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*Chair of the Assembly of the Academic Senate
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November 13, 2014

**PRESIDENT JANET NAPOLITANO
UNIVERSITY OF CALIFORNIA**

Re: UCOP Operational Review of Research and Graduate Studies

Dear Janet:

The Academic Council is aware that the search for a new Vice President for Research and Graduate Studies has been suspended pending the outcome of the strategic organizational review of the Office of Academic Affairs and its units, including the Office of Research and Graduate Studies (ORGS). At a recent Council meeting, you mentioned the possibility of adding an “innovation and entrepreneurship” function to the Vice President for Research and Graduate Studies position or creating a new Vice President for Innovation and Entrepreneurship that would be independent from ORGS. In the meantime, you have appointed a temporary Special Advisor on Innovation and Entrepreneurship to counsel you on those issues over the next year. Council would like to offer a few suggestions about any reorganization of Academic Affairs and the future structure of ORGS at UCOP.

First, we strongly believe that both the systemwide research and graduate studies functions belong and should remain in the Office of Academic Affairs. We believe that this structure is effective in providing strong academic support for graduate academic programs and systemwide research initiatives.

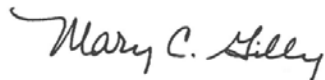
Second, Council feels strongly that ORGS requires a stable, protected budget to effectively support its systemwide research mission. On this point, we would like to reiterate Council’s [July 2014 recommendation](#) that UCOP make an ongoing commitment to faculty-led systemwide research programs by establishing a target funding level at 3% of the overall systemwide research budget. Establishing a clear commitment in the budget to this important mission will help attract high quality candidates with strong academic backgrounds to the Vice President position.

Third, Council agrees that entrepreneurialism and innovation are important facets of the UC research mission; indeed, innovation is intimately connected to research and is at the heart of what all UC faculty researchers do on a daily basis. However, Council also recognizes that the technology innovation mission is a subset of the overall discovery-based research mission. Council feels

strongly that entrepreneurialism should not drive research, nor should it be separated from research or elevated to an equal status with it organizationally. We suggest that these functions should remain subsumed within the research and graduate studies unit inside Academic Affairs, and that all activities and oversight pertaining to research, including technology innovation, should remain in ORGS. In the event the Special Advisor on Innovation and Entrepreneurialism becomes a permanent position, it should reside in Academic Affairs; short of that, the position should be co-located in Academic Affairs with Research and Graduate Studies staff, to ensure that these groups communicate and cohere around the interconnected issues of research, graduate education, and entrepreneurialism.

In sum, Council recommends that UCOP maintain a dedicated leadership position for Research and Graduate Studies at UCOP under a single vice president from an academic background; provide ORGS with a stable, protected budget to support its systemwide research mission; and subsume or at least co-locate Innovation and Entrepreneurship in the larger research and graduate studies organization.

Sincerely,

A handwritten signature in cursive script that reads "Mary C. Gilly".

Mary Gilly, Chair
Academic Council

Cc: Provost Dorr
Academic Council
Executive Director Baxter
Senate Executive Directors