

Kickoff Meeting
to Launch the Planning of UCR's
Strategic Action Plan

UCR 2020: The Path to Preeminence

Dallas Rabenstein, Executive Vice Chancellor & Provost

September 29, 2009



Strategic Planning

- UCR is embarking on the development of a strategic plan to provide a framework for:
 - The growth of the campus for the next decade
 - The investment of resources for the next decade
- A major part of the strategic planning process will be the work of eight subcommittees and a Steering Committee
- A key organizing principle informing the work of the committees is for UCR to move from prominence to preeminence by achieving the profile of an AAU-member institution
- Each subcommittee will have a Chair and a Vice Chair. The Chairs will also serve on the Steering Committee

Strategic Planning: Goals

- *To develop a plan that will guide our decision making and resource allocation, to guide us as we make strategic investments*

Strategic Planning: Goals

- *To develop a plan that will guide our decision making and resource allocation, to guide us as we make strategic investments*
- *To develop a plan that will move UC Riverside from prominence to preeminence, while maintaining the diversity of our undergraduate population and increasing the diversity of our graduate student population and our faculty*

Strategic Planning: Academic Excellence

- *To achieve the profile of an Association of American Universities (AAU) member university*
- *To be elected a member of the AAU*
 - *62 member universities*
 - *36 publics/24 privates/2 Canadian*
 - *6 of the 9 general UC campuses*

AAU Membership Indicators

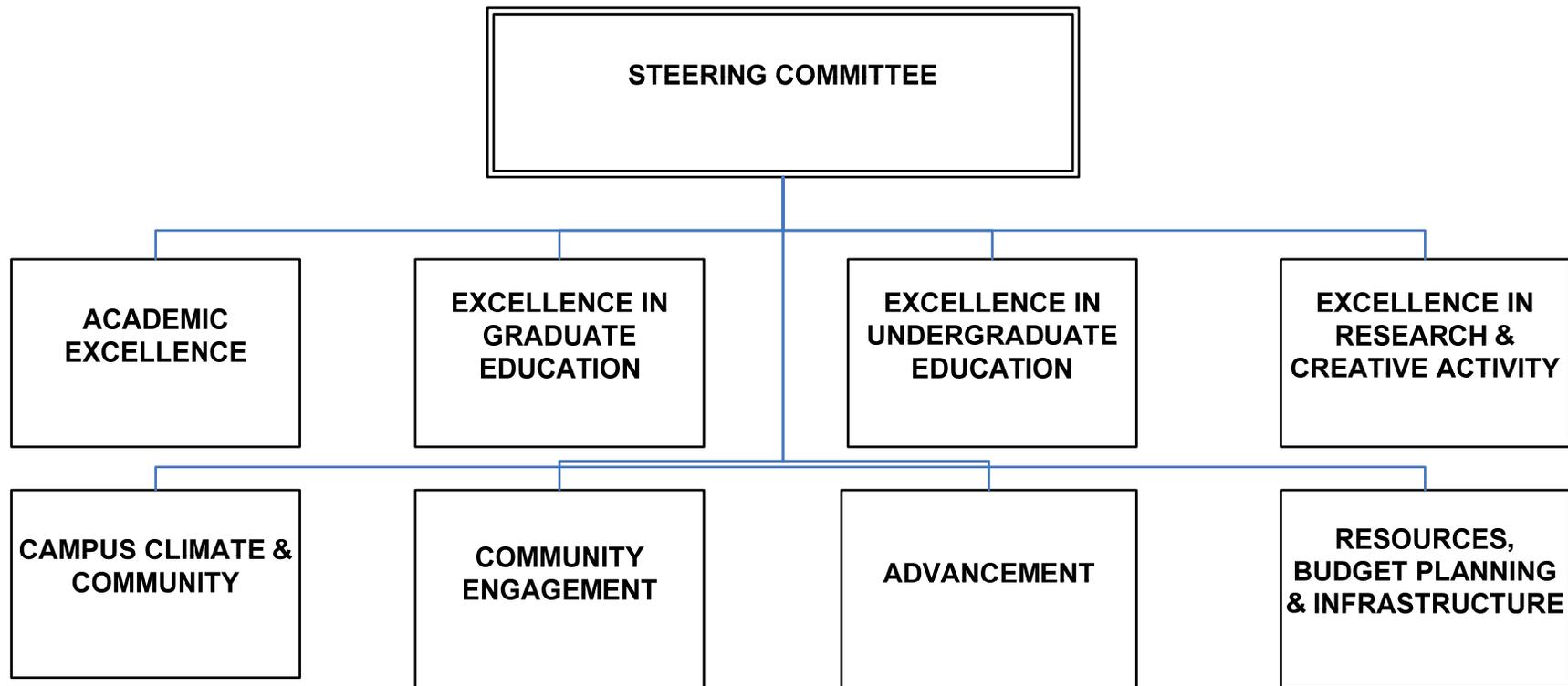
Phase 1 Indicators: the primary indicators of institutional breadth and quality in research and education

