DRAFT #1
FOR CAMPUS AND STAKEHOLDER COMMENT

UCR 2020:
THE PATH TO PREEMINENCE

A Living Document to Guide our Future

MARCH 1, 2010
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A Message from the Chancellor

UCR 2020: The Path to Preeminence provides a strategic framework for the future growth and development of the University of California, Riverside. The plan will provide clear guidance and direction for the decade ahead, while at the same time allowing us to be nimble as we build on accomplishments and make adjustments in response to emerging opportunities and challenges.

UCR 2020 reflects the vision, aspirations, and hard work of more than 140 people – faculty, students, staff, alumni, and community leaders – who have contributed to its development. Indeed, this strategic plan has been made possible only because of the amazing achievements of the many individuals who have been part of the first 55 years of the campus’ development. Earlier planning documents, programs, and people – and the impact of their achievements – provide the stepping stones upon which this document, and UCR’s future, is based.

The plan is ambitious. Not everything will be accomplished immediately; some of our more far-reaching goals may take years to attain. We will need to invest our existing resources wisely, and identify new resources to fully realize the objectives identified in UCR 2020. We will not compromise our aspirations, nor will we lower our standards as economic fluctuations occur. In difficult economic times, our rate of ascension may slow, but the vision and goals will not be weakened. Our accomplishments will be characterized by excellence, as judged by others.

To those who have come before us, and to those whose work yet lies ahead, I express my gratitude for making the University of California, Riverside, the excellent institution that it is and the preeminent university that it is becoming.

Timothy P. White
Chancellor
Living the Promise

In the spring of 2009, the University of California, Riverside, adopted the theme of “living the promise.” Now, as the campus looks to its future, this theme comes into play with the development of *UCR 2020: The Path to Preeminence*.

The University of California, Riverside, is well on its way along the path to preeminence. *UCR 2020* provides a strategic roadmap for the coming decade that will enable the campus and its students, faculty, staff, alumni, and community to achieve their aspirations. The plan is both forward-looking and ambitious, in keeping with the campus theme.

Living the promise at UCR means realizing potential, both as individuals and as an institution. It means solving the issues of tomorrow through knowledge – its communication, discovery, translation, application, and preservation. The campus provides a rich environment for learning, research, and engagement that values diversity in all its forms. Through its mission UC Riverside develops diverse leaders who inspire, create, and enrich the economic, social, cultural, and environmental outlook, not only for California, but for the nation and world.

**UNIVERSITY OF CALIFORNIA, RIVERSIDE, MISSION STATEMENT**

The University of California, Riverside serves the needs and enhances the quality of life of the diverse people of California, the nation, and the world through knowledge – its communication, discovery, translation, application, and preservation. The undergraduate, graduate, and professional degree programs, research programs, and extension activities develop leaders who inspire, create, and enrich California’s economic, social, cultural, and environmental future.

As one of ten campuses in the prestigious University of California system, UC Riverside aspires to stand among the nation’s top tier of public research universities, as recognized by the Association of American Universities (AAU). Already the campus has begun its ascent. The past two decades have brought rapid growth, during which UC Riverside has gained a national and international reputation for achieving excellence with diversity.
UCR will continue to build on that momentum by distinguishing itself through research at the frontiers of knowledge and through creative activity that crosses the boundaries of traditional disciplinary fields and makes possible new kinds of discovery and insight. For our faculty, UCR provides an encouraging, supportive, and collegial environment in which to thrive. By charting our course to achieve even higher standards, UCR will increase major research funding, awards and honors, philanthropy, and both national and international recognition.

For our students, UC Riverside will increasingly become an accessible campus of choice because of its inclusive values and outstanding educational opportunities – a campus that provides a transformative experience in a living-learning environment that is engaged with, and responsive to, our larger communities. As UCR strengthens its undergraduate and graduate programs, the campus will produce increasing numbers of alumni who are civically engaged and prepared to live, work, and prosper in our increasingly interdependent and multicultural society.

For our staff, UC Riverside provides multiple paths for career development, a stimulating work environment that promotes healthful living, and an opportunity to play a vital role in accomplishing a worthy and meaningful mission. By serving as leaders both on the campus and in the community, staff will amplify UCR’s impact in contributing to the social, cultural, and economic growth and well-being of the region.

Through engaging the community, UCR will take the special knowledge and skills available in the University and – through research that translates into real-world applications – transfer that knowledge in ways that address current and future needs and improve quality of life regionally and beyond. UC Riverside will create a campus environment that is welcoming, attractive, safe, and sustainable. All activities of the University will include perspectives from every aspect of its diverse community, and will seek to incorporate an international point of view.

By upholding the standard of excellence for which the University of California is the world’s model in higher education, UCR helps students, faculty, staff, and stakeholders to realize their potential. The campus also serves the collective good, in terms of bettering our community and the world around us.
UCR 2020: The Path to Preeminence lays out the campus’ strategic goals and vision for the next decade, as well as action steps to achieve those aspirations. The plan will serve as a framework for decision making and the allocation of resources, and will provide inspiration and guidance as UC Riverside lives its promise.

Guiding Principles

UCR 2020 is guided by four principles that underlie its planning. They are:

Excellence – In the tradition of the University of California, academic excellence has historically been defined in terms of research, teaching and service. Today, UC Riverside expands these terms to also include creative and scholarly activity, the teaching and learning environment, and engagement of the community, both regional and global. Academic excellence is the basis of UCR’s contribution to the future needs of the state, nation, and indeed the world, and also for receiving (and deserving) support from our stakeholders. It entails aiming high and not being satisfied with a level of quality any less than that of the best programs anywhere.

Access – UC Riverside is committed to upholding its role as articulated in the California Master Plan for Higher Education, which created a system that combines exceptional quality with broad access for students. Helping qualified students to gain access to a UC education – particularly in the face of dramatically increasing fees – is a fundamental value of UC Riverside. Not only does this allow these students to achieve their personal potential, so too does it benefit the state and nation through a highly trained workforce that contributes to our long-term economic success. Access alone is insufficient; UC Riverside also focuses on providing high-quality academic programs and support services to ensure our students’ success. Through a commitment to access as well as student success, UCR will attract highly motivated and high-achieving students, improve retention and time to degree, and increase students’ satisfaction with their UCR experience – all of which are transformative and critical in the campus’ rise to preeminence.
Diversity – In defining diversity, UCR embraces the statement developed by the University of California Academic Senate, and adopted by the Board of Regents in September 2007. That is:

Diversity – a defining feature of California’s past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more… Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

Engagement – As the only land-grant public research university in the region, UC Riverside bears a responsibility to engage with its communities in ways that maximize the impact of our humanistic, artistic, athletic, and scientific contributions, advance social good, and solve pressing problems. Through its responsibility as a public trust, the campus mobilizes teaching, research, and public service efforts to improve the economic prosperity and quality of life of the citizens of Inland Southern California and the state, nation, and world. Through partnerships and alliances with businesses, schools, governments, civic organizations, and the non-profit community, UCR will advance research and creative activities and provide quality experiential learning opportunities for students.

UCR’s Distinctive Assets

In 2008 U.S. News & World Report ranked UC Riverside as one of America’s “Up and Coming National Universities.” UCR has a number of distinctive assets that set it apart. These are the strengths upon which UCR 2020 will build. These include:
Research Excellence – A number of UCR’s departments, research centers, and individual faculty members are performing at high level that bring renown to the campus. Bourns College of Engineering, though only 20 years old, ranks 35th in the nation among public schools of engineering, according to *U.S. News and World Report*. Its programs in environmental, chemical, and electrical engineering are also highly ranked, as is computer science. The more established College of Natural and Agricultural Sciences has competitive, nationally recognized programs in biochemistry, botany and plant sciences, chemistry, and entomology, as well as many highly regarded researchers in biology, environmental science, earth sciences, and high-energy physics. In the College of Humanities, Arts, and Social Sciences, the departments of creative writing, philosophy, psychology, and sociology are especially strong. The Graduate School of Education’s faculty includes two Spencer Fellows and nationally-recognized experts in autism and learning-disability research. The School of Business Administration was recently reorganized, and will now confer degrees for UCR’s large undergraduate major in business administration. UCR’s Division of Biomedical Sciences, which teaches the first two years of medical school for students who go on to obtain their M.D. degrees from UCLA, forms the foundation upon which the new UCR School of Medicine is being launched.

UCR’s established and highly successful centers include the College of Engineering Center for Environmental Research and Technology (CE-CERT), The Center for Nanoscale Science and Engineering, the Institute for Integrative Genome Biology, the Center for Conservation Biology, and the Center for Bibliographic Studies. Emerging programs that show considerable promise include the Center for Sustainable Suburban Development and the UCR Stem Cell Center.

CITATIONS AND THE H-INDEX

Some 90 UCR faculty have averaged more than 100 citations per year over the most recent 15-year period. In the sciences, UCR faculty fall at or near the middle of the AAU comparison 11 on citation impact over a rolling 27-year period, with better than the mean performance in chemistry and social sciences.

