

January 8, 2020

University of California, Riverside  
Strategic Planning Steering Committee

January 14, 2020  
1:00PM – 3:00PM  
Hinderaker B154

### Agenda

1:00PM	Welcome and Goals for the Meeting	<i>Tom Smith</i>
1:05PM	Approval of November 18 <sup>th</sup> Meeting Minutes (Attachment I)	<i>Tom Smith</i>
1:10PM	Reports from the Working Groups (Attachment II)	<i>Working Group Chairs &amp; Co-chairs AKA moderating</i>
	(Each working group will have 10 minutes for presentation followed by ten minutes of dialogue with the steering committee. Attachment II describes focus of presentations)	
	1:10-1:30	<i>Contributions to the Public Good</i>
	1:30-1:50	<i>Thriving Campus Community</i>
	1:50-2:10	<i>Sustainable Infrastructure, Operations &amp; Finances</i>
	2:10-2:20	<i>Research and Scholarly Distinction</i>
	2:20-2:40	<i>Unparalleled Student Experience</i>
2:40PM	Description of Potential UCR Community Forums on Working Group Topics	<i>Tom Smith &amp; Ken Baerenklau</i>
3:00 PM	Final Words and Adjournment	<i>Tom Smith</i>

Attachments

- I. Minutes of November 18<sup>th</sup> 2019 Steering Committee Meeting
- II. Guidance on Working Group Reports for December 12<sup>th</sup> Steering Committee Meeting (For reference. Circulated to Steering Committee by email on December 10, 2019)

## Strategic Planning Steering Committee Meeting

11/18/2018 3-5 pm, Hinderaker B154

Meeting Minutes

### Attendance

**Present: UCR:** Tom Smith, Dylan Rodriguez, Christiane Weirauch, Crystal Petrini, John Haberstroh, Peter Hayashida, Brian Haynes, Rodolfo Torres, Chris Lynch, Milly Pena, Yat Sun Poon, Rebekah Richert, Xiaoping Hu, Timothy Lyons, Bruce Link, Gabriela Canalizo, Xuan Liu, Christian Shelton, Gloria Gonzales-Rivera, Ken Baerenklau, Julia McLean **AKA Strategy:** Tony Knerr, John Braunstein, Belinda Li\*

*\*telepresence*

**Absent:** Julian Gonzalez, Eddie Comeaux

### Agenda in Brief

**3:00 Welcome** (*Tom Smith*)

**3:05 Approval of October Minutes**

**3:10 Reports from Working Groups**

Unparalleled Student Experience  
Research and Scholarly Distinction  
Thriving Campus Community  
Contributions to the Public Good  
Sustainable Infra, Operations and Finance

**4:00 Discussion of Common Themes** (AKA)

**4:10 Next Steps for Working Groups**

**4:25 Discuss Preliminary Strategic Themes**

**4:55 Final Words and Adjournment**

### Meeting Notes

#### Welcome

Tom reviews the agenda. Today, let's identify some common themes coming out of the working groups and discuss any concerns.

#### Approval of October Minutes

The October 16<sup>th</sup> minutes are unanimously approved. For transparency, the steering committee minutes will be posted to the website; they can also serve as a model for the workgroups. If there is anything in the minutes of concern or that needs to be discussed, please email [strategicplan@ucr.edu](mailto:strategicplan@ucr.edu).

#### Reports from Working Groups

Time will be kept strictly: 5 minutes for presentation, 5 minutes for discussion per workgroup.

#### Unparalleled Student Experience

*Presentation:* Yat Sun Poon (Chair) Rebekah Richert (Vice Chair)

This workgroup has met twice. In the first meeting they kept it bold and broad. In the second meeting, they started getting to work. They've also had multiple sub-workgroup meetings. Their notes:

- Important to address both academic and nonacademic experiences; ensure solutions are relevant to the entire community. Address both campus and online education experiences.
- Consider student experience beyond admission and graduation. What promises are made during recruitment? What resources are offered post-grad?
- Undergraduates are focused on job preparation but they face issues with mentorship and internships. Also, an identified lack of resources to support these relationships.
- They've had some 1:1 discussion with students but would like to hold focus groups. To AKA: Can they have assistance and resources?

