

May 11, 2020

**University of California, Riverside  
Strategic Planning Steering Committee**

**May 14, 2020**

**2:00PM – 4:00PM**

**Zoom Meeting ID: 275-574-6279**

**URL: <https://ucr.zoom.us/j/2755746279>**

**Agenda**

2:00PM	Welcome and Goals for the Meeting	<i>Tom Smith</i>
2:05PM	Quick Updates from the Working Groups (Five minutes per group) <ul style="list-style-type: none"><li>• <i>Contributions to the Public Good</i></li><li>• <i>Unparalleled Student Experience</i></li><li>• <i>Research and Scholarly Distinction</i></li><li>• <i>Thriving Campus Community</i></li><li>• <i>Sustainable Infrastructure, Operations &amp; Finances</i></li></ul> (Ten minutes for discussion following all groups)	<i>Working Group Chairs &amp; Co-chairs AKA moderating</i>
2:40PM	Discussion of <i>Preliminary Framework for the UCR Strategic Plan</i> (Attachment I)	<i>Tom Smith</i>
3:45PM	Next Steps and Final Comments	<i>Tom Smith &amp; AKA</i>
4:00PM	Adjournment	<i>Tom Smith</i>

Attachments

- I. *Preliminary Framework for the UCR Strategic Plan*

# Preliminary Framework for the UCR Strategic Plan

Steering Committee Meeting

May 14<sup>th</sup>, 2020



- 1. Process Review**
- 2. Framework Organization & Terminology**
- 3. Cross-Cutting Themes**
- 4. Preliminary Strategic Goals**
  - Rigorous and Empathetic Learning Environment
  - Distinctive, World-Class, Problem-Centered Research
  - A Thriving, Respectful, and Fair Community
  - A Citizen Leader for Our Region, Nation, and World
  - Responsible Stewards of a Strong, Sustainable Resource Base

## Working Group Contributions

- Input from over 100+ campus and community members
- Community Outreach and Consultation with UCR and IE communities
- Campus Forums
- Interviews & Surveys
- Research, reports, presentations, and other information

## Executive Committee Outreach

- Town Halls: Chancellor (2019), Provost (2019 & 2020)
- Steering Committee Retreat (2019)
- Consultation with Endowed Chairs and Distinguished Professors (2019)
- March/April 2020 Steering Committee Breakout Sessions
- Responses and input from general campus ([strategicplan@ucr.edu](mailto:strategicplan@ucr.edu))
- Multiple meetings with Vice Chancellors and Deans

## AKA Interviews

### Individual Interviews (44)

- 13 Deans and Faculty Members
- 22 Campus Administrators
- 9 Alumni

### Group Conversations (7)

- Junior faculty
- Research intensive faculty
- Undergraduate student leaders
- Staff Assembly representatives
- Academic Senate leadership (2 meetings)
- Graduate student representatives
- Center for Ideas & Society

- I. **Strategic Goals**: We have identified **five (5)** *strategic goals* which serve as overarching aspirations for UCR.
  1. **Strategies**: Associated with each strategic goal are several *strategies*, largely taken from working group reports.
    - **Initiatives/Activities**: Associated with each strategy will be brief *initiatives/activities* that UCR might undertake to pursue each goal.

The background of the slide features a large, faint watermark of the University of California seal. The seal is circular and contains an open book, a star, and a banner with the motto "LET THERE BE LIGHT". The text "UNIVERSITY OF CALIFORNIA" is visible around the perimeter of the seal.

**Diversity**

**Sustainability**





# Strategic Goals

**Rigorous and Empathetic Learning Environment**

**Distinctive, World-Class, Problem-Centered Research**

**A Thriving, Respectful, and Fair Community**

**A Citizen Leader for Our Region, Nation, and World**

**Responsible Stewards of a Strong, Sustainable Resource Base**

## Rigorous and Empathetic Learning Environment

- 1. Establish UCR as a community of learners, an environment in which students and faculty are partners in the creation and dissemination of knowledge**
- 2. Build a scaffolded learning experience that ensures continuity and growth, from enrollment through commencement, in students' ability to understand, create, and disseminate knowledge.**
- 3. Ensure that all students are aware of and can easily access a rich array of educational and career development opportunities that are provided equitably and empathetically.**

## Rigorous and Empathetic Learning Environment

- 4. Integrate preparation for college, careers, and community into the undergraduate curriculum**
- 5. Use technology to extend educational access and strengthen resilience to disruptions**
- 6. Build a culture of graduate education characterized by respect and empathy, empowerment and inclusion, mentorship, and community**

## **Distinctive, World-class, Problem-Centered Research**

- 1. Continue to develop the characteristics of an AAU institution in alignment with UCR's history, mission, and vision**
- 2. Identify selected areas of current and potential research excellence for strategic investment**
- 3. Develop an identity for UCR research and scholarship that, regardless of discipline, is rooted in the remarkable diversity of UCR's community**

## **Distinctive, World-class, Problem-Centered Research**

- 4. Become a nationally recognized pipeline producing researchers and scholars of diverse backgrounds and experiences, particularly those historically under-represented in their academic fields and research in general**
- 5. Facilitate interdisciplinary research**

## Thriving, Respectful, and Fair Community

- 1. Create an equitable and inclusive environment that enables all students, faculty, and staff to maximize the quality of their campus experiences**
- 2. Improve communications and build meaningful and collaborative relationships throughout the campus community**

## **Citizen Leader for Our Region, Nation, and World**

- 1. Enhance UCR's contributions to upward social mobility, in particular for the Inland Empire region**
- 2. Create a culture at every level of University operations in which choices are guided by a commitment to the public good**
- 3. Create networks of local, regional, national, and global institutions to address such pressing societal issues as food security, housing, the environment, education, political representation, and health**

## **Citizen Leader for Our Region, Nation, and World**

- 4. Serve as the primary engine of equitable economic development for the Inland Empire—a magnet for resources and talent from outside our region and a trusted local source of education and expertise that helps retain our area's best people**
- 5. Create a healthy, flourishing, culturally rich, creative environment on and around campus that draws diverse communities to stay and contribute to the growth of the region**
- 6. Become a model for advancing the public good that can be used in other communities and at a broader scale in California, the nation and the world**



## Responsible Stewards of a Strong, Sustainable Resource Base

- 1. Create a culture of sustainability so that all administrative units, organizations, initiatives, programs, and activities support environmentally sustainable practices**
- 2. Diversify revenue streams to ensure sustainable generation of funds to strengthen the quality of research, education, and outreach**
- 3. Plan and budget for facilities and other infrastructure that is safe, inviting, accessible, and suitable to support the vision of this strategic plan.**

## Responsible Stewards of a Strong, Sustainable Resource Base

- 4. Invest in UCR's human capital—faculty and staff of the quality and quantity necessary to perpetuate the University's world-class research, education, and outreach.**
- 5. Provide responsible stewardship that responds to the trust placed in UCR by the people of California and ensures that the University is recognized as an exemplar of sustainable human, financial, physical, and environmental resources**



Any other thoughts?