz asked which groups of faculty should be involved and the CAPRA member suggested the department chairs, as they will be working closely with the future staff.

CAPRA Chair Mitchell asked EVC/Provost Camfield if his office could provide a memo with updates on what campus leadership decided to fund so CAPRA could share that memo with Divisional Council and the Schools. EVC/Provost Camfield deferred to Special Assistant Zatz who will become the Interim EVC/Provost on May 31, 2023. Special Assistant Zatz agreed.

**Action:** The EVC/Provost's office will issue one memo to all of Academic Affairs that articulates which items in the campus budget call were funded.

B. Status of replacement faculty FTE requests

Special Assistant Zatz explained that she will review replacement faculty FTE requests carefully to assess whether the FTE lines are in areas where there could be new programs. CAPRA Chair Mitchell asked for a timeline, because the SNS dean is formulating her requests now. EVC/Provost Camfield replied that if those requests are submitted in the next couple of weeks, he can start to review them and help Special Assistant Zatz make the decisions. CAPRA Chair Mitchell requested that CAPRA be kept informed of the process and Special Assistant Zatz agreed.

**Action:** Special Assistant Zatz will email CAPRA with updates on the process of replacement faculty FTE lines.

V. Temporary Academic Staffing (TAS) Budget – *Interim VC/CFO Schnier*

Interim VC/CFO Schnier and VPAAS Spitzmueller presented a series of slides on the TAS budget.

**Action:** VPAAS Spitzmueller will send a copy of the slides to the committee analyst to distribute to CAPRA members and the Senate office.

Interim VC/CFO Schnier began his slide presentation with a summary of the history and development of TAS budgets at UC Merced. In 2021-22, the student credit hour-based budget model was developed in consultations with the deans.

In 2022-23:

- Potential limited and temporary funding to support grad student salary increases
- Schools absorb part of the accrued TAS deficits through salary savings from vacated Senate faculty lines
- Graduate student strike and settlement resulting in incremental future costs for teaching assistants

Description of the student credit hour-based budget:

- Total funding provide is based on a percentage of the undergraduate tuition net of return to aid (RTA) – currently at 40.5%
- Given that the \$s/student credit hours are constant across schools this just results in a percentage distribution of the available funding based on their share of total student credit hour production
- Consists of four steps:
  - Step I – Projected TAS budget Fall 202X is provided in Fall 202(X-1) – one year in advance based on the student credit hours taught in 202(X-2) – 202(X-1) year
  - Step II – TAS projections updated based on the student credit hours taught during the 202(X-1) – 202X year
  - Step III – TAS projections updated based on enrollment growth in Fall 202X
  - Step IV – TAS budgets adjusted for growth in student credit hours in the Fall 202X - 202(X+1) year
- Memos are sent to EVC/Provost and deans to document each step with revisions provided as needed (e.g., TAS to Senate conversions)
- All deficits within one year carry forward into the next year.

Interim VC/CFO Schnier then displayed the 2022-23 FTE lecturer use by School. The campus needs to reduce Unit 18 lecturer use to sustain support for graduate students.

Options to address drivers of TAS deficits:

- Reduction of Unit 18 reliance (currently higher than at other UCs)
- **Slight** increases in class sizes taught by Senate faculty
- Hyflex & hybrid classes
- No automatic funding allocations for grad students beyond year 5
- Increased use of non-TA funding for grad students (fellowships, GSR positions)

Current status:

- Schools were asked to make adjustments to decrease deficits – innovative approaches to calibrating instructional needs are encouraged
- TAS deficits were submitted as part of the current annual budget call process
- Limited funding from UCOP will partially support cost increases for grad students for three years – not a long-term solution
- Need to recalibrate teaching is a mandate for all of Academic Affairs
- Several working groups are working on new contract impacts on TAS deficits and instruction

Interim VC/CFO Schnier stated that a memo will be issued to the campus about fiscal year 2024-25.

CAPRA Chair Mitchell stated that faculty are very concerned about the TAS budget and deficit. EVC/Provost Camfield responded that the campus needs to re-think the traditional method of supporting graduate students, especially given the new UAW contract. The campus needs to think about how to grow so that a small part of the campus income is applied to the debt service in order to liberate more funding for things the campus wants to achieve. VPAAS Spitzmueller pointed out that compared to other UCs, Merced relies very heavily on Unit 18 lecturers and that is not sustainable. Special Assistant Zatz stated that the campus needs to approach instruction in a way that is more fiscally prudent.

CAPRA Chair Mitchell asked about fall 2023 instruction given the critical short term problem of the TAS budget and deficit. VPAAS Spitzmueller answered that the campus will reduce the deficit as much as it can without cutting classes for fall 2023. EVC/Provost Camfield echoed that classes will not be cut in fall 2023 and he encouraged CAPRA members to share that message with their faculty colleagues. He added that staffing and curriculum needs are already set for fall 2023. For spring 2024, much of the curriculum has been decided but not the staffing.

A CAPRA member stated that SSHA was told that graduate students in their sixth year or later will not be funded. Special Assistant Zatz replied that the campus is committed to funding them for five years. She added that VPDGE Hratchian is looking at normative times to degree across various fields. EVC/Provost Camfield pointed out that summer session revenue does not get swept by the state –

the campus gets to keep it. The departments receive a portion of it and can have advanced graduate students teach summer courses which means the campus does not have to pay tuition.

EVC/Provost Camfield reiterated his support for department level staffing.

EVC/Provost Camfield acknowledged that this is his last CAPRA meeting as EVC/Provost. He stated that he is profoundly grateful for CAPRA's work and input over the years.

VI. Executive Session

Due to time constraints, an executive session was not held.

There being no further business, the meeting was adjourned at 2:00 pm.

Attest: Kevin Mitchell, CAPRA chair