*Discussion:*

- Committee appreciates the broad spectrum of consideration (beyond admission/graduation).
- Workgroup will consider graduate programs (both PhD and MS), but need more time to articulate a vision. Why was 20% grad enrollment the goal in UCR 2020? How are grad programs related to undergrad goals?
- GSA offers help to find/recruit graduate students for a focus group.
- AKA: Focus groups are often only as good as the questions asked; they can help organize.

## Research and Scholarly Distinction

*Presentation: Xiaoping Hu (Chair) Timothy Lyons (Vice Chair) \*Missing Humanities member*

This workgroup has met once on 10/31. Discussed the charge and found two main focuses:

- Graduate Education: Interest in assessing the extent to which the 2020 vision to increase the graduate student body has been reached/met.
- UCR has strong reliance on undergraduate tuition and education. Need to find balance of teaching and research - what is good for one is good for the other. Finding that balance for UCR is this committee and workgroup's job.
- Peer schools have 20-30% graduate professional students and UCR is not there yet. Need a realistic idea of where UCR is and how far it has to go.
- Interdisciplinary programs: Cluster hiring was supposed to help; not sure if it improved to the level that UCR needs. Committee would also like to identify UCR's niche(s) for research.
- Would like to do a survey but hesitant. Instead, they are considering department visits, having an open meeting, a focus group, or some other kind of town hall to get richer feedback.
- Also, would like a discussion with SIOF workgroup.

*Discussion:*

- How will this workgroup determine the niche research areas the university might choose to pursue?
- Certain departments have stronger national reputations; if you spoke to people on campus, you'd likely hear the same 5-6 departments. Does the committee know that for sure? How will they assess national prominence?
- Rather than/in addition to identifying prominent departments/research, consider identifying potential areas for cross-cutting (interdisciplinary) research across departments.
- MRB is a great example of how to find those interdisciplinary niches within our campus' strengths.
- This plan is for 30+ years in the future: look far ahead. Maybe focus on the selection process by which UCR decides how departments receive emphasis, rather than deciding where the emphasis should go right now/in the next 5-10 years.
- It makes sense to incorporate 10-year milestones into the strategic plan, but this will happen later in the draft process.

## A Thriving Campus Community

*Presentation:* Xuan Liu (Chair) Eddie Comeaux (Vice Chair)

In their first meeting, they discussed the culture of UCR and how it impacts the campus and the surrounding community.

- Collecting and reviewing resources to learn where UCR community is now and where it should go.
- Asking multiple groups (Faculty, Academic Senate, Ombudsman, Administration, Staff, Students, etc.) to present to the workgroup (nine presentations total). Talks will reflect on diversity, inclusion, and equity at UCR; and how communications among faculty, staff, and students can improve.
- After the talks, the group will collect all critical points (from presentations and other research), prioritize them, and then assign those to committee members.
- Hope to finish data collection, writing, and presentations by February meeting. First draft by April.

*Discussion:*

- This is a lot of engagement for UCR stakeholders, how will they engage people outside UCR?
  - Response: Once they hear from students/faculty they will know how to move forward.
- Should *Unparalleled Student Experience* and *Thriving Campus Community* workgroups work together so that they're not surveying/taking up the time of the same populations?
- In future meetings, can this workgroup discuss four quarters of instruction? This could yield physical presence of students on campus year-round. Or even semesters?
- Community is a significantly common theme across workgroups; how might that impact the work of this group?

## Contributions to the Public Good

*Presentation:* Bruce Link (Chair) Gabriela Canalizo (Vice Chair)

This committee has met once and feel their committee is working well together.

- Started by conceptualizing public good and reviewing what was put together for the 2020 plan.
- Assign committee members to identify areas to talk about: diversity, reconciliation, education pipeline, environmental, politics, military, social mobility, etc. Next workgroup meeting will finalize their interview questions. Then they will interview people in each domain; because those professionals will have some bias, maybe also speak with general community members.
- Can UCR create a culture of public good so that it is just part of who UCR is, what UCR does, and is part of the UCR identify? Incentives to support that?
- What can AKA do for the workgroups? In the AKA interviews, can they please ask the questions that this workgroup is asking?
- Can they get resources to get a feel for what campus is already doing regarding public good?
  - *Response:* Faculty write public service statements in their eFiles. Could someone collect them and use them to see what is happening?
  - *Response:* Department chairs will also have a great sense of public good initiatives.
- There is a theme of interaction with the community here. Make sure the work doesn't just tell they community what UCR can give them, try to have a mutual learning and coming together.

