

**Strategic Planning Strategic Planning Meeting**  
**10/16/19 1-3 pm, Hinderaker B154**  
**Meeting Notes**

**In attendance:**

**UCR:** Tom Smith, Ken Baerenklau, Rodolfo Torres, Timothy Lyons, Gabriela Canalizo, Veronica Ruiz, Xuan Liu, Crystal Petrini, Brian Haynes, Rebekah Richert, Milly Peña, Julian Gonzalez, John Haberstroh, Yat Sun Poon, Kathryn Uhrich, Gloria Gonzalez-Rivera, Dylan Rodriguez, Christiane Weirauch, Christian Shelton, Peter Hayashida, Shannon Timmons. **AKA Strategy:** Tony Knerr, John Braunstein, Belinda Li

The group introduced themselves.

Interim Provost Smith gave charge to committee on behalf of Chancellor. He stressed that the consultants will not be writing the plan, as this is our plan. AKA Strategy has extensive experience and will act as a resource to each of the workgroups assisting with setting priorities, soliciting feedback from campus constituents, and providing guidance on writing the final 5-10 page report.

The chairs/vice chairs will not be told how to manage their working groups. Other points:

1. Feel empowered. As shared by the Chancellor - Any and all ideas are on the table.
2. Remember the questions: where do we want UCR to be on our 100<sup>th</sup> anniversary? What do we want to be known for?
  - a. Recognize that strategies/priorities your groups present do not need to carry UCR to 100, but instead what are the grand challenges we might face over the next 3 decades.
3. Be aspirational – but be realistic, and know there will need to be prioritization.
4. For this to be a document to carry us forward, we need to propose action in difficult areas. Our final plan can't include a list of 100 things, but instead 3-5 focused areas.
5. Evidence-based exercise: Analyze data, interpret responses.

**Chancellor's Role:** The Chancellor and Vice Chancellor for Planning, Budget and Administration will receive regular updates from Interim Provost Smith. This also will provide a forum for the Steering Committee to pose questions to the Chancellor and VCPB, and vice versa. This will help us avoid unfortunate surprises down the road.

**Consultants' Role:** The three consultants are strategists with 30 years of experience, focusing primarily on higher education. Their experience includes support to all types of institutions, and each has experience serving in leadership roles in higher education.

What they bring to table: Experience; planning processes that are inclusive, open and engaging in meaningful ways. They will serve as advisors/counsellors, sources of data, and will provide individualized support to working groups. They take their work very seriously, but believe in having fun while doing so. They will work to ensure all conversations are collegial, and in the best interest of UCR.

They are happy to speak with each working group chair/vice chairs, and attend some meetings either in person when on campus or via Zoom. They tailor their support on the needs and interests of the work group. Email them directly using contact information on Attachment II.

The group briefly reviewed attachments III and IV.

### **Role of the Steering Committee:**

There should be a healthy interaction between this group and the working groups. During these meetings there will be updates reported out from each of the work groups, and for each meeting, AKA Strategy will provide a discussion document for review/discussion.

Meeting notes will reflect what is discussed without attribution to whom said what. This is to protect confidentiality, and to encourage as candid conversations as possible.

Dates have not been set for this academic year.

### **Some questions/comments shared:**

**Anticipated question: What is the difference between the Long Range Development Plan (LRDP) and the Strategic Plan?** LRDP is how we can grow, but doesn't dictate what we are going to do, or how we are going to do it. Don't feel constrained by LRDP. It is likely that the LRDP may be updated to reflect the decisions made in the strategic planning process.

**Will this plan include accountability for meeting milestones and expected deliverables?** Yes, and because this is our plan, we own the implementation of it.

**To what extent can this committee help workgroups interact with other committees/efforts on campus?** Working groups are encouraged to find other groups on campus that may be working on their same issues.

**What steps will be taken in the beginning stages to engage the entire community as there don't seem to be any communication milestones.** This group will establish a communication plan.

**How can working groups contact AKA Strategy?** Contact them directly (contact info included on Attachment II). They will be available for meeting participation.

**There didn't seem to be an operational plan associated with the last strategic plan. Are operational plans common?** Yes, these are common, and our strategic plan should act as the framework for future capital campaigns, recruitment, evaluation of deans and executive officers, budgeting, etc.

**Are there any financial resources for working groups for things like stipends?** No there are not.

**Comment:** Suggestion made for working groups to consult the results of the recent faculty welfare survey for information before reaching out to faculty for the same information.