- *Competitively funded federal research support*
- *Membership in the National Academies (NAS, NAE, IOM)*
- *National Research Council (NRC) faculty quality ratings*
- *Faculty arts and humanities awards, fellowships, and memberships*
- *Citations*

AAU Membership Indicators (cont.)

Phase 2 Indicators: used to provide additional calibrations of Institutional research and education programs

- *USDA, state and industrial research funding*
- *Doctoral education*
- *Number of postdoctoral appointees*
- *Undergraduate education*



Steering Committee

- Chair: Dallas Rabenstein, EVC/P
- Vice Chair: Tony Norman, Chair, Academic Senate

- Chairs of the Eight Subcommittees
- Steven Brint, Vice Chair of the Academic Excellence Subcommittee
- Gretchen Bolar, Vice Chancellor for Finance and Business Operations

- 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 the subcommittee reports

Academic Excellence Subcommittee

- Chair: Timothy White, Chancellor
- Vice Chair: Steven Brint, Professor of Sociology & Associate Dean, CHASS
- 15 committee members
- To focus on achieving academic excellence in our colleges, schools, departments and centers, with recommendations for strategic investment in existing areas of excellence and departments and programs that are poised for 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 Subcommittee

- Chair: Jerry Schultz, Distinguished Professor of Bioengineering
- Vice Chair: John Andersen, Professor of Psychology

- 17 committee members

- To make recommendations about how best to further develop and strengthen research and scholarly activity, including core research and interdisciplinary research
- To identify overarching areas of research excellence for strategic investment
- To identify means of significantly increasing grant and contract support for research, including major multi-investigator grants

Excellence in the Delivery of Graduate Education Subcommittee

- Chair: Christine Chiarello, Professor of Psychology
- Vice Chair: Ken Baerenklau, Associate Professor of Environmental Sciences & Associate Dean, Graduate Division
- 12 committee members
- To identify and promote best practices in graduate academic and professional programs
- To determine the strengths and weaknesses of our graduate programs, and recommend programs for strategic investment
- To make recommendations about graduate student recruitment, funding and services
- To identify means of increasing graduate student support
- To recommend ways of enhancing and improving the graduate student experience

Excellence in the Delivery of Undergraduate Education Subcommittee

- Chair: Neal Schiller, Professor of Biomedical Sciences
- Vice Chair: Victor Zordan, Associate Professor, Computer Science & Engineering
- 10 committee members
- To focus on undergraduate education and programs, including:
 - The right mix of majors
 - Methods of effectively delivering the curriculum
 - The overall quality and distinctiveness of the educational experience
- To make recommendations on admissions and enrollment management, affordability, enhancing student life, and bolstering student success, retention and graduation rates
- To make recommendations on ways of enhancing the undergraduate experience

Advancement Subcommittee

- Chair: Peter Hayashida, Vice Chancellor for University Advancement
- Vice Chair: Stephen Cullenberg, Dean, CHASS