The H-index is a standard measure of research centrality, based on the count of the highest number of publications cited at least that number of times. At UCR, 30 faculty members have H-indices of 30 or higher, with several in the 40’s and 50’s. These frequently-cited faculty members are at the center of UC Riverside’s reputation for academic excellence.
Land Grant Tradition – The promise of the land grant university was first articulated by Abraham Lincoln in 1862, with the signing of the Morrill Act. Lincoln said, “The land grant university system is being built on behalf of the people, who have invested in these public universities their hopes, their support, and their confidence.” UC Riverside’s heritage as a land grant institution has had a significant influence on the campus culture. Beginning with its roots in agriculture, UCR has established an ethos of developing knowledge to address real-world problems, and extending that knowledge for the benefit of society. The campus has received recognition for this work; in 2009, Washington Monthly ranked UCR 16th in the nation for contributing to the public good.

Today the land grant culture imbues the entire campus. The missions of UCR’s two newest academic endeavors – the School of Medicine and School of Public Policy – are clearly focused on translational or applied research and outreach activities that will meet the needs of our region, state, and beyond.

Diversity – UC Riverside has developed a deserved reputation as a campus with a welcoming climate for a diverse undergraduate student population. The August 2009 U.S. News & World Report Diversity Index placed UC Riverside fifth in the nation, meaning that UCR students are more likely to encounter other undergraduates from racial and ethnic groups different from their own. UC Riverside is also the only UC campus to receive both the federal designation and federal funding as a Hispanic-Serving Institution.

UC Riverside has strived to enhance these efforts, becoming a campus of choice for many underrepresented minority students, who remark on UCR’s atmosphere and sense of community as key factors in their decision to come to UCR. As a result of this campus-wide commitment, racial and ethnic gaps in graduation rates are among the smallest in the nation. Moreover, this positive campus climate – achieved over the course many years – has had an impact not only on students, but on faculty, staff, and even scholarship at UCR.
Community Support – Due in large part to this land grant tradition, UC Riverside enjoys tremendous support throughout the Inland Southern California region. Our elected officials at the local, state, and federal levels recognize the value of the university and promote the interests of our students, and programs, and research. Community and business leaders are strong and loyal advocates for UCR, fully embracing new initiatives and planned growth for the campus. Community members regularly and actively participate in a variety of activities, including the development of this strategic plan. Town-gown relations are strong, as faculty, staff, and administrators from UCR also participate on a number of community boards and task forces. This vital, two-way exchange has been beneficial for both the campus and the community.

Committed Faculty, Staff, and Administrators – UC Riverside has remarkably committed and loyal faculty, staff, and administrators. Although their perspectives and roles are quite different, these groups share a common sense of purpose and long-term goals for the campus. Student surveys consistently rank UCR’s faculty and staff as “friendly and helpful,” as well as accessible. Although rapid growth has occurred in recent years, in many ways the campus has retained a small campus feel, with a strong sense of community. Even as enrollments have climbed over the past decade, surveys indicate that UCR has gained grounds in terms the extent to which students from all groups feel respected on the campus. UC Riverside stands out among other UC campuses for these dimensions of campus climate.

Opportunity for Growth with Excellence – As a campus that is still growing, UC Riverside has the opportunity to do so with all the hallmarks of excellence. As it grows, UCR will strive to achieve a desirable balance between undergraduate and graduate students, becoming increasingly selective without sacrificing diversity; expand and redirect resources to achieve excellence in select areas of academic strength; attract outstanding faculty who will contribute to our teaching, research, and service missions; and build the infrastructure and resources to support our academic enterprise.
**Regional Context**

Inland Southern California (also referred to as the Inland Empire) is a vast geographic area covering 17 percent of the state’s geography – an area larger than 10 states of the Union. The region is home to approximately 10 percent of California’s population – a population greater than 22 states. Historically an agricultural region, today the Inland Empire’s relatively inexpensive land prices, large supply of vacant land, and network of highways and railroads have made the region a major shipping hub for bringing goods to market. Over the last decade, the Inland Empire has been rated in the top tier for various measures of growth, from population and job creation to construction and office space absorption.

UCR is a robust economic engine for the region and state; in 2007, the campus had a $1.1 billion economic impact in California. Regionally, $332 million, or 57 percent, of UCR’s direct spending took place in the Inland Empire. The campus is the second-largest employer in the city of Riverside and the 10th largest in the region.

A 2008 study of the Public Policy Institute of California (PPIC) stated that the challenges facing the Inland Empire in the coming years are primarily in the areas of employment, education, and civic participation. To that community leaders would add the environment. UC Riverside has a role to play in each of these areas. First, through the chancellor, the campus is providing leadership to a regional federation that has the goal of lowering the region’s substantial high school drop out rate and encouraging more young people to enroll and persist in college. These efforts will raise the region’s educational achievement level, thus providing more skilled workers for higher paying jobs. This, in turn, will attract more high technology businesses to the area. In addition, UCR’s increased focus on professional graduate education will benefit a region in dire need of practitioners in a variety of professional fields.

PPIC also projected that the Inland Empire will remain the locus of growth for the state, with a 25 percent increase in population in the decade leading up to 2015, when Latinos will become the new majority. The study pointed out the challenge of encouraging Latinos and other ethnic groups to actively engage in local democratic processes. With UCR’s success rate in attracting –
and graduating – Latino and other underrepresented minority students, the campus can play an important role in ensuring fuller civic participation by these groups.

Finally, with rapid growth come myriad environmental challenges. With its expertise across a broad range of environmental areas – water, air quality, biodiversity, conservation, transportation, public policy, resource economics – UC Riverside is already actively involved in solving regional problems. Indeed, the region provides a living laboratory for faculty and students to engage in research on important environmental issues.

The Path to Preeminence

For UC Riverside, the path to preeminence requires achievement of key strategic goals, each accompanied by specific actions aimed at propelling the campus toward its aspirational future. These strategic goals encompass UCR’s people and programs – excellence in research and scholarly activity, graduate education, and undergraduate education; UCR’s context – the community and climate within which the campus will grow and prosper; and UCR’s resources – its budget, infrastructure, and advancement activities.

UCR 2020 is accompanied by a set of working documents [NOTE: CURRENTLY IN DEVELOPMENT], which identify cross-cutting themes that emerged from the planning process. A strategic planning implementation committee, chaired by the executive vice chancellor and provost, will be convened to determine priorities, monitor progress, provide accountability and, ultimately, ensure that the campus’ strategic goals are realized. Because UCR 2020 is intended to be a living document, the implementation committee will also have responsibility for making adjustments as necessary.

The following strategic goals build upon UCR’s current strengths and its distinctive role in the UC system, and are aimed at taking the campus to the next level, achieving the profile of an AAU institution. UCR 2020 is ambitious and, given the uncertainties of forecasting multi-year resource acquisitions, will require establishing and choosing among priorities in order to achieve the goals as resources allow. Nevertheless, UC Riverside will not waver in its aspirations.
EXCELLENCE AND THE AAU

Throughout UCR 2020, the achievement of excellence is a guiding principle, for which the Association of American Universities, or AAU, is just one measure. UCR selected attaining the profile of an AAU institution as a guidepost for academic excellence because the organization – comprised of 62 leading public and private research universities in the U.S. and Canada – focuses on metrics of importance to research-intensive universities, including funding for research, research policy issues, and graduate and undergraduate education. Phase I indicators for membership in the AAU include:

- Competitively funded federal research support
- Membership in the National Academies
- National Research Council faculty quality ratings
- Faculty arts and humanities awards, fellowships, and memberships
- Citations: The U.S. University Science Indicators

These metrics are consistent with those used by the UC Office of the President and the Board of Regents in evaluating campuses and making resource decisions, and are widely accepted by academia as indicators of excellence.

For purposes of UCR 2020, the campus identified 11 AAU comparison institutions. They are: Iowa State University, SUNY Buffalo, SUNY Stony Brook, Texas A&M, University of Arizona, UC Davis, UC Irvine, UC Santa Barbara, University of Kansas, University of Missouri-Columbia, and University of Oregon.
Strategic Goal #1: Excellence in Research and Creative Activity – Reaching New Heights

As a research university, UC Riverside is distinguished by its commitment to achieving excellence in its research and scholarship. Academic excellence means disciplinary programs that are at the forefront of their respective fields, as well as creative activity that transcends traditional disciplinary boundaries and garners national recognition. By achieving a high profile for its research and creative activity, UCR will not only attain the measures characteristic of an AAU institution, it will enhance undergraduate and, especially, graduate education; attract and retain the best faculty; and garner grants, awards, and recognition for its people and programs. UCR’s research and creative activity will be enriched by the diversity of the campus.

The attainment of academic excellence requires that choices be made. UC Riverside will carefully reflect on the disciplines, programs, and societal issues in which the campus will maintain or seek national and international distinction. Building on existing strengths, the campus will develop strategic priorities in which it has the opportunity to build or extend its national reputation. UCR will foster the development of interdisciplinary, multi-investigator teams in these strategic areas to address major research questions and secure federal and private resources. In some cases, institutional structures may need to be changed to accomplish this, with resources reallocated to focus on areas in which the campus can have the most impact.

