



COMMITTEE ON ACADEMIC PERSONNEL

November 25, 2025

To: Kenneth Barish, Chair
Riverside Division Academic Senate

From: Shaun Bowler, Chair
Committee on Academic Personnel

A handwritten signature in black ink that reads "Shaun Bowler".

Re: [Campus Review] Report Review: *Drafts of UCR's WASC Self-Study and Institutional Report for Reaffirmation*

At our meeting on November 17, 2025, the Committee on Academic Personnel (CAP) discussed the *Drafts of UCR's WASC Self-Study and Institutional Report for Reaffirmation*. CAP finds the description of the academic personnel process in section B.2.1 (pages 27 to 29) of UCR's Self-Study and Institutional Report to be accurate and has nothing to add to this existing language.

The Committee wishes to emphasize section B.3.2 (pages 46 to 47) of the report, which discusses understaffing at UCR relative to UC as a whole and peer institutions. Staffing levels in advising and in student support (e.g., ARC, CAPS, SDRC and similar support services) will clearly impact student success, especially given the challenges many of our students face.

"Lean" staffing levels also have negative and often unseen impacts on faculty performance and effectiveness in all three areas evaluated by this Committee (research, teaching, service). The Committee noted that this lean staffing has made it difficult for faculty to meet application and recruitment deadlines and/or has diverted their attention and effort from teaching responsibilities to clerical or physical work, especially (but not only) within lab and studio disciplines. Staff shortages can also lead to delays or errors in the academic personnel process, which directly affects this Committee's work. We encourage UCR to reconceive of staff as important enablers of student and faculty success, rather than seeing staff as transactional actors and a cost. The campus needs to make more conscious efforts to find ways to recruit and retain more academic staff.