### *Discussion:*

- Where is the theme of reconciliation coming from? UCR is on Native American land; history with citrus field workers. Many universities are investigating *reparations*; consider using that language.
- Contact Tom Hunt and Patricia Lock-Dawson of RUSD (Riverside Unified School District) to get more in touch with existing communities.
- *Research and Scholarly Distinction*: Is there a way to integrate both so that the UCR research vision is serving public good and local economy?
- *Student Experience*: Mentorship issues – Maybe there is something the strategic plan can do, like an ambassador program, that can improve student experience and public good.

## Sustainable Infrastructure, Operations, and Finance

*Presentation: Christian Shelton (Chair) Gloria Gonzales-Rivera (Vice Chair)*

This committee has met once and had a roundtable discussion.

- Identified issues: Physical plan, processes on campus, budget, and environmental/ecological. These issues were used to form smaller groups.
- The smaller groups met over the past week or two. They have the access they need but still need more background information on how state budgets get set, what are other financial constraints, how much do buildings cost, etc. Once compiled they will move forward from there.
- Would like to look to other committees in the coming weeks to see how they weigh sustainability
- Finance Group: Mission is dependent on what they want to do; they are running scenarios with different growth rates and different revenue compositions. Looking into:
  - Recruitment of international students as an additional source of revenue
  - Role of UCR foundation and endowment
- They have four groups they will speak to often: Academic Senate Planning and Budget, Staff Assembly, Jun Wang (International Recruitment), UCR Foundation (growing endowment, etc.)

### *Discussion:*

- Does the university have a projection for composition of students, rather than just a total #?
  - International, In-State, Out-of-State, Transfer,
  - *Response*: Yes, but it is still up to committee to ideate how they envision future growth.
- UCR has a lot of room to grow international and domestic out-of-state student population.
- UCR is much more likely to increase international than out-of-state domestic students
- Part of UC mission is to promote CA students. UCR must find a good balance to serve them.
- Need to address positioning in the UC System: Least UC funding and most needful students

## Discussion of Common Themes (AKA moderating)

### AKA Moderator Feedback

Great work so far! Suggestion: To ensure workgroups are well-paced, try to follow the reverse-engineered workplan provided in the agenda packet. Let's talk themes and next steps:

- **UCR Staff:** UCR is 700-800 staff below average for the UC System and this issue is a cross-cutting theme. Staff assembly is happy to offer support, data, personnel to help inform related discussions. Staffing levels will come up often in workgroup conversations as they progress.
- **Community:** How is this committee defining that word?
- **Diversity:** UCR celebrates its diversity but isn't as supportive of it as it could be. UCR needs to build the programs that support the students it has.
- **Growth:** Is this committee assuming UCR's growth? Does it dictate UCR's value as a university? How will UCR manage growth? UCR is growing, it can grow, the state needs it to grow.
  - Homework: Think about what those major, universal drivers might be?
  - Committee also needs a more detailed look at the LRDP.

### Next Steps for Working Groups:

- Utilize the Shared Google Drive by next meeting
  - There is a folder for each workgroup; an email will go out with the link and instructions.
  - Please track workgroup consultation efforts. Take meeting minutes, track how many meetings are held/attended, who participates, keep a list of contacts, and even take photos.
- Review the AKA Strategy time-table. Workgroups should ask themselves if this seems reasonable and let the steering committee and AKA know how they are feeling along the way.

### Other Comments and Q&A

**Can workgroups have a place on the website where campus can comment/leave feedback?** Yes, they can do that by accessing the Shared Drive, creating a resource in Google Docs for which they would like to solicit feedback, and emailing [strategicplan@ucr.edu](mailto:strategicplan@ucr.edu) with a link to the resource and instructions for feedback. They can also ask to post a resource on the secure page of the strategic planning website but they won't be able to receive feedback from stakeholders directly on such a document (feedback would have to be sent by email).