To reach new frontiers in research and creative activity, UCR will pursue the following strategic actions:

**Action #1: Increasing Extramural Grant Funding** – Through a variety of avenues, UC Riverside will invigorate the grant and contract activity of its already productive faculty, leading to an increase in extramural funding. With the Research Office serving as a catalyst and facilitator for bringing together faculty, the campus will increase its efforts to obtain large center, graduate training, and other multi-investigator grants. Faculty will be offered incentives to
provide leadership to these efforts through such options as seed funds, reduced teaching, and/or credit on merit reviews. A culture will be created to generate enthusiasm for seeking external funding in academic units where grant activity is traditionally low, or suboptimal relative to disciplinary norms at peer institutions. This will be achieved in part by increasing the service orientation of the Research Office to assist in the development of successful grants, including keeping deans, faculty, departments, and research centers abreast of relevant funding trends and opportunities.

**Action #2: Strengthening the Culture of Research and Scholarship** – An enhanced culture of research and scholarship is central to building UCR’s reputation and impact. Early-career faculty will be mentored by well-established faculty, and new hires will be given a reduced teaching load to allow them to establish viable research or scholarly programs. Measures will also be put in place to reinvigorate mid-career faculty to embark on more intensive research or scholarship. Successful competition for extramural grants, especially those obtained at the national level and through a peer reviewed process, will be recognized in the merit and promotion process as evidence of scholarly distinction. A special focus will be on generating graduate student support.

Recognition is an important component of a strong culture of scholarship. Faculty will be rewarded for research productivity, whether in scholarly or scientific work, and those in disciplines for which grant funding is available will be rewarded for seeking significant extramural funding. UCR’s research culture will be further enhanced by ensuring that distinguished faculty members receive appropriate recognition for their endeavors. Additional processes will be put in place to identify and nominate deserving faculty for prestigious awards, including membership in the national academies.

**Action #3: Fostering Interdisciplinary Centers** – Research centers and institutes can provide invaluable means of enhancing research and creative activities by cutting across departmental barriers and unifying faculty with common interests, making an imprint on UC Riverside’s future. In an effort to provide structural support for research, UCR will foster the establishment of strong interdisciplinary centers, while at the same time conducting the evaluations necessary
to sunset centers that are no longer viable. The Research Office will develop a clear definition of what it means to be a center, including purpose, available resources, and expectations for contribution to UCR’s teaching, research, and service mission. Through establishment and support of centers, synergies will be created, visibility and reputation enhanced, and opportunities for major research grants will be expanded. Educational programs will benefit as additional research funding provides additional support for graduate students and postdoctoral fellows.

**Action #4: Optimizing Organizational Structure in Support of Research** – Critical mass is an important factor in achieving national and international stature. As part of its effort to optimize resources and increase impact, UC Riverside will evaluate opportunities to achieve critical mass through strategic consolidation of existing departments or programs, particularly where jurisdictions overlap. Campus leadership will encourage faculty-lead initiatives to reorganize among broad disciplinary areas and to bring together small departments that could readily be combined to enhance intellectual stimulation and gain greater national prominence.

UCR’s most successful graduate programs are those in which graduate education is closely integrated with research and creative activity. Both our students and the research enterprise benefit when this is the case. For programs that encompass multiple departments, this is often a challenge. Structural difficulties in allotting grant and teaching credit between departmental and interdepartmental programs also limit their effectiveness. The chancellor will appoint a task force to examine alternate models for interdepartmental graduate programs, with the goal of establishing a firmer structural foundation for interdisciplinary study that would promote centers of excellence for graduate education.

Finally, careful consideration will be given to existing UCR colleges to ensure the administrative structure is optimal for providing leadership to research and creative activity, graduate programs, and community engagement. UCR 2020 calls for faculty to undertake further analysis of issues related to size and complexity of the colleges, with the objective that form will follow function.
Action #5: Building the Research Infrastructure – For UC Riverside to achieve the profile of an AAU member, the campus must continue to enhance its research infrastructure. This includes ensuring that the campus has state-of-the-art facilities and equipment, including everything from performance studios to laboratories, from greenhouses to information technology, from libraries to instrumentation. Faculty will be encouraged to seek federal funding to help build this infrastructure, particularly as it supports centers and special programs. To the extent possible, fundraising will assist in generating the resources necessary to build the research infrastructure.

Another aspect of the research infrastructure is the Office of Research itself, which must be adequately supported and staffed to provide automated resources, meet federal reporting requirements, streamline extramural accounting, and provide the services needed to support and catalyze UCR’s faculty in developing and administering grants.

Action #6: Identifying and Hiring in Areas of Strategic Priority – Through careful examination of UCR’s existing strengths, faculty leadership, and ability to address regional, state, national, or global concerns, the following areas of strategic priority emerged:

- **Enriching Society through the Creative and Performing Arts**
- **Transforming Communities: Educational, Entrepreneurial, and Social Contributions**
- **Novel Technology, Materials, Phenomena, and Devices**
- **Advances in Human Health and Well-Being**
- **Energy, Environment, and Sustainable Development**
- **Food and Plants: From Genomics to Market**

[NOTE: NARRATIVE TO SUPPORT THESE SIX STRATEGIC PRIORITIES IS STILL UNDER DEVELOPMENT. THE TITLES THEMSELVES MAY CHANGE AS THE SUPPORTING DESCRIPTIONS EVOLVE.]

These strategic areas are built upon existing campus strengths. They embrace the work of campus researchers, creative leaders and existing networks of collaborating faculty members, and they depend upon the existence of strong core departments. Each of these strategic areas is broad enough to encompass multiple clusters of research and creative activity. Seed funding will
be provided to encourage groups of faculty to come together and develop proposals that will enable them to leverage resources and establish innovative areas of excellence within these broad themes.

Investment in new areas of strategic priority will not be made at the expense of strong departments or units. Indeed, UCR will continue to have strong core departments, recognizing that some already have achieved prominence and others will do so through strategic investment. Not every program will see increased investment over the next few years. This does not mean that these programs are not highly valued. Rather, it means they will be held at steady state for a period of time to allow new programs to emerge or other existing programs to expand.

Over the course of the next 10 years, UCR will also make new hires within these broad strategic areas, building on comparative advantages and creating the critical mass necessary for national and international recognition. Cluster hires provide a valuable tool to enhance existing areas of prominence and identify novel fields for future investment.

**Strategic Goal #2: Excellence in the Delivery of Graduate Education – A Central Focus for UC Riverside**

Enhancing UC Riverside’s reputation, expanding the research enterprise and extramural support, and attracting and retaining the most talented faculty all require a large contingent of the best and brightest graduate students. UCR’s vision for 2020 encompasses strategic growth of both academic and professional graduate programs to help the campus achieve an AAU profile. This growth will be based on excellence. To attain this goal, UCR will develop centers of excellence in research and graduate training, characterized by cutting edge research of national and international prominence, linked whenever possible to the most pressing issues facing Inland Southern California. These centers should not be focused in one college or set of disciplines, but instead should reflect current campuswide strengths. This can best be achieved by having at
least five to 10 of UCR’s graduate programs ranked in the top 20 by the National Research Council, or other comparable rankings, with all other established programs ranked in the top 50.

Promoting excellence in graduate education goes hand in hand with increasing diversity. In an increasingly global community, it is essential that the next generation of scientists, leaders, and scholars combine cultural sensitivity with mastery of their fields. A diverse environment enhances the relevance and legitimacy of UC Riverside as a public institution; it provides heterogeneity to augment our collective creativity and problem-solving ability; and it is essential for educating the next generation of path-breaking thinkers who must be able to lead in an increasingly multi-cultural society.

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**CRITERIA FOR EXCELLENCE IN GRADUATE EDUCATION**

UCR’s criteria for excellence encompass both the reputation of a graduate program and its ability to deliver a quality graduate education – while also dovetailing with the characteristics of an AAU profile.

**Reputational criteria include:**
- Faculty who are acknowledged leaders in their field, as indicated by publications, citations, awards;
- Achieving both critical mass and breadth within those programs;
- The quality and diversity of students applying to and entering the program;
- The number of students attaining a terminal degree;
- Visibility of students in terms of publications, presentations, awards; and
- National rankings.

**Criteria related to delivery include:**
- Well-articulated goals for graduate training;
- A sense of community; active faculty mentoring;
- Level and duration of student support;
- Student placement;
- Infrastructure, including both academic facilities and amenities that support quality of life; and
- Rate of completion within normative time.

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To achieve excellence in graduate education, the following strategic actions have been identified:

**Action #1: Creating a Primary Focus on Graduate Education** – Graduate education will be a central focus of the UCR campus, given priority for resources and – to the greatest extent possible – protected from cutbacks. To achieve this, the impact on graduate education will be
carefully evaluated when identifying new faculty positions and when making hiring and retention decisions. The faculty reward structure will provide concrete incentives for quality training and mentoring of graduate students. Standards will be developed that define the rights and responsibilities of both student and mentor, with particular attention to mentoring in a diverse environment. The faculty reward structure will also reflect incentives for obtaining external financial support for graduate students through grants, training grants, or student-generated awards.

As UCR moves toward becoming more graduate-centered, it will highlight and publicize the signal achievements of our talented graduate students. These efforts will form the focus of a media relations initiative to spotlight the important contributions of UCR graduate students to the region, state, and nation. Such a campaign will benefit UCR’s students, graduate programs, and the campus as a whole.

