



COMMITTEE ON ACADEMIC PERSONNEL

March 4, 2021

To: Jason Stajich, Chair
Riverside Division Academic Senate

From: Yinsheng Wang, Chair 
Committee on Academic Personnel

Re: Academic Planning: Draft Strategic Plan

CAP discussed the Draft Strategic Plan, and would like to comment on the following aspects:

- **Goals vs. details.** While a number of ambitious goals were outlined in the draft strategic plan, it lacks detailed, well-conceived details about how to achieve these goals.
- **Growth of research expenditure.** CAP commended the goal of achieving “Distinctive, Transformative Research and Scholarship” and the objective of growing research expenditure to \$300 million a year by 2030. In order to achieve these, CAP felt that the campus needs to invest more heavily in research infrastructure and staff support to better enable faculty to secure extramural funding.
- **Fundamental research.** In the Draft Strategic Plan, there is no mention of fundamental research, which is essential to the health and growth of a research university like ours.
- **Grant activity and merit/promotion process.** The current merit and promotion process does not provide adequate incentives to encourage faculty to secure extramural funding. This is particularly true for training grants and center grants. These types of grants benefit greatly the campus community, but it takes a lot of time and efforts for faculty to put them together. Moreover, highly competitive extramural grants secured by junior faculty should be considered as peer recognition and be given credit during merit and promotion process.
- **Growth of graduate program.** CAP felt that the plan for growing M.A./M.S. programs while maintaining the proportion of Ph. D. students steady is inconsistent with the strategic goal of elevating research stature and prestige of our university. It’s also difficult to increase substantially research expenditure without significantly growing the Ph. D. program.