

Committee on Academic Planning and Resource Allocation (CAPRA)**Minutes of Meeting****September 14, 2021**

Pursuant to call, the Committee on Academic Planning and Resource Allocation met at 1:00 pm on September 14, 2021, via Zoom. Chair Kevin Mitchell presiding.

I. Consultation with EVC/Provost Camfield and Assistant EVC/Provost Martin

A. MOU/Budget Planning

EVC/Provost Camfield discussed three aspects of the new MOU between UCM and UCOP:

- UCM will receive corridor funding. In addition, UCM will be somewhat protected from UC budget cuts (UCM would receive a lower cut than other campuses). The goal is to grow UCM's base budget closer to parity over time.
- The MOU will pay down \$61 million of UCM's debt. While UCM will still have debt left over, UCOP's assistance will effectively eliminate our campus's structural deficit and reduce our debt service.
- The MOU ensures that UCM is treated like other campuses with regard to enrollment increases. The state pays a certain amount of money per undergraduate, graduate, and medical student. When our enrollment increases, that additional funding becomes part of our base budget. That gives UCM a further incentive to pursue enrollment growth. If UCM exceeds the enrollment targets, the campus will receive additional funding. The campus will not receive the additional funding if it falls short of the enrollment target.
- An inflation rider for wages was given to UC campuses.

In response to a CAPRA member asking about the status of UCM's enrollment target, EVC/Provost Camfield answered that the census is not yet completed. He added that the MOU is shifting the campus's understanding of what we can afford as investments.

EVC/Provost Camfield stated that this is not yet confirmed, but he will likely not authorize faculty hiring beyond what he has already committed in order to devote resources to increasing staff support. The campus has again outgrown its support functions and more staffing is critical. One area in which increased staffing is particularly needed is contracts and grants. EVC/Provost Camfield added that every dollar that comes in as indirect cost represents marginal growth in our campus's income and he wants to invest that money into the campus research enterprise. To help achieve this, he wants to ensure that ORED and departments receive an appropriate share

of indirect cost return. Departments are especially important as they are in the best place to know how to invest the funding.

A CAPRA member asked whether Development functions on campus would benefit from additional staffing or funding. EVC/Provost Camfield agreed that the campus needs additional philanthropic support and acknowledged that the effort to attract such support should be increased. He noted that there is a line of credit from UCOP that is earmarked for Development purposes. However, this is not under his purview.

B. Brief Strategic Planning Update

EVC/Provost Camfield asked CAPRA to think about how to look at the entire campus budget to help collectively move the campus forward. He stated that the new Chancellor requested a campus strategic plan; in response, the EVC/Provost's office revised the academic plan to make it more communicable to all constituents on campus and fit it within the framework of the campus strategic plan. The campus needs to ensure that the academic plan and the strategic plan align as we move forward to a campus budget call. The EVC/Provost added that he wants CAPRA to consult with the school deans and other campus stakeholders on what data the committee needs, when the data is needed, and how the committee plans to consult with stakeholders so everyone understands what we are collectively trying to accomplish. CAPRA should consider whether the academic plans are aligned with the campus goals, and to later determine whether goals were achieved. Resources are too scarce to be misused or hoarded; given that the UC is a public institution, the use of university funds should be transparent. EVC/Provost Camfield added that CAPRA should have access to the campus budget so the committee can appropriately advise him and the Chancellor.

C. Academic Planning

Assistant EVC/Provost Martin presented slides to CAPRA pertaining to phase III of academic planning.

For phase III, Schools and Divisions were asked to submit:

- Narrative of the plan
- Excel spreadsheet summarizing the plan by illustrating the relationship among
 - a school/division's strategies and its goals
 - a school/division's strategies and the Indices, Criteria, Measures established by the Academic Planning Work Group

These plans were submitted to the EVC/Provost and CAPRA at the end of the spring 2021 semester. The plans are publicly available on the campus academic planning website:

apb.ucmerced.edu/academic-planning. The EVC/Provost wants CAPRA's role to be advising him on planning priorities, budget allocations in response to budget requests and in support of academic planning priorities, and institutional priorities in support of academic planning priorities. Specifically, CAPRA could help identify benchmarks so that campus units' resources can keep pace with campus growth.