**Action #2: Growing Graduate Enrollment** – To achieve the profile of an AAU institution, UCR will increase the proportion of graduate students to 18-20 percent of the total student population. Although UCR’s graduate population has achieved impressive gains in enrollment, the numbers have been dwarfed by the dramatic growth in the campus’ undergraduate student body. Shifting the balance will require careful management of undergraduate enrollment. At the same time, the number and percentage of professional graduate students will be increased through expansion of existing programs, launch of the recently approved Schools of Medicine and Public Policy, and examination of the feasibility of additional professional schools. Special consideration will also be given to the future of UCR’s Palm Desert Graduate Center, which currently offers an MFA and an Executive MBA. Growth will be targeted in academic graduate programs to support those with demonstrated records of excellence based on objective metrics.

When making admission offers to prospective students, programs will consider the match between prospective students and faculty research interests. This strategy facilitates maintenance of close personal contact throughout the recruiting and admissions phase, making prospective students feel more valued and welcomed. Ultimately, it will have a positive effect on matriculation decisions and, importantly, form the basis of future mentoring relationships.
Action #3: Increasing Graduate Student Diversity – As growth occurs, emphasis will be
given to attracting academically stronger and more diverse graduate students. While the focus
will remain on attracting high quality domestic and international students, UC Riverside will also
stimulate interest in research and scholarship among its diverse undergraduate population,
encouraging talented students who might not otherwise do so to pursue graduate education.
Special bridge programs can be crucial in attracting diverse undergraduates to consider graduate
school, and critical to their success once they have enrolled. In addition, UCR will strengthen
relationships with feeder schools, using special recruiting events to leverage our comparative
advantage in diversity at the undergraduate level to grow our population of underrepresented
minorities at the graduate level.

Action #4: Increasing Graduate Student Support – Graduate student financial support will be
funded at a level that enables UCR to provide multi-year support packages that can close the
competitive gap with other institutions, and meet our graduate enrollment targets. By
competitively funding graduate students, UC Riverside will improve the quality and visibility of
its graduate programs. This will also enable the campus to compete for the very best graduate
students, which in turn will lead to the attraction and retention of top quality faculty. UCR will
provide stable graduate student financial support that is adequate relative to the cost of attending
the university, and packages equivalent to or better than those offered by institutions competing
for the same pool of high quality students.

To reach this goal, UCR faculty will generate additional student support through their research
funding as well as targeted graduate training grants. This will strengthen the culture supporting
graduate students through faculty grants. Other tools for achieving competitive levels of
graduate student support include increasing funds offered for Chancellor’s Distinguished
Fellowships and Graduate Diversity Awards, creating a special recruitment fund targeted to
Masters-to-Ph.D. students, strategically investing resources through central fellowship funds,
augmenting dissertation year fellowships, and providing resources and incentives to encourage
graduate students to secure extramural fellowships. In addition, the campus will enhance its
fundraising efforts targeted at graduate fellowships and provide matching funds for training grant submissions.

**Action #5: Promoting Ownership and Achievement** – UCR will promote a sense of ownership and goal achievement within its graduate programs. This will enhance a graduate education-centered culture among programs and departments. Each program will clearly communicate to prospective and current students its vision and goals for graduate training. Working with the graduate and college/school dean, each program will determine a set of discipline-specific, objective metrics and benchmarks against which its progress will be evaluated. All programs will evaluate their performance in at least the following areas: quality and diversity of students entering the program, number of degrees granted, percentage of students successfully completing degree requirements within normative time, attrition rates, student publications and performances, external awards/fellowships to students, and placement information. Graduate program evaluations will take place on a yearly basis to provide an objective rationale for allocation of resources and the potential development of new programs.

**Action #6: Enhancing the Quality of Life for Graduate Students** – Attracting top students and enhancing their experience at UC Riverside depends not only on their formal academic training, but on quality of life issues as well, including both social opportunities and family friendly policies. UCR’s policies and long range planning will take into account the needs of graduate students and their families. Affordable on-campus housing will be provided, as an effective tool for both student recruitment and community building. Child care is also an important issue for many students and their families; priority will be given to providing access to campus-based facilities. Graduate students will continue to be represented on the chancellor’s cabinet, giving them a voice in policy decisions that affect their future and well-being.

Priority will be given to developing avenues to help students navigate the campus when seeking information and services. UCR’s Graduate Division will develop a graduate student resource center that will provide coordinated services, information, and support, and serve as a clearinghouse for existing programs. The center will also be charged with advocating for,
prioritizing, and expanding new services for graduate students. On-line resources will be developed to support this effort.

**Strategic Goal #3: Excellence in Undergraduate Education – A Great Start for a Strong Finish**

UC Riverside is ideally positioned to create a premier undergraduate experience that embraces its commitment to excellence, diversity, access, and engagement. The campus is committed to developing challenging standards in the classroom, based on high expectations and cumulatively building upon students’ skills and understanding. The goal is to create an academic culture that rings of preeminence, while encouraging students to live the promise.

UCR is committed to the proposition that every student accepted into our campus community should expect inspirational instruction and personalized faculty mentorship, accessible academic support programs and student services, opportunities for intellectual engagement, significant experiential learning and career exploration, and the training to become a global citizen and a leader of California and the world. In reciprocal partnership, UC Riverside expects every student to dedicate himself or herself to full engagement in the University to achieve the intellectual, personal, and social development that will ensure success as a student and, after graduation, as a world citizen.

The actions identified below are designed to create a “great start for a strong finish.” If successful in achieving this strategic goal, UC Riverside will improve undergraduate persistence and time to degree, increase GPA at graduation, decrease the number of entering students requiring preparatory math and writing, increase the percentage of entering students who complete a degree in their original discipline of choice, improve the percentage of students continuing along their career of choice, and enhance the prestige and visibility of alumni profiles, career success, and impact.
OUTCOMES OF EXCELLENCE IN UNDERGRADUATE EDUCATION

An examination of UCR’s comparison AAU institutions shows that each prioritizes excellence in undergraduate education and offers its students and faculty an array of opportunities for intellectual, personal, and professional development. UCR will make a major investment of effort – time, resources, and a paradigm shift that intensifies the campus’ academic culture – to make the desired transformation to preeminence. By accomplishing this, UCR will:

- Become the premiere choice of schools for talented high school graduates and well-prepared community college transfer students;
- Engage in admissions processes ensuring access and bolstering an already vibrant and diverse intellectual community;
- Support undergraduate students in maximizing their achievement through inspirational instruction, allied resources, and individualized mentorship;
- Provide exciting opportunities for intellectual exploration and career development;
- Encourage students to think as global citizens, recognizing other cultures and their own role in the world; and
- Understand and accept regional responsibility in the call to shape future leaders of California.

Action #1: Enhancing Academic Advising – UCR will provide sufficient high-quality, proactive, developmental academic advising for all undergraduate students to meet the 300:1 student-to-advisor ratio recommended as best practice by the National Academic Advising Association. Developmental advising focuses on the interactions between the student and the campus environment, promotes the importance of the whole person, and works at the individual student’s personal life stage of development. Through developmental academic advising, UCR will quickly and accurately determine students’ needs and connect them with appropriate resources suited for each individual situation. This will be accomplished by building and sustaining an infrastructure of well-trained professionals, support staff, and management, with suitable space, equipment, and technology to support and inform such services.

Action #2: Expanding First-Year Learning Communities – UCR will build on current successes to make participation in first year learning communities available to all incoming freshmen, providing comprehensive academic support to improve student success and persistence. Students will be encouraged to participate. Learning communities offer an innovative approach for engaging undergraduate students in the classroom and connecting them
to the university by purposefully designing clusters of courses that foster small group peer learning and faculty connections. Students within each cohort form relationships with one another and create a small community within the large university setting. Through participation in learning communities, students will have more contact with faculty, achieve higher levels of effort and engagement with their coursework, and be more involved with campus activities outside of class.

**IMPACT AND LEARNING COMMUNITIES AT UCR**

UCR has seen measurable success in pilot efforts with learning communities in several of its schools and colleges. For example, in a recent on-campus study controlled for a host of demographic and situational characteristics such as high school GPA, SAT scores, income, gender, and ethnicity, an analysis of 2006 and 2007 cohorts showed that, on average, participation in a learning community significantly increased participants’ first-year retention rates. A separate evaluation controlling for gender, on-campus residence, high school GPA, transfer units, and enrolled units found that participants in learning communities consistently reported higher levels of engagement in their coursework, and were more likely to know about and utilize academic resources. These findings and others suggest that such learning communities serve an important role in supporting a successful transition to campus and improving student academic performance from the inception of undergraduates’ careers.

