



**COMMITTEE ON FACULTY WELFARE**

March 8, 2021

To: Jason Stajich  
Riverside Division Academic Senate

From: Patricia Morton, Chair  
Committee on Faculty Welfare

Re: [Campus Review] Academic Planning: Draft Strategic Plan

The Committee on Faculty Welfare met on February 16, 2021 to discuss the Draft Strategic Plan. The CFW finds the length of time allowed for review of such a potentially important document to be completely inadequate.

CFW does not find the plan to be adequate in envisioning a direction for UCR's future or addressing the challenges for our campus. There is no detailed list of strategic goals, such as were present in the last strategic plan, and that can be used as benchmarks for attainment over the next 20 years. Without such benchmarks, we cannot gauge the success or failure of the plan. Shared governance is not mentioned once in the entire report.

Overall the strategic plan is quite weak with respect to research and doctoral education. The plan says that we would like to increase research expenditures from \$163 million to \$300 million, however, the plan is to maintain the same level of PhD enrollments -- 9%. We should emphasize training sought-after PhDs as an effective way to establish a strong reputation as a research institution, rather than prioritize M.A./M.S programs. To achieve this goal, CFW believes the campus needs to invest in research infrastructure and staff support for extramural funding.

We see few substantive suggestions or recommendations as to how this vision is to be implemented and what benchmarks might be defined to show the campus community that progress is being made.