Assistant EVC/Provost Martin summarized what information was gathered as part of Phase III submissions:

For each strategy, each school/division was asked to indicate which:

1. Year the strategy was to be initiated and the year it was expected to conclude (options include "in progress" and "ongoing").
2. EVC/Provost priorities the strategy supported
 - Increase Grant Awards
 - Grow Enrollment (UG & Self-Paying Master's)
 - Support Diversity
 - Other
3. Measures (and by association the criterion) the strategy was expected to positively impact

This information was collected as a matrix in Excel format.

With regard to timeline, the EVC/Provost suggested that CAPRA finish their review of the School and Division academic plans by October/November 2021 and consult with the school deans and division leads November – December. By February 11, 2022, CAPRA should have reviewed the academic plans and the budget requests and make funding recommendation to the EVC/Provost. By February 18, the EVC/Provost will develop and submit academic affairs budget request. By April 1, the campus CFO and the EVC/Provost will propose allocations with advice from the Senior Administrators Council (SAC). By April 15, the Chancellor will announce allocations.

EVC/Provost Camfield clarified that these are rolling, five-year plans that can be revisited and modified to reflect changing priorities.

EVC/Provost Camfield suggested that CAPRA could ask the Schools and Divisions for their budget numbers during the consultation phase with the committee this fall. He stated that CAPRA's role this year will be to help shape the process and establish protocols for future campus budget calls.

EVC/Provost Camfield stated that if CAPRA notices elements in the academic plans that cross Schools, the committee should notify him so he can discuss it at a Deans Council meeting.

In response to a few CAPRA members' concerns about the committee's workload this year, EVC/Provost Camfield assured the committee that he does not want their review to be too much "in the weeds".

II. Chair's Report

A. Welcome and introductions

Chair Mitchell welcomed continuing and new members and all members introduced themselves.

B. Modality of fall 2021 CAPRA meetings

It was decided that fall semester meetings will be offered in a hybrid format in which meetings will be held in person with a Zoom option.

C. Guides to Committee Membership and Executive Session

Chair Mitchell encouraged committee members to review the information and added that the committee will use executive session sparingly.

D. CAPRA AY 21-22 goals

- i. Review of the School and Division academic plans under Phase III of the campus academic planning process. This is CAPRA's main priority this year. The plans were submitted to the EVC/Provost and CAPRA at the end of May 2021. CAPRA will conduct continued consultation with the administration on both academic and strategic planning.

CAPRA members then discussed how best to review the academic plans. Chair Mitchell emphasized that he does not want CAPRA to second guess the school deans; rather, CAPRA should review the plans holistically and provide initial feedback before the Schools and Divisions submit their budget requests.

Action: CAPRA will continue this discussion at the next meeting.

- ii. Review of proposals for new ORUs/Schools/new academic programs and discuss the need for such proposals to be embedded in academic plans or the VCORED's budget.

- iii. Determining CAPRA's role in the future campus budget call.

Chair Mitchell stated that this year, CAPRA is essentially helping to develop protocols for future planning and budgeting.

E. Divisional Council meeting September 2

The main item at Divisional Council was a consultation with EVC/Provost Camfield where he spoke with the Council about similar topics he discussed with CAPRA today.

III. Consent Calendar

A. Today's agenda

Action: the Consent Calendar was approved as presented.

IV. Draft Proposal for B.S. Degree in Electrical Engineering

The lead authors of the Electrical Engineering B.S. degree program proposal have requested a pre-preview by Senate committees.

Action: CAPRA identified a lead reviewer. The lead reviewer’s comments will be discussed at a future CAPRA meeting.

V. Conflict of Interest policy

Each Senate committee is asked to review its current policy and determine if revisions are necessary. CAPRA’s policy was linked on today’s agenda.

Action: CAPRA to review the current conflict of interest policy and suggest any potential revisions.

VI. Informational Item

A. Systemwide Senate guidelines for Fall re-opening

The guidelines were sent to the UC Chancellors in May. They were drafted by Academic Council and endorsed by President Drake.

There being no further business, the meeting was adjourned at 2:35 pm.

Attest: Kevin Mitchell, CAPRA chair