**Action #3: Ignition Seminars** – UCR will make available to every incoming freshman or transfer student, in his or her first or second quarter on campus, the opportunity to complete a full-credit “ignition” seminar taught by a Senate faculty member. To help UCR undergraduates gain a solid footing, to draw them into the intellectual life of the campus, and to thoroughly expose them to the opportunities that lie before them, freshmen and transfer students will join a seminar aimed at “igniting” their college careers. These seminars will be full four-unit courses that satisfy general education requirements or lower-division requirements in a major, and would be a standard part of teaching responsibilities for Senate faculty. More specifically, ignition seminars would introduce students to what it means to learn, help them to feel personally connected to a scholar and a peer group, assist them in exploring possibilities for a major and a career, and be a badge of the UC Riverside experience, a beacon that draws motivated and interesting students to the campus. The end result will be a revitalized academic culture, with faculty stepping up to teach and raising the bar of expectations for our students.
Action #4: Providing a Capstone Experience – UCR will offer every undergraduate student the opportunity to complete a capstone experience, in the form of a design project, senior thesis, creative activity, or equivalent. These experiences may be implemented through current related courses. Across every discipline, within the constraints of individual program resources, the capstone will be a culmination of the educational experience for undergraduates. Such an experience will distinguish UCR undergraduate education from that of other excellent universities, and increase the competitive advantage of both our campus and our students. Students will benefit from increased exposure to undergraduate research, creative activity opportunities, or in-depth experiential learning. This strong finish will not only enrich and personalize each student’s college experience, but will also uniquely identify UCR’s offering for undergraduate education and better prepare students for their next stage, whether it is graduate school or a job. The capstone experience will develop skills of problem solving, innovation, critical analysis, and organization of thought. It will provide a showcase for job and graduate school applications, and could lead to presentation or publication in a professional venue – valuable experiences for our students. A capstone experience is a mark of excellence in undergraduate education that gives every UCR student an opportunity from which to draw both practical and academic experience and exposure to scholarly and creative pursuit.

Action #5: Realigning Admissions Criteria and Recruitment – UCR will develop a more discerning and strategic comprehensive review of applications to make the campus more selective, while maintaining its commitment to diversity and access and expanding our use of transfer programs to ensure sufficient preparedness in admitted students. In keeping with our principles of academic excellence, access, and diversity, UCR will develop a clearer sense of what is expected of students and a more careful evaluation of applicants with these collective ambitions in mind. The comprehensive review process at UC Riverside will be revised to take more information into account in the admissions process, including but not limited to student leadership and other forms of civic engagement.

UCR will encourage the Academic Senate to re-evaluate the current Academic Index Score used in admissions to more robustly utilize comprehensive review factors approved by both the Senate and the Regents, in keeping with the campus’ goals and values. UC Riverside will begin more
active efforts to recruit high-achieving students from diverse backgrounds by providing scholarship aid and direct contact with faculty early in the application process. By attracting students with strong academic profiles, UCR will increase the value of a UCR degree, create more excitement and interest among current students, help to create future leaders for the state, and decrease the cost of support services for under-prepared students.

UCR’s responsibility to provide access and opportunity is a critical component of our land grant mission and an important element on our path to preeminence. In this spirit, the campus will recruit students who are prepared to take advantage of the benefits of a UC education: students who are poised to realize their potential as individuals and contributing participants in society, to acquire knowledge and skills, and to prepare for future responsibilities, including civic engagement and leadership in a diverse California, nation, and world.

**Action #6: Creating Honor Experiences for High-Achieving Students** – UCR will develop distinctive honors programs to attract and challenge high-achieving students. In recent years UC Riverside has built a strong and highly successful program aimed at student success. A logical outgrowth of these efforts is the establishment of distinctive honors experiences to attract high achieving students and add an extra dimension to their undergraduate education. Individual schools and colleges will be encouraged to establish their own honors programs such as faculty-mentored undergraduate research opportunities or combined programs that allow students to earn combined Bachelor’s and Master’s Degree in five years. Going forward, UCR will conduct an in-depth, evidence-based analysis of the possible establishment of a University Honors College, including a comprehensive business plan.
Strategic Goal #4: The Engaged University – Responding to Regional, State, National, and Global Issues

UC Riverside has a solid partnership with its communities. The campus aspires to deepen these partnerships – regionally, statewide, nationally, and internationally – by utilizing the knowledge, creativity, and commitment of its students, faculty, staff, and alumni to support a better quality of life. This vision is reflected in UCR’s mission statement, which states that the campus “serves the needs and enhances the quality of life of the diverse people of California, the nation, and the world…” Through these efforts, UCR enriches the economic, social, cultural, and environmental future of its communities.

UCR’s mission for community engagement is to foster a campus culture of engagement, promoting high impact community partnerships that are mutually beneficial, innovative, collaborative, and accessible to the diverse communities it serves. Integral to the overall teaching, research, and service mission, community engagement provides a means to apply the campus’ scholarly assets to matters affecting quality of life, including education, economic and community development, athletics, arts and culture, and the environment. As the only public research university in Inland Southern California, UC Riverside has a social imperative to contribute to the well-being of its communities.

If community engagement is to be a “mission-critical” activity of UC Riverside in its role as a land grant university, the campus must bring its considerable intellectual resources to bear on societal needs, but do so in a manner that facilitates and enhances its research and teaching missions. UCR will seek partners that provide opportunities for research and/or teaching in their broadest sense and, conversely, foster teaching and research that is relevant to community issues or needs. Engagement is therefore a form of scholarship that cuts across teaching, research, and service, blending these activities with experiential knowledge within the community.
UCR IN THE COMMUNITY

ARTSblock
A dynamic arts center in the heart of downtown Riverside, ARTSblock is an integrated complex of two museums – the UCR/California Museum of Photography and Sweeney Art Gallery – and the forthcoming Culver Center of the Arts. It is the result of a community partnership between UCR, the City of Riverside, and private philanthropy to create a vibrant arts presence in downtown Riverside and expand the arts corridor in Southern California connecting Los Angeles to Palm Springs.

Federation for a Competitive Economy (FACE)
This new community partnership will connect higher education, K-12 education, government, media, health care, labor, business, and community-based organizations to improve student learning and prepare a workforce with the skills to compete in a global economy. It involves a broad range of stakeholders from both Riverside and San Bernardino counties to build an intellectual climate that promotes and improves educational opportunities for all students.

Undergraduate Research in the Community
This new service learning program matches UCR students with interested community organizations, non-profits, government agencies, and schools for faculty-mentored research and creative activities that have community involvement at their core. The program is promoted and coordinated by the Office of Undergraduate Education.

Student Run Health Clinic
UCR first- and second-year medical students operate a twice-monthly clinic providing a health care safety net to people without homes, a measure of relief to overcrowded emergency rooms, and a valuable educational experience for future doctors. The Student Run Health Clinic is a partnership between UCR students, the First Congregational Church in downtown Riverside, and an explorer post of the Boy Scouts of America. Under the guidance of volunteer physicians, medical students review medical histories, perform physical examinations and discuss symptoms and treatment plans with patients.

University Extension
UCR Extension, averaging more than 30,000 registrations per year, provides educational opportunities that advance careers and enrich the lives of community members. Many Extension classes are taught by community members, who are highly qualified professionals. More than 300 community members provide home-stay living options for the more than 3,000 visiting international students who come to UCR Extension each year.

Southern California Research Initiative for Solar Energy
Through the newly formed Southern California Research Initiative for Solar Energy, UCR will serve as a regional focal point to advance solar energy technologies, train professionals for the industry, nurture new businesses, and assist commercial and residential energy users in identifying appropriate applications for solar energy. Current collaborators include students and researchers in Bourns College of Engineering, the city, local solar energy companies, other academic institutions, and Japan’s Tohoku University.
**Action #1: Strengthening the Organizational Culture in Support of Engagement** – To achieve its goals related to community engagement, UC Riverside will create and support an organizational culture that reflects the campus’ deep commitment to be an engaged university. Engagement will be appreciated and rewarded as part of the responsibilities of all members of the UCR community: faculty, students, staff, and administrators. By establishing models of leadership, providing professional development opportunities, routinely soliciting community input on engagement opportunities, and providing lifelong learning opportunities, UC Riverside can make community engagement part of its “DNA.” The campus will also take a leadership role in creating a seamless educational experience for UC-eligible students from K-12 to graduation from UCR.

**Action #2: Establishing New Alliances** – In addition, UCR will build on existing partnerships and establish new alliances with business, government, education, arts, and other groups that are productive and mutually beneficial – alliances that contribute to an environment of co-learning and co-creation of knowledge. Ideally, partners will have the potential to enhance scholarship for our faculty and learning experiences for our students, while leveraging UCR’s impact on the community. Through new and expanded collaborations with state and local agencies, public accountability, and networking with partners, UCR will strengthen its respected position among community leaders for its active participation in community issues. This requires engaging partners in shared decision-making. The campus will actively listen to all stakeholders and reach out to partners that have not previously been engaged, seeking those which reflect the ethnic and cultural diversity of Inland Southern California. The Palm Desert Graduate Center provides opportunities to create and strengthen alliances in the Coachella Valley.

**Action #3: Creating Meaningful Engagement Opportunities for Faculty and Students** – UC Riverside will encourage and support projects that benefit and involve the community, while teaching students things they would not learn in the classroom. Every undergraduate student should have the opportunity to be involved in some community engagement activity (e.g., service learning course, community engagement research project, structured volunteerism, internship) that has a true academic component. Capacity for such learning experiences will be
expanded by seeking grants to support projects such as the University Eastside Community Collaborative Project, funded largely through AmeriCorps and with collaboration and resources from UCR, the City of Riverside, and Riverside Unified School District. Such service learning opportunities will combine rigorous academic expectations with contributions to the well-being of surrounding communities and the organizations that sustain them.

