Group Work
SNS Long Range Planning Workgroup
Feb 19, 2020
Topic: What should we start doing? What should we stop doing?

UC Quality Research/Scholarship

START
- Identify research themes to organize centers around
  - ORUs and Centers organized around thematic areas of research.
- Develop policies and procedures for administering grants at the school and campus level from proposal development to grant close out
  - Documented Grant Lifecycle with clear roles and responsibilities for administration. Assume easier process to submit and manage.
- Develop mentor programs for new faculty, post docs and grad students
  - Improve grad, post docs and faculty professional development through mentorship.
- Hire more established investigators
  - Have a greater proportion of PIs as Associate or Full Professors. A more mature/seasoned faculty.
- Grow individual internship connections
  - Have internship network to leverage career development and placement.
- More support for faculty, especially new faculty, to write competitive grants
  - Improvement in grant writing, especially for junior faculty.
- Develop more institutional sources of funding for grads
  - Diversified revenue streams to support graduate education.
- Create additional mentoring resources for graduate students
  - Graduate students become more successful through mentorship.
- Institute programs to create a R1 'intensity' in grad programs
  - STEM centric research with expenditures equivalent to typical R1 programs.
- Hire more faculty
  - Increase Research output and lower student/faculty ratios. Create depth and breadth within and across programs.
- Keep faculty from spending too much time on committees
  - Optimize faculty time on value added activities, presumably research and instruction.
- Facilitate more center and training grants and provide better staff support for this
  - Develop research faculty and staff to improve future probability of research success.
- Seek donors for research infrastructure
  - Have external partners support the research endeavor through donations. More funds to allow for various infrastructure needs across the research spectrum.

- Use more proactive approach to identify when students are beginning to struggle
  - Provide support to students as soon as they begin to struggle, not when its too late.
- Increase indirect cost return to encourage more and larger research grants
  - Create financial model to stimulate pursuit of more complex and financially sizable grants.
- Increase global recognition thru internationally recognized collaborations
  - Collaborate with Global Partners
- Increase spending on core facilities
  - Either have more core facilities, more staff support within core facilities, or base funding for core facilities to minimize the impacts to grant expenses.
- Build new and improved existing administrative structure and support to enable increase focus on research and education
  - Optimize faculty time spent on research and education through the minimization of administrative burden.
- Use streamlined and connected IT services that avoid unnecessary, repetitive workload
  - Optimize faculty time spent on research and education through the minimization of administrative burden.

STOP
- Primarily funding grad students with TA ships
  - Fund graduate students through research grants, not core funds.
- Making faculty do everything themselves with a webform (more staff support)
  - Optimize faculty time spent on research and education through the minimization of administrative burden.
- Making excuses that impede progress
  - Define what progress is expected and create clear plans to implement.
- All the beau acracy
  - Focus all actions on Value Added activities, not compliance and busy work.
- Eliminate time-administrative burden from faculty…free up time for creative work
  - Optimize faculty time spent on research and education through the minimization of administrative burden.

UC Quality Academic Programs

START
- Building alumni network to identify career paths
  - Enable strong placement of recent graduates through alumni & industry networks.
- Creating interdisciplinary departments
  - Create interdisciplinary departments that have a breadth of expertise.
- Reduce teaching load for ladder rank faculty

- o Allow faculty to focus more time on Research.
- Putting more resources into graduate education, allowing faculty to mentor more graduate students
    - o More graduate students are mentored by Faculty through additional resources.
- Develop and implement more service learning programs for students in community
    - o Improve the education locally, in the community with learning programs.
- Require undergrad students to take critical thinking course or ensure that all courses have a   critical thinking component
    - o Ensure undergraduates are capable of critical thinking.
- Write and receive more graduate training grants
    - o Graduate training grants develop graduate students as researchers. Increase the quantity of training grants.
- Invest in transforming the curriculum
    - o The curriculum is transformed (into what?)
- Trying unorthodox approaches
    - o Enable experimentation to encourage different/better results.

STOP

- Spreading thin. Focus efforts on successful, existing, promising and sustainable
    - o Be intentional about the growth of the school/depts/university.
- Trying to cover all subjects
    - o Focus on specific subjects
- Keep required courses to a minimum (don't keep expanding list)
    - o Required courses create a rigid curriculum and can impact time to degree. Select required courses with intentionally.
- The traditional methods that do not work (some do)
    - o Learn what methods work, what don't and improve over time.
- Being afraid to try new things
    - o Enable experimentation to encourage different/better results.

Diversity, Equity and Inclusion

START

- Target hire more minority faculty
    - o Goal – Diversify Faculty

STOP

- Don't hire enough faculty in core disciplines
    - o Goal – Hire enough faculty for Core Disciplines

Global and Regional Impact

START

- Nominating more faculty for national and international awards
  - Faculty receive more national and international awards.
- Have communications do more stories on research that gets international and national attention
  - Create Word-of-Mouth and Brand Awareness for UC Merced globally.
- Advertising individual programs globally
  - Increase Global Applications, Undergraduate, Graduate and Faculty
- Building stronger ties with local industries and collaborate efforts with nearby higher education institutions
  - Support Network – "Clustering"
- Nominating faculty for awards
  - Faculty receive awards
- Well thought out marketing campaign for successful program
  - Create Word-of-Mouth and Brand Awareness for program.
- Improve communication of successes
  - Create Word-of-Mouth and Brand Awareness for UC Merced/school/program
- Create a campus wide process for nominating faculty for awards and other recognitions
  - Create operational support to ensure Faculty receive awards

STOP

- Don't pass news to the press
  - Press receive current news/updates of UCM.
- Working with community partners
  - ?
- Never nominate for awards and cut seed grants
  - Start nominating for awards and stabilize seed grants funding.

Staff Experience

START

- Have more meaningful conversations between faculty and staff
  - Stronger/more team engagement
- Work against us and them culture
  - Stronger teaming
- Providing room for growth and training
  - Enable Staff Professional Development
- Better admin services
  - Less burden on "client" to support the service.
- Hire and train research administrators
  - Trained research administration
  - Hire grant writers to enable quality proposals and/or more proposals submitted.

STOP

- Decrease face time with staff and moving them off campus
    - Create face time with staff and reduce impacts of being off campus to deliver better administrative services.
- Circulating staff between internal positions
    - Minimize impacts of internal poaching.
    - Stronger workforce planning to enable staff growth and mobility.