

Re: Strengthening Research and Teaching.

Provost Christ identifies our two main products as a university — teaching and research. Since faculty time and attention are finite and precious resources, there is an underlying tradeoff between these. Given the desirability of increasing research revenues, without compromising teaching standards, we have to focus on methods of decreasing faculty overheads in these activities. Luckily our current situation provides with some low hanging fruit — the lack of teaching support, including insufficient TAS budgets, is a major drain on faculty time. Back of the envelope calculations suggest that the tradeoff would be extremely favorable.

Re: Broadening Program Evaluation.

Provost Christ brings up the need to focus on market and margin in addition to mission for our university. As she rightly points out, faculty have traditionally focussed largely on mission, and changing this mission oriented culture has serious risk, since our faculty are performing extremely well by all metrics. Market and means can much more readily be addressed by the other leg of the university - the administration - without compromising their mission. Provost Christ's directive that every dollar counts in conjunction with an analysis of UCB versus UCSB on effective overhead rates suggests that we have significant opportunities for greater efficiency, without compromising mission, on the administrative side.