UCR will encourage and facilitate research and creative activity – by faculty as well as graduate and undergraduate students – that both engages the community and has relevance to community issues and needs. These activities should be fully integrated into projects, particularly when seeking grants. In developing proposals, an engaged faculty will consider the needs facing the region, state, nation, or globe, and involve stakeholders in shaping the issues and solutions. Faculty will be encouraged to invite volunteers from the community to share their unique knowledge in the classroom. In the faculty merit and promotion process, incorporation of community engagement into scholarly activities or the curriculum will be viewed as positive evidence of service.

**CRITERIA FOR ASSESSING POTENTIAL ENGAGEMENT PROGRAMS**

The ten criteria listed below reflect characteristics of community engagement that are consistent with the vision of UCR as an engaged institution. These criteria are meant as guidelines rather than rigid rules. They are intended to assure thoughtful deliberation and planning of programs and to serve as criteria for informing trade-offs when selecting from among programs competing for resources. They are not a checklist of items that must all be met by a given program or activity.

Proposed engagement activities will:
- Capitalize on unique characteristics and existing capabilities of UCR as a research university;
- Reflect a campus-wide commitment, not the ad hoc actions of individual or individual entities;
- Be of significant magnitude or scope of impact;
- Have relevancy to Inland Southern California;
- Support and enhance another strategic direction;
- Integrate economic and community development through UCR’s position as a research university;
- Serve as a point of distinction for UCR and a model for other universities;
- Foster collaboration across diverse entities with complementary strengths, both internally and externally;
- Contribute to and not diminish UCR’s reputation and brand; and
- Result in a clear mutual benefit for both the campus and the community it serves.
Action #4: Building Institutional Capacity for Engagement, from Regional to Global – UC Riverside will develop the organizational infrastructure necessary to facilitate a fully engaged institution. UC Riverside’s community is not limited to the Inland Empire. For many scholarly pursuits, the “community” may be the state, country, or other nations. Increasingly, UCR will build capacity to reach and make a difference to these distant partners. Initially, capacity will be strengthened by elevating the visibility of UCR’s current, even extensive, engagement activities through a consortium of existing campus expertise. This will allow for leveraging current activities to maximize impact, further stimulating a culture of engagement, updating the inventory of existing programs, identifying potential funding sources, and establishing an advisory body on community engagement.

Building capacity to support community engagement requires securing stable resources. UC Riverside will seek funding from the philanthropic community, government granting agencies, community partners, and internal university resources. In the spirit of UCR’s land grant tradition, campus departments and other organizational units will be encouraged to continue and expand their many outreach and public service events and programs, and to instill in UCR’s students an understanding of societal issues and their role in improving the quality of life in a community, be it local or global.

Strategic Goal #5: Climate and Community – Healthy, Welcoming, Respectful

In 2007, the climate workgroup of the Regents’ Study Group in Diversity offered this definition of campus climate: “Campus climate is a measure – real or perceived – of the campus environment as it relates to interpersonal, academic, and professional interactions. In a healthy climate, individuals and groups generally feel welcomed, respected, and valued by the university. A healthy climate is grounded in respect for others, nurtured by dialogue between those of differing perspectives, and is evidenced by a pattern of civil interactions among community
members.” In defining climate, UC Riverside adds the physical environment, which can foster and facilitate social and professional interactions among members of the campus community.

For a richly diverse campus such as UC Riverside, a healthy climate can have positive academic outcomes. Students’ experiences are enriched by interaction with others whose backgrounds and perspectives are different from their own; faculty scholarship is influenced by this same diversity of experiences and ideas. Building on this richness, UC Riverside will be a dynamic and inspirational place of learning and intellectual stimulation, and a positive and satisfying place to work for all students, faculty, staff, and administrators. The campus will be a place where new and innovative ideas and freedom of speech are welcomed and fostered, a beacon for diversity and global engagement of education. UCR will celebrate its past while striving for future growth and innovation.

UC Riverside will foster a people-centered environment, with climate consciousness built into core competencies, emphasizing that it is a responsibility for all. Permeating the campus will be leadership, language, and actions that support a climate of respect. Employees will be empowered to feel that their jobs support the delivery of a high quality 21st century education and the development of new knowledge. With this empowerment, each student, faculty member, staff person, and administrator should become an advocate for the University. Creating a healthy campus climate is a responsibility of all.

**Action #1: Expanding Opportunities for Intellectual Stimulation** – To create a sense of community and enhance intellectual exchange, UCR will endeavor to offer more musical, theatrical, and cultural entertainment on campus, including inviting prominent individuals to participate on panels or lecture on topical issues. These events will attract not only members of the campus, but the neighboring community as well, fostering an environment of rich intellectual dialogue. Reciprocally, the campus will work with the city to provide more off-campus reasons for students to stay in town, furthering the campus’ goal to become more residential and providing economic opportunities for local businesses and the city.
Action #2: Strengthening the Sense of Community – Budget challenges take a toll on campus climate and, ironically, result in elimination of the very activities that tend to boost morale among students, faculty, and staff. Four strategies will be employed to invigorate camaraderie and a sense of well-being in the UCR community. First, professional development will be made available for faculty and staff. Providing such opportunities not only allows for personal growth, it benefits the institution by building skills among its employees. Second, UCR will seek additional avenues for providing recognition to deserving students, faculty, and staff. This will create a sense of satisfaction to those whose efforts are recognized, and incentive for others to live up to their potential. Third, campus leadership is committed to providing open and frequent communications, in the form of e-mails, Town Hall meetings, videos, and social media. At the unit level, department chairs and program heads are likewise encouraged to engage in regular communications with their employees and students. Particularly in trying times, members of the UCR community are eager to hear from its leadership about issues affecting them. Finally, to the extent possible, the campus will promote opportunities for social action, from brown bag lunches to departmental retreats, including those which bring together faculty and graduate students.

Action #3: Increasing Diversity of Faculty, Graduate Students, and Staff – Creating a people-centered environment also involves celebration of diversity. While UC Riverside has achieved a remarkably diverse undergraduate population, the same is not true for graduate students, faculty, and staff. Efforts will be made to increase diversity in these groups as well, including not only race and gender but also inclusion of groups from various religious beliefs, disabilities, sexual identities, and political views. Diversity, however, is about far more than the numbers. It is about diversity of ideas, programs, and perspectives. A diverse campus promotes diversity in research and creative activities, becoming a part of the classroom experience as well as scholarship for our students and faculty. UCR will take diversity to the next level by providing interactive experiences that allow our community to co-exist and work amicably and effectively together.

Action #4: Establishing a Sense of Place – Aesthetics, accessibility, and functionality of the physical climate are the foundation, both literally and symbolically, for campus climate. In keeping with UCR’s Long Range Development Plan, the impact to climate of any changes or
additions to the physical campus will be considered from the initial planning stages, in a process that will be completely transparent. Campus planning will consider attractive gathering places— including recreational facilities—to encourage interactions among students, faculty, staff, and visitors. Visitors will be made to feel welcome through simplified parking availability and clear signage, as well as accessibility for the disabled. The campus will be an inviting destination for members of the community.

**Action #5: Assessing and Addressing Climate** – To assure a healthy climate, UC Riverside will regularly monitor climate issues among students, faculty, and staff. This will include both formal surveys and informal opportunities to provide feedback on issues of concern. While it is recognized that some factors influencing climate (e.g., those entailing a culture shift) take time to change, this will provide campus leadership the input necessary to first understand emerging issues and then to deal with them. Any evidence of concern— particularly those incidents that threaten UCR’s Principles of Community— will be immediately investigated and addressed. To continually remind members of the campus of their personal responsibility, each fall the chancellor will re-issue UCR’s statement on respect. Campus leadership— at all levels— will model this behavior.

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**Strategic Goal #6: Advancing UCR’s Academic and Strategic Vision: An Integrated Approach**

UCR 2020 provides a clear, concise, and focused academic and strategic vision that will form the basis for UC Riverside’s advancement activities. Advancement is a service unit and, as such, does not inform strategy per se. Rather, the advancement operation will be mobilized to support UCR’s strategic goals. The strategic plan is a critical step in raising the bar for philanthropy, and a prerequisite for an organized fundraising campaign. It will guide UCR’s advancement functions and ensure that they are organized optimally to respond to priorities and goals that emerge around students, faculty, research, and programs.
Encompassing alumni relations, communications and marketing, and development, the core mission of advancement is to build enduring relationships that promote advocacy, visibility, and financial support for UC Riverside. Excellence will be measured by the extent to which advancement revolves around the depth, quality, and durability of relationships with external constituents. UCR’s advancement program will strive to have engaged alumni; loyal and generous donors; vocal advocates; and a public that understands, supports, and endorses the value of a research university. The advancement operation will achieve a high level of integration and trust, both within the advancement staff and with campus partners. A sharp focus will be placed on the interests, passions, and goals of external stakeholders, while adhering to the highest standards of integrity, ethics, and collaboration.

**Action #1: Building a Sustainable Culture of Philanthropy** – To raise the bar on private support, UC Riverside will adopt the posture, language, and practices of the nation’s most successful fundraising universities – all of which understand the need to ask early and often. “Asking” is not literally asking for money; the concept speaks to building an ecosystem of mutual respect, trust, and communication that cements the ties between UCR and those it touches. UCR’s culture of philanthropy will create a warm and inviting environment for prospective students; treat current students like valued members of the family; work to keep alumni engaged, involved, and committed to the institution; treat donors and prospects with respect, while demonstrating value and impact in stewardship of their gifts; and constantly convey to the public at large the profound and distinctive value to society promised by a world-class research enterprise. Given UCR’s sense of community, the campus already has many of the critical prerequisites for success. UCR’s challenge will be to define the specific, high impact, leveraging changes that will produce loyalty, commitment, and engagement among internal and external stakeholders. These will be the stamp of a sustainable culture of philanthropy.