**How is the Steering Committee preventing duplication of workgroup efforts?** First, we will review the workgroup information source lists (provided at the meeting) and follow up about coordination. Second, if workgroups are pursuing a larger project such as a town hall, campus-wide survey, or if they need feedback on something they have created, etc., please reach out to [strategicplan@ucr.edu](mailto:strategicplan@ucr.edu) so that we can help coordinate any duplicative efforts.

**Should workgroups be holding big town halls and getting a lot of widespread feedback yet?** Strategic Planning is still in the visioning phase so while the workgroups should be doing research, reaching out to small groups, etc., we can communicate with wider campus in winter.

**How well are alumni informed of this process?** We have worked with advancement and campus alumni chapters to reach out to 15-20 prominent alumni.

## Discuss *Preliminary Strategic Themes* document

Preliminary strategic themes are drawn from the first round of interviews. Committee members may find that they approve, disapprove, or can take what they need and discard what doesn't help.

Concern about the body of initial respondents being higher level administrative leaders. While administrative leaders are not the only people who will be surveyed, does it anchor the rest of the discussion from their perspective? Concern is heard by AKA – steering committee should make use of this time to discuss more on emerging themes. If these themes are not particularly helpful, how might this committee articulate theirs differently. Ask "What must a strategic plan grapple with for people to take it seriously?"

- Diversity: What institutional transformation does UCR need to realize since it already has diversity? Why is UCR a special place for the already diverse population?
- Transformation: How does this committee define transformation? This committee needs to be bold in their thinking. How will UCR transform the community, sure, but how will UCR also transform the world?
- Local/Global:
  - The committees need to better understand the education trends on a global scale.
  - The committee needs to look to the larger national and international trends and understand how those might impact our strategic plan.
  - Local: Let's scrutinize our commitment to serving Inland Empire first. There are ways to be local and global at the same time – how can we serve both scales?
- Agricultural and Land Grant Mission of the University: How do we preserve?
- Relationship with the rest of the UC: How do we strengthen?
- Future: How will education be different 30 years from now?
- Growth: Let's ask the question whether UCR can leverage/manage the anticipated growth?

## Final Words and Adjournment (*Tom Smith*)

It is critical that each workgroup comes up with a vision. That vision can be learned from engaging with existing groups who have their own visions, or it can be created - that is the workgroup's responsibility. Then, through the steering committee, we will integrate these themes into a unified vision to discuss with the campus.

UCR Strategic Planning:  
Plans for the January 14<sup>th</sup> Steering Committee Meeting  
and Subsequent Work Steps

Each of the working groups will have 20 minutes at the January 14<sup>th</sup> meeting to share its work to date with the steering committee. This will be divided roughly into ten minutes of presentation by the chair and vice-chair and ten minutes for open discussion with the full steering committee.

**At the steering committee meeting:**

1. Provide a brief presentation of what your group has learned to date.
  - This might be observations or conclusions the group has arrived at based on initial analyses or research, or it might be simply the results of discussions within your group.
  - Your comments should help make clear to the steering committee how you've delimited your group's focus—in other words, what your group wants to figure out, why that's important, and what early ideas you have on the subject.
  - Feel free to also use this time to:
    - Identify questions or themes raised in your group that you believe relate to the topics or efforts of any other working group.
    - Ask for guidance, support, or feedback from the steering committee.
    - Describe your group's immediate next steps.
2. Offer your reactions and suggestions in response to presentations from the other working groups.
  - What seems valid or important? What are you more skeptical about?
  - Are there connections to ideas your group is wrestling with?
  - What implications do you see to the ideas presented?
  - What suggestions do you have: For testing these early ideas? For elaborating on them? For narrowing their focus? For sources of relevant additional information?

**In advance of the meeting:** consider uploading to the shared drive anything you feel members of the steering committee would benefit from reviewing before your presentation. This might be simply a bullet point list of the items you're planning to cover in the meeting, or it might be more detailed material providing context or background for your presentation.

**Next steps:** The Provost's office is considering scheduling a series of UCR community forums during the winter and spring quarters that the working groups could use to share their initial ideas for broader exploration and feedback. AKA and the Provost's office would work with the steering committee to design an appropriate structure for these forums and would be available to assist the working groups in distilling their ideas to share in the sessions. We will discuss this further in the January steering committee meeting.