

August 31, 2018

ÓLÖF EINARSDÓTTIR  
Academic Senate Chair

**Re: COLASC Comments on SAP Design Principles**

Dear Ólöf,

Thanks for the opportunity to provide input on the SAP Playbook Design Principles. Here is the input from COLASC.

**Design Principle 1.**

- In the the Goal, remove the word applied so it's just research (Increase recognition of and external support for applied research & creative work).

**Outcomes Rankings from highest to lowest for Design Principle 1**

- #1 (Increase annual number of citations for research and creative work ...)
- #4 (Increase annual number of public faculty appearances at academic field specific events...)
  - Note: Outcomes #1 and #4 need additional language that better characterizes creative work. E.g. for #4, you could include appearances at screenings, exhibits, shows.
- Lower priority were #2 and #3.
  - These maybe could be combined
  - In addition to valuing patents and IP, what about valuing open access and open source, e.g. as done with the Human Genome and Cancer Genome Browsers. A metric might include downloads and page views.

**Priorities for Potential Initiatives (highest to lowest) for Design Principle 1. Yellow highlight indicates those that should be rolled out first.**

Top Priority Group:

- Systematically connect researchers across the divisions via a series of... (Bullet 1)
- Create a formal administrative process for seeding research and gateways...(Bullet 2)
- Create and support research clusters around specific challenges (Bullet 9)...
- Provide support to faculty to discover and secure new sources of support (Bullet 11)....
  - Note: The Humanities Institute is a great model for this

Second Priority Group

- Create new masters programs aligned with our distinctive research (Bulled 6)...

- While we are generally in favor of new Masters programs, they are only valuable in some fields so this should be not a universal principle. Also, 5<sup>th</sup> year MS/MA programs should be included.
- Launch an annual breakthrough award for faculty, students, and alumni (Bullet 7)...

#### Additional comments

- An additional initiative should be to build incentives into the merit and promotion process for participation in collaborative/cross divisional research/endeavor.

## **Design Principle 2**

### **Outcomes Rankings from highest to lowest for Design Principle 2**

- #4. Increase percentage of students are in a summer experiential oro/internship
- Combine 2 and 3 into one goal or make them equal, as we value both.  
E..g. Increase the percentage of graduates who are employed, holding internships, or attending graduate school with the year after graduation.
- Lowest: #1. Net Promoter Score

### **Priorities for Potential Initiatives (highest to lowest) for Design Principle 2. Yellow highlight indicates those that should be rolled out first.**

#### Top Priority Group:

- Develop partnerships with gov/NGO/corporate sponsors for structured... (Bullet 4)
- Build incentives into the merit and promotion to include students in primary... (Bullet 6)

#### Second Priority Group

- Include independent study and student research in teaching load calculation (Bullet 7)  
Note: This would vary from department to dept
- Create research experiences for undergraduate graduate students in the form... (Bullet 1)
  - Note: Remove work all from the phrase “all curricula” as this would be too difficult to implement
- Create/grow undergrad research fellowships (Bullet 10)
- Provide faculty with research funds or course relief to incentivize the development ... (

#### Not a Priority

- Create a student run consultancy to manage applied challenges..
- Launch 15 new research partnerships with industry/not for profit
  - Note: This is not clearly student based so does not clearly advance goal
- Launch a new research fellowship to bring researchers ...

## **Design Principle #3**

### **Outcomes Rankings from highest to lowest for Design Principle 3**

- #2 and #3 are equal (Improve retention rates of female and URM faculty/staff; Improve URM student retention and graduation rates.
  - Note: These outcomes seem very focussed on retention and graduation, what about including questions about satisfaction and climate? For example, a outcome could be: Improve the Net Promoter Score of URM students

### **Priorities for Potential Initiatives (highest to lowest) for Design Principle 3. Yellow highlight indicates those that should be rolled out first.**

#### Top Priority Group:

- Map the full student lifecycle experience for all students... (Bullet 5)
- Systematically assess the root of our student body's challenges to succeed...(Bullet 2)
- Revamp summer orientation/preparatory program for undergrads... (Bullet 3)
- Redevelop diversity training ... (Bullet 1)
- Refine our hiring procedures to ensure that diversity efforts are more successful (Bullet 8)

#### Second Priority Group

- All others were fine and considered equal

### **Design Principle #4**

#### **Outcomes Rankings from highest to lowest for Design Principle 4**

- Equally high: #1, #2, #4 (30% increase in interdisciplinary co-authored submitted/published papers; interdisciplinary grant applications; number of team taught courses)
  - Assuming that team taught courses means across depts.
  - Who will define what "interdisciplinary means"?
- #5 and #6 are fine but not top priority
- #3 is a low priority

### **Priorities for Potential Initiatives (highest to lowest) for Design Principle 4. Yellow highlight indicates those that should be rolled out first.**

#### Top Priority Group:

- Create academic priority areas ... beyond dept structure (Bullet 1)
- Create a facilitation system to promote partnership among researchers from ...(Bullet 2)
- Incentive team teaching through course releases/development funds (Bullet 6)
- Drive multidisciplinary by facilitating more joint appts...(Bullet 4)

#### Not a priority

- Support cross listing of courses (Bullet 5)

## **Design Principle #5**

### Notes

- COLASC felt this was perhaps the most important principle. However, the outcomes and initiatives (which focus on indicators of reputation rather than substantive progress) don't clearly advance this.
- Current listed outcomes don't obviously relate to goal. Hard for us to rank outcomes, and we suggest they should be revised.
  - What about power/energy use for sustainability, e.g. a sustainable campus?
  - How about increasing the number of faculty working in these areas? Research in this area?
- Initiatives don't clearly advance goal. We suggest new ones be added such as:
  - Cluster hires around specific areas
  - Creation of Centers of excellence

Respectfully submitted,

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