**Action #2: Heightening UCR’s National Profile** – By elevating its national profile, UC Riverside will increase support among federal and foundation support; become a recognized leader in the delivery of research, teaching, and service; and position itself to attain the stature of an AAU member institution. Marketing is key to raising the campus to preeminence. The current brand platform will be updated to reflect the strategic priorities reflected in *UCR 2020*,

DRAFT #1 FOR CAMPUS & STAKEHOLDER COMMENT
emphasizing those strengths and distinctions that set UCR apart from its comparison institutions. To successfully build the campus’ reputation among academic opinion leaders, prospective students, faculty recruits, alumni, funders, legislators, and industry affiliates, UCR will sustain a strategic, disciplined, campus-wide, and multi-year effort to reinforce consistent elements of its brand in a coordinated way.

UC Riverside will build bridges between the campus and major media markets, taking full advantage of the continually evolving social media as well as high quality video and multi-media content. The goal is to achieve a strong and unified UCR brand that will build equity, change opinions, and ultimately result in increased external investment in UCR. The campus will strive to increase media visibility, both qualitatively and quantitatively, on a national and international level. UCR’s advancement program will proactively drive key messages and ensure that innovation in any corner of the campus is identified, translated, prioritized, and made relevant to consumers of information in a highly competitive, increasingly global marketplace of ideas.

**Action #3: Strengthening the Advancement Operation in Support of UCR’s Aspirations** – University Advancement must commit itself to becoming a learning organization, in part by benchmarking against aspirational peer institutions and adapting industry best practices to the UCR context. It also means investigating how others have evolved into high performing operations and extracting lessons that can be applied to the unique circumstances and characteristics of UC Riverside. With its relatively young advancement operation, UCR will need to plan proactively for the kind of growth that will best meet the campus’ future needs while gaining the confidence of partners and stakeholders. Through these strategies, UCR will build a more sophisticated, best-in-class advancement program with the resources, talent, and focus to make sustained, profound progress in building the UCR brand. A strong, vibrant, and responsive advancement organization will accelerate excellence, raise stature, and invigorate an institution that is ready to assume its leadership among the world’s greatest research universities.

**Action #4: Planning for a Comprehensive Campaign** – A comprehensive campaign will be required to organize myriad initiatives under unifying headings that make the UCR story understandable, compelling, and provocative. Effort will be directed toward goals that coincide
with UCR 2020 and the academic, programmatic, and administrative goals of campus units. Objectives will be formulated to achieve balance among scholarships, fellowships, endowments, capital, and other needs and to deploy fundraising resources in appropriate proportion. UCR will seek expansion of annual giving; prospect pipeline breadth, depth, and quality; and effective, strategic prospect development and moves management. Launch of the School of Medicine is a key initiative that will receive thoughtful consideration and disciplined focus, without impinging on the goals of other campus needs.

**Strategic Goal #7: Resources, Budget, Planning, and Infrastructure: A Strategic and Transparent Approach**

Given the current decline in state general funds, UC Riverside, like other UC campuses, faces a challenging resource and planning future. It is clear that the funding situation for UC Riverside will be different in the decade ahead. Historically, UCR has been more dependent on state general funds than have its sister campuses; these factors together increase the need for the campus to diversify and expand its resources and to deploy them wisely. Decisions regarding resources will be guided by the goal of achieving academic excellence. With limited resources, the campus will not be able to invest heavily and equally in all units. Thus, UCR will build on strengths; with strategic investment, strong core departments will become nationally and internationally recognized. To the extent possible, decisions regarding resource allocation – including faculty positions and capital projects – will be data-driven.

Strengthening UCR’s infrastructure can be transformative in supporting campus strategic initiatives and promoting both academic excellence and administrative efficiencies. Rapid growth has left the campus infrastructure uniquely challenged. Construction has not kept pace with demand for classrooms, laboratories, and other facilities. Many of UCR’s research buildings are four to five decades old and not suitably equipped for 21st century science. Information technology and services are tightly integrated throughout campus activities – from scholarly research, teaching, and learning initiatives to virtually all aspects of campus
administrative and academic operations – but growth has strained capacity. Thus, decisions related to the campus’ long range development plan, capital projects, funding for deferred maintenance, facilities upgrades, and information technology must be integrated with the strategic plan.

**UCR 2020** provides a framework for the strategic deployment of resources. Adhering to this plan in terms of budget, infrastructure, and further campus and unit level planning is essential to achieving UCR’s strategic goals. In utilizing its resources, UC Riverside will maintain, protect, and enhance the four principles identified as the underpinnings of **UCR 2020**: excellence, access, diversity, and engagement. In the context of planning, a fifth principle will also be embraced: transparency. Throughout its planning, decision-making, and allocation of resources, UCR will employ a transparent process and open communications.

**Action #1: Diversifying Resources** – UC Riverside will diversify and expand funding from all revenue streams, especially private giving and contracts and grants. Such revenue enhancements from all units and fund sources are essential to the vitality of the campus. At the same time, UC Riverside must become less dependent on state support. Already described are the need to increase extramural grant funding as well as philanthropy. In addition, UCR will examine rates charged by auxiliary services to ensure that the accounting structures for these services fully recognize all costs and provide reserves for equipment maintenance and other infrastructure costs. Sales and service activities will likewise be evaluated and reshaped to be more entrepreneurial and less risk adverse, resulting in revenues that could aid in the development and support of the campus’ research and equipment infrastructure. Finally, opportunities for student-related revenue enhancements will be explored, including recruitment of more nonresident undergraduates, self-supporting professional programs, and restructuring of preparatory programs.

While increasing state support is problematic for a variety of reasons, UCR can do a better job of communicating and demonstrating its contributions, both to the California Master Plan and as an economic engine for the state and region. The campus will articulate how our teaching, research,
and service activities provide a significant return on the state’s investment, positioning UC Riverside to benefit when the state’s economic outlook brightens.

**Action #2: Streamlining Administration** – Administrative decisions related to resources will be rooted in an effort to support and facilitate the academic mission and strategic plan. Through empowerment and delegation of responsibility, administrative layers and redundancies will be reduced, while complying with accepted audit practices. Small units will pool resources to jointly provide key administrative services. To the extent possible, faculty will be provided support for administrative tasks to maximize time spent on teaching, research, and service. The administrative model will be redefined to accept a low but economically insignificant level of risk when doing so can result in significant cost savings. The campus will also participate fully in systemwide efforts to create administrative efficiencies through pooled purchasing, sustainable practices, and elimination of waste.

**Action #3: Planning and Resource Allocation at the Unit Level** – In implementing UCR 2020, it is essential that existing campus resources as well as new revenues be allocated in an agile fashion that optimally promotes the plan’s goals. To enable this flexible allocation of resources, it is equally essential that all campus units and departments create plans, vision documents, and metrics that describe and quantitatively measure how each organization is contributing to the successful implementation of its own plan as well as the campus strategic plan. Unit and department specific plans and metrics will be evaluated regularly, to ensure that campus organizations are deploying resources in a way that will achieve their goals and contribute to UCR’s vision. To be effective, departmental and unit efforts must be closely aligned to UCR 2020.

**Action #4: Managing Enrollment** – Enrollment management is ultimately a resource issue. UC Riverside must balance enrollment pressures with resource constraints that limit course offerings, with the objective of ensuring that students make timely progress toward their degrees. For many years, the campus was focused on growth, admitting all eligible students and dipping into UC’s referral pool. As UCR becomes more selective in undergraduate admissions, it must make a coordinated effort to match student demand for courses with the supply. The campus
will appoint a task force to determine how qualifications for admission should vary across colleges and departments within colleges. Quarterly discussions will take place among the deans and those responsible for registration and enrollment management to evaluate supply and demand for courses. Decisions will be made based on student numbers; projected student movements within and between colleges, as well as withdrawals; and consideration of any budgetary constraints.

**Action #5: Building a Sustainable Infrastructure** – Modern, attractive, functional, and sustainable facilities play a critical role in recruiting and retaining strong faculty and students, achieving accreditation, enhancing research productivity, and improving campus climate. Thus, plans for new and renovated facilities must be consistent with *UCR 2020*. Processes involving capital planning, deferred maintenance, and other infrastructure decisions will be transparent. Capital planning will involve all major campus constituents: faculty, students, staff and, when applicable, community members or other stakeholders. The goal of all capital projects will be to enhance and support UCR’s teaching, research, and service endeavors, with a strong focus on green facilities and sustainable practices. Strategies will be developed to plan for and fund deferred maintenance to keep up with progress in educational and research processes and to remain compliant with federal and state regulations. As renovations occur, every effort will be made to upgrade facilities using sustainable best practices.