**Comment:** A coherent plan needs to be made for communicating with campus constituents.

**Comment:** The last campus communication went out months ago. New communication needs to go out soon to update campus on process.

## **WORKING GROUP STATUS REPORTS**

### Unparalleled Student Experience

First meeting set for Tuesday next week, 11-12:30.

### Research and Scholarly Distinction

Wants to meet here before meeting with their group.

### Contributions to the Public Good

Chair, vice chair and staff support person have met. Want to meet with their group before setting goals. Meeting schedule is bi-weekly.

### A Thriving Campus Community

Status: First meeting in two weeks. Working on identifying goals.

### Sustainable Infrastructure, operations & Finances

Chair and Vice Chair have met. First meeting on 10/31.

Will be meeting with Senate planning and budget.

## **Three questions were asked for the group to answer:**

1. What in your view, are UCR's biggest strategic opportunities for the future:
  - a. We are a champion of diversity in undergraduate programs. We can also be leaders in graduate training
  - b. The opportunity to define our own identity. We sometimes have an identity crisis, and measure ourselves against other institutions using metrics that don't apply to us
  - c. Reach appropriate staffing levels
  - d. Take advantage of our physical location in this region
  - e. Become known as a quality institution across all areas. In some ways we are too "niche."
  - f. Build ourselves as a model R1 institution, engaging all students in research

- g. As we increase success with student engagement as an R1 institution, we can simultaneously join forces with the community leaders who are supportive and willing to engage.
- h. Instead of follow the blueprint of all other generic strategic plans, we have the opportunity to be completely unique in our planning.
- i. Become the intellectual and economic driver in the region.
- j. Good opportunity to become leaders in climate change due to the student engagement in research, and our regional location.
- k. Opportunity to challenge institutional diversity
- l. Opportunity to transform the rhetoric of 'lack'
- m. Improve community engagement
- n. Embrace our 'niche'ness. It's difficult to be world class in all things, and we are already world class in some things.
- o. Become the #1 choice for students by creating pipelines for high school students
- p. Stop looking to others as a model, and create our own model to be emulated by others
- q. Improve the graduate student experience to equal the success of our undergraduate experience

2. What do you believe are UCR's biggest challenges:

- a. Money
- b. Lack of empowered work culture
- c. Ancient infrastructure – technology, facilities, adequacy of staffing
- d. Physical location in relation to downtown
- e. Regional location is an obstacle – doesn't offer the same resources that other campuses have.
- f. Staff and Faculty empowerment (example offered was that merit and promotions requirements do not align to the strategic plan)
- g. On-campus groups operate in silos
- h. Self-views are often limited – we don't project or showcase a positive image/reputation
- i. There is no stability/predictability of budget
- j. Current culture of mistrust among graduate students for administration
- k. Current culture of mistrust among undergraduate students for administration
- l. Thinking of UCR as less than – comparisons with our position to other UCs
- m. Technical abilities
- n. Institutional failure on a common definition and use of key terms, i.e. "interdisciplinary", "equity", "diversity"
- o. Low faculty confidence that their service participation/contributions will yield results

3. Thinking out into the future, imagine we are in 2054 and there is a film crew on campus producing a documentary about UCR. What would the headline read?

- a. UCR Medical School Physicians Find Cure for Cancer

- b. Underdog of the UC System Becomes #1 Public University
- c. Inclusive Excellence in the Inland Empire
- d. UCR Becomes #1 in Innovation, Sustainability and Social Change, Leading The Way on How Universities Should Function
- e. UCR Leads The Way in Climate Change
- f. UCR Reverses Climate Change
- g. UCR Turns 100, You Won't Believe What Happens Next (clickbait)
- h. Living The Highlander Life, UCR Beats Disney As The Happiest Place On Earth
- i. UCR: The First Decolonized University
- j. UCR Alum Becomes US President
- k. UCR: The #1 Campus of Choice for Students, Staff and Faculty
- l. UCR Bounds Beyond Borders
- m. UCR Campus Breaks Stereotypes
- n. UCR Scientists Discover Life on Distant Planet and Leads NASA Efforts

Interim Provost Smith ended by sharing that the goal today was for all members to come away knowing that there are resources available to assist their work groups. This committee is a place for you to share what conversations are taking place in your groups, and to identify similar themes/issues.