

IMPLEMENTATION OF *UCR 2020*
A WORKING PAPER
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UCR 2020 sets forth an ambitious plan for the University of California, Riverside. Its success as a strategic vision for the campus will depend upon a strong yet dynamic implementation process that assures adherence to the goals and principles included in the plan. The implementation process must be governed by core values derived from *UCR 2020* and from the campus' tripartite mission of teaching, research, and service. These values include:

Upholding and enhancing the four strategic goals – *UCR 2020* identified four strategic goals: excellence, access, diversity, and engagement. Achievement of the strategic goals identified in the plan requires faithful adherence to these four guiding principles. Since its establishment in 1954, UCR has contributed to the Master Plan for Higher Education and to the betterment of the state of California by providing access to the highest quality postsecondary education to students who represent the diversity of the state. Indeed, with its origins in 1907 as a Citrus Research Center-Agricultural Experiment Station, UCR is steeped in a land grant tradition that fosters research, education, and outreach programs that respond to societal needs. Excellence is a principle and a value that permeates all that the campus does.

Creating a culture of evidence – As part of the implementation process, each campus organizational unit will be expected, on an annual basis, to evaluate its contributions toward UCR's mission and strategic goals. Metrics will be established against which to measure the unit's contributions to UCR's mission and strategic goals. This process will establish a culture of evidence that will create and sustain confidence that implementation is occurring in accordance with the guiding principles and in a manner consistent with excellence. A process of annual review, described below, will be put in place to ascertain progress toward these goals and to assure that allocation of resources is aligned with the strategic plan.

Ensuring transparency – Transparency in planning, decision-making, and resource allocation is essential to the successful implementation of *UCR 2020*. Broad buy-in to the plan can only be achieved by transparency of the related decision-making and management processes. Transparency may be obtained through regular, clear, and comprehensive reporting of information, both within and across units and by the campus overall. Administration at all levels must commit to the value of transparency. Throughout the life of *UCR 2020*, a website will be maintained to provide up-to-date information on implementation and progress. (See the working paper on transparency/culture of evidence.)

Honoring shared governance – Shared governance is an honored tradition of the University of California, one that has helped UC attain its position as the world's premier public institution of

higher education. In implementing *UCR 2020*, both the campus administration and the Academic Senate must embrace the values and principles identified throughout the plan, and work together toward achievement of the strategic goals. Shared governance is greatly aided by clear and effective channels of communication, working in both directions. Toward this end, the campus should utilize open forums as well as information technology to enhance the implementation of and communication about the strategic plan.

Implementation Oversight

To oversee the process of implementing *UCR 2020*, a strategic planning implementation advisory committee will be appointed, to be chaired by the executive vice chancellor and provost. This leadership is important to aid in the definition of goals, milestones, metrics, benchmarks, and timelines for each of UCR's academic and administrative organizational units and for the campus as a whole. Such oversight is a vital role of the implementation committee.

The make-up of the implementation committee will be broadly representative. Chaired by the Executive Vice Chancellor/Provost, the implementation committee will be made up of two additional administrators, three faculty members, and one staff representative. While its duration is expected to be for the lifetime of the strategic plan, membership will be on the basis of staggered three-year terms to allow both fresh viewpoints and institutional memory.

In addition to the implementation advisory committee, task forces will be appointed to further study issues that have arisen during the strategic planning process and to help implement specific elements of the strategic plan.

An important function of the implementation advisory committee will be to establish priorities – particularly in times of scarce resources – that will allow the campus to invest wisely in its future. This will require choosing among strategic goals and actions, at least until new funding becomes available. Because *UCR 2020* is intended to be flexible, the implementation committee will recommend to the chancellor any mid-course alterations that are necessary to respond to changing circumstances or needs. The committee will also be responsible for utilizing all available mechanisms to assure transparency throughout the implementation process and for providing multiple opportunities for feedback from all stakeholders.

Organizational Unit Plans

To be effective, *UCR 2020* requires that each academic and administrative unit define, direct, and evaluate its activities in alignment with the campus strategic plan. Currently UCR has six academic and 13 administrative units, each of which is essential to the successful implementation

of the plan. Thus, the mission, goals, and plan of each organizational unit must be consistent with the principles, values, and strategic goals enumerated in *UCR 2020*.

Each organizational unit will be expected to develop a five-year strategic plan of its own, to be reviewed by the implementation committee. These plans should include metrics and benchmarks. In conjunction with the campus strategic plan, they will provide a basis for the allocation of resources within each respective unit, and will provide guidance to the implementation committee for investment of resources among units. The process will also help to create an inventory of available resources, skills, and assets that might be reallocated to meet evolving campus needs over the next decade. In the spirit of transparency, each unit plan should be posted on that unit's website and linked to UCR's overall strategic planning website.

The implementation advisory committee will meet with the head of each organizational unit once each year to review strategic goals and priorities as well as progress toward their implementation. These meetings are vital because UCR's organizational units are so diverse in their missions/purpose, yet collectively they make possible the implementation of *UCR 2020*.

The implementation committee will also meet with strategic planning task forces to assure progress toward agreed-upon goals and action items. This process of accountability – both for organizational units and for strategic planning task forces – is essential to successful implementation.

Seed Funding

UCR 2020 identified the following areas of strategic priority:

- From Genomics to Harvest: The Basic Science, Cultivation, and Production of Plants and Food
- Next Generation Technologies: New Materials, Phenomena, and Devices
- Mind and Body: Advances in the Study of Human Health and Well-Being
- Renewable Nature: Environment, Energy, and Sustainable Development
- Revitalizing Communities: Impact in Education and Social Policy
- New Voices and Visions: The Global Studio of the Creative and Performing Arts
- Fundamental Research and Creative Activity
- Innovation Incubators

These areas were selected because they build upon existing strengths and because of their potential impact on society. UCR already has clusters of excellence within these broad strategic areas, and the campus has the potential – through faculty-led initiatives – to develop additional clusters of excellence and, thus, have an impact in these areas. To enhance UCR's reputation

and increase the opportunity for impact, the chancellor will provide seed funding for the development of programs within each of these areas. In addition, a broad category of “innovation incubators” has been set up to capture new, emerging initiatives that might not fit in any of the other areas. Groups of faculty will submit proposals that will foster new ideas and multi-disciplinary research collaborations. The proposals will be evaluated by the implementation advisory committee. Seed funding will be awarded on a competitive basis to bring together people and disciplines that otherwise might not connect, e.g., through seminars at which faculty present their research or brown bag lunches where faculty meet to informally discuss their research.

The strategic planning implementation advisory committee will evaluate proposals and select those that will be funded. The expectation is that seed money will be utilized to leverage additional resources, including federal funding.

Successful Implementation

Many organizations have the experience of devoting considerable time and effort to development of a strategic plan, only to have the plan go ignored. The leadership of the University of California, Riverside, is committed to successful implementation of *UCR 2020*. The document will provide a framework for development and investment, guiding UCR toward its aspirational future. *UCR 2020* is intended to be a living document, one that will evolve in response to changing circumstances, new opportunities, and unforeseen challenges. By providing clear direction, ambitious yet achievable goals, and a process of accountability, *UCR 2020* will move the campus along the path to preeminence.