**Action #6: Designing Information Technology and Services for the 21st Century** – Information technology will play an increasing role in innovative pedagogy to enhance student success, improve collaboration and communications, stimulate leading edge research and creative activities, promote outreach, and increase efficiency in administrative operations. For example, information technology will be used to create smarter, more intelligent business systems; expand on-line training; and provide self-service functionality for students, faculty, and staff. UCR will thoughtfully create the governance, organizational structures, and processes to ensure the most effective utilization and leveraging of information technology in the years ahead. Information technology initiatives will be aligned with the overall strategic vision for the campus and the most mission critical needs. The infrastructure for information services, including the
UCR libraries, will be planned and supported in ways that will advance UCR’s national reputation and ranking and position the campus to achieve the profile of an AAU institution.

**Action #7: Enhancing Transparency in Budgeting, Planning, and Resource Allocation** –

The need for transparency is woven throughout this plan, but it is important enough to warrant its own action strategy, especially as related to resources. Transparency does not mean simply making raw data available; it means that information should be easily accessible, by non-experts, to meaningfully answer critical questions pertaining to the deployment and evolution of UCR 2020 and the concomitant allocation of resources. Similarly, information must be available to assess the contribution of each of UCR’s organizational units to the plan’s successful implementation. To achieve these goals, UCR will annually update and make publicly available documents (or websites) that define the process of resource allocation, summarize the financial state of the campus, and define any acronyms, terminology, constraints on revenues, and formulas or assumptions behind allocation of resources. Procedures and decisions for capital or major project planning will be easy to determine, and such projects will be tracked longitudinally so that the cumulative impact of decisions and actions may be reviewed over time.

Broad buy-in to the strategic plan can only be achieved by transparency. The goal of transparency is to provide openness and accountability related to the decision-making process and the allocation of resources. Through these efforts, the campus will assure adherence to the strategic goals set forth in UCR 2020.

**Next Steps on the Path to Preeminence**

UCR 2020 is intended to be a living document, one that evolves along with the campus. Dynamic evolution of the plan over the decade of its horizon will enable UC Riverside to react to changing circumstances, new opportunities, and unforeseen challenges as they arise over time. Accompanying UCR 2020 is a set of working documents that delve into specific issues or recommendations that cut across more than one subcommittee report. [NOTE: THESE DOCUMENTS ARE STILL UNDER DEVELOPMENT.]
To oversee implementation of *UCR 2020*, a strategic planning implementation committee will be appointed, chaired by the executive vice chancellor and provost. The committee’s objective will be to aid in the realization and achievement of goals, milestones, metrics, and benchmarks for the campus. The implementation committee will ensure that UCR’s budget process is closely aligned to *UCR 2020*, in accordance with evolving circumstances and needs. An important function of the committee will be to utilize all available mechanisms to assure transparency throughout the implementation process, allowing ample opportunities for feedback by key stakeholders. Scarcity of resources will require establishing priorities among strategic goals and actions, allowing the campus to choose wisely in investment of existing resources and to prioritize as new funding becomes available.

The next decade will be an exciting and transformative time for the University of California, Riverside. UCR is poised for further greatness. With its stellar faculty, diverse and talented students, dedicated staff, committed leaders, successful alumni, and supportive community, UC Riverside can set its course for a bright and ambitious future. *UCR 2020: The Path to Preeminence* provides the framework and strategies to allow the campus and its many stakeholders to live the UCR promise.
Appendix A
Mission, Vision, and Goals of the University of California, Riverside
February 23, 2009

Mission - The University of California, Riverside serves the needs and enhances the quality of life of the diverse people of California, the nation and the world through knowledge – its communication, discovery, translation, application, and preservation. The undergraduate, graduate and professional degree programs, research programs, and extension activities develop leaders who inspire, create, and enrich California’s economic, social, cultural, and environmental future.

Vision and Goals

1. Academic programs that measure among the nation’s top tier of public research Universities, as recognized by the American Association of Universities (AAU).
2. Research programs (disciplinary and multi-, inter-, cross-, and trans-disciplinary) at the frontiers of knowledge that discover solutions to society’s most important issues, especially those that are significant for Inland Southern California.
3. An accessible, high quality public research university that is a campus of choice for faculty, staff and students, and is characterized by pride, passion for learning and discovery, excellence, honesty, integrity, innovation, and entrepreneurial activity.
4. A campus of choice and growth that enrolls approximately 25,000 students by the end of the next decade.
5. A welcoming, supportive and inclusive academic community that is student-centered and obtains excellence through diversity of people, ideas, and areas of study.
6. A transformative experience of discovery, understanding, and global citizenship for our students in a living-learning environment that is engaged with, and responsive to, our larger communities.
7. Produce alumni whom are civically engaged and prepared to live, work, compete and prosper in the increasingly interdependent and competitive multicultural world economy.
8. Establishment of a School of Medicine to train and place regionally a diverse workforce of physicians, and to develop innovative research and health care delivery programs that will improve the health of our community, including the medically underserved, and stimulate economic development.
9. Performing programs in the arts and athletics that bring recognition to individuals and the university through high levels of accomplishment.
10. Harness and leverage information technology infrastructures and services to enable student success and life-long learning, to facilitate research excellence, and to foster best-of-breed administrative practices and business processes.
11. Establishment of public and private partnerships that enhance teaching, learning, discovery and creativity.
12. Build and maintain a physical environment that is safe and sustainable, and is attractive, efficient, and effective in enabling the accomplishment of the mission, vision and goals.
13. A sustainable, healthy and adaptable working environment that is efficient, effective and rewarding for faculty and staff; one that promotes and rewards accomplishment, professional development, ethical behaviors, transparency, and organizational and individual accountability and responsibility.
APPENDIX B
STRATEGIC PLANNING SUBCOMMITTEES AND CHARGES

Steering Committee:

- To coordinate the activities of the eight subcommittees.
- To coordinate the preparation of the final strategic plan.
- To ensure that the value of the strategic plan is greater than the sum of the parts derived from subcommittee recommendations, including giving due consideration to overall coherence, focus and impact.

Academic Excellence:

- To focus on achieving academic excellence in our colleges, schools, departments and centers, with recommendations for strategic investment in existing areas of excellence and identification of departments and programs (including potential new areas of strength) that are poised to achieve excellence.
- To examine existing organizational structures, including departments, colleges, interdepartmental programs, centers and institutes, and recommend appropriate organizational structures for a 21st century research university.

Excellence in Research and Creative Activity:

- To make recommendations about how best to develop and strengthen research and creative activity, including core research and interdisciplinary research initiatives.
- To identify overarching areas of research excellence for strategic investment, areas that align with the national interest and funding opportunities and transcend departmental and college boundaries. Place a particular focus on areas essential for AAU membership, such as competitively funded federal research support.
- To identify means of significantly increasing grant and contract support for UCR research, including major multi-investigator grants, so as to make the campus less dependent on state funding. Identify mechanisms to better support faculty in seeking extramural funding and to coordinate proposals for major center/initiative grants.

Excellence in the Delivery of Graduate Education:

- To identify and promote best practices in graduate academic and professional programs.
- To determine the strengths and weaknesses of our departmental, interdepartmental and interdisciplinary graduate programs; to consider the viability of existing graduate programs and to make recommendations regarding the structure and possible reorganization of graduate programs.
- To develop strategies for increasing the number, caliber and diversity of the graduate student population, including the mix of graduate academic and professional school students.
- To make recommendations about graduate student recruitment, funding, experiences and services.
- To identify means of increasing graduate student support.
- To recommend ways of enhancing and improving the graduate student experience.
Excellence in Undergraduate Education:
- To identify and promote best practices in graduate academic and professional programs.
- To determine the strengths and weaknesses of our departmental, interdepartmental and interdisciplinary graduate programs; to consider the viability of existing graduate programs and to make recommendations regarding the structure and possible reorganization of graduate programs.
- To develop strategies for increasing the number, caliber and diversity of the graduate student population, including the mix of graduate academic and professional school students.
- To make recommendations about graduate student recruitment, funding, experiences and services.
- To identify means of increasing graduate student support.
- To recommend ways of enhancing and improving the graduate student experience.

Community Engagement:
- To focus on community outreach and external relationships, including alumni, parents, advocates, business and community leaders, elected officials and industry.
- To review and make recommendations on how UCR can contribute to the community in athletics, education, the arts and economic development.

Campus Climate and Community:
- To review and make recommendations about the culture of the campus, including the intellectual and social climate, and for increasing the sense of community.
- To consider issues related to diversity. Is the climate on our campus welcoming, and can diverse views be exchanged in an atmosphere of civility and respect.
- To recommend avenues for improved communications among students, faculty, staff and the administration.
- To recommend enhancements to the physical environment that foster a people-centered climate and sense of community, and to recommend processes for building climate consciousness into core functions.

Advancement:
- To make recommendations on aligning campus-wide and unit-based advancement activities and attendant resources with the broader academic vision of UCR.
- To evaluate approaches to increasing and leveraging campus investments in relationship-building functions that promote external support and financial investment.
- To assess how to strengthen the UCR brand as a tool for generating increased advocacy and raising public perceptions of the University's stature at the state, national and international levels.
Resources, Budget Planning, and Infrastructure:

- To make recommendations on ways for the campus to become less dependent on state funding.
- To evaluate and make recommendations on resource generation, cost structure and achieving budgetary transparency.
- To examine and make recommendations on ways to increase the effectiveness and efficiency of the campus infrastructure, including administrative structure, business affairs, facilities, and services in support of the teaching and research missions.