- 16 committee members

- To make recommendations on aligning advancement activities with the broader academic vision and goals of UCR

- To evaluate approaches to increasing and leveraging investments that promote and *increase external financial support and giving*

- To assess how to strengthen the UCR brand as a tool for generating increased advocacy and raising public perceptions of UCR's stature

Resources, Budget Planning and Infrastructure Subcommittee

- Chair: Jay Farrell, Professor of Electrical Engineering
- Vice Chair: Mary Gauvain, Professor of Psychology

- 13 committee members

- To make recommendations on ways for the campus to become less dependent on state funding

- To make recommendations on resource generation and cost structure, and budget transparency

- To 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

Campus Climate and Community Subcommittee

- Chair: Yolanda Moses, Assoc. Vice Chancellor for Conflict Resolution and Professor of Anthropology
- Vice Chair: Veronica Ruiz, MSO in Student Affairs and President, Staff Assembly
- 17 committee members
- 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 administrators

Community Engagement Subcommittee

- Chair: Sharon Duffy, Professor of Education and Dean, University Extension
- Vice Chair: Lars Walton, Executive Director of Advocacy, Government and Community Relations
- 17 committee members
- To focus on community outreach and external relationships, including alumni, parents, donors, 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

Timeline

September 29, 2009	Kickoff Meeting
(October 27, 2009	Visit by WASC Review Committee)
January 15, 2010	Reports from the subcommittees
Jan. 15 to Feb. 15	Campus Feedback
Mid March	Draft of the Strategic Plan for Chancellor White's presentation to the Board of Regents
Mid March to June 30, 2010	Refine the Strategic Plan; develop benchmarks and metrics for assessment of progress of implementation, etc
June 30, 2010	Final Strategic Plan

Charge to Each Subcommittee

- *Develop a 3-4 page document that defines the attributes of excellence in the specific area of the subcommittee*
- *The document will address the goals of the committee, the planning process to be followed to achieve the goals, and the metrics and benchmarks to be used in the planning process*
- *The document will align the goals of the committee with the goals of the strategic planning process and the mission and vision of UCR as articulated by Chancellor White in the document dated September 28, 2009*
- *The document will guide the work of the committee*
- *Please submit the document to Bill Kidder by October 12th*

Strategic Planning: Committee Meetings

- *Room 3127 in Hinderaker Hall is reserved all day Wednesday and Thursday from now through January, 2010 for committee meetings*
- *If possible, please select two possible meeting times for your committee today*
- *Send the two possible meeting times to Elaine Winn to reserve a time for your meetings*

Strategic Planning: Use of the Internet

- *Strategic Planning website*
 - *Link on UCR home page*
 - *Information for campus and the community on the strategic planning process, including this presentation, a listing of committee members, charges to the committees, etc.*
 - *Information to the campus and the community on town hall meetings, focus group meetings, etc.*
- *iLearn and other internet resources for exchange of information within and among committees*

The Strategic Plan

- *A document that will define the “Size and Shape of UCR in 2020”*
- *A document that will have as overarching themes excellence, access and diversity*
- *A document that sets priorities for UCR, for the strategic investment of resources*
 - *As we move from prominence to preeminence*
 - *As we achieve the profile of an AAU-member university*
- *A document that will be based on benchmarks where appropriate, e.g. benchmarks set by AAU-member universities*
- *A document that will establish benchmarks and metrics for assessment of progress towards achieving goals*

The Strategic Plan (cont.)

- *The Strategic Plan will not be a static document*
- *The Strategic Plan will continue to be a work in progress, in that it will grow and change over time, e.g. in reaction to state and national research agendas*
- *The Strategic Plan will be a touchstone document that will guide UCR in making decisions about what areas to emphasize and how to devote our resources*

Acknowledgements

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Elaine Winn, Sally Tavizon

*Authors of various planning documents
that were written during the 2008-09 academic year*