

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

**Draft Strategic Plan: Questions to Consider and Preparation for Breakout Group Work**

**A. Questions to Consider**

The current draft of the UCR strategic plan looks much different from the strategic goals that we discussed in the August steering committee meeting. In the upcoming September 18<sup>th</sup> steering committee meeting, we'll explain the evolution of the draft, the rationale for its current format, and how the working group reports and subsequent implementation planning will supplement the final strategic plan.

To focus our discussion of this new draft in the September meeting, we urge you to consider the following questions, which focus largely on the newly drafted sections of the plan.

1. Does the Chancellor's letter that begins the plan speak to our current moment? Does it create a sense of urgency, timeliness, and relevance for the UCR strategic plan? Does it position the strategic plan in the way you want it to be viewed by the UCR community and the external world?
2. Does the introduction offer a clear and compelling storyline appropriate for UCR in light of its history and the kind of institution it wishes to become? Does it provide a rationale for the vision statement, one that makes clear why UCR will pursue the direction articulated by the strategic plan?
3. The mission statement is unchanged from that in the previous strategic plan, *UCR 2020: The Path to Preeminence*, and is what currently appears on the UCR website. Is it a suitable mission statement for the new strategic plan? How should it change, if at all?
4. The vision statement, on the other hand, is entirely new. Does it capture what you want UCR to be? Does it represent what the strategic goals collectively seek to achieve? That is, will accomplishing the goals make UCR the kind of University described in the vision? Does the vision focus on the right stakeholder groups of the University?
5. The core values have also been updated. Do they fit UCR? Do they describe the culture and ethos to which the University aspires? Do they represent/reflect the kinds of behavior that you wish to characterize UCR?

The first half of September 18<sup>th</sup> meeting will focus on these questions. We would appreciate you spending some time to think about them and jot down your responses before the meeting.

**B. Breakout Group Preparation**

In the second half of the meeting, we will divide into four breakout groups. Each group will be assigned to one of the four strategic goals and asked to sketch out a few more vignettes for it. To prepare, please look at your breakout group assignment and its associated strategic goal

below and try to write down three or four headlines of promising vignettes. When your group convenes, each member should share the headlines they have prepared. The group should then choose two to four of these headlines and sketch out in brief bullet points some ideas for vignettes – what UCR does, the direct effects of this, and what related actions occur. Don't worry about finding the perfect words or mimicking the style of the vignettes in the current draft exactly. We are only looking for high-level concepts from you at the meeting.

While we won't have time in the meeting to get detailed feedback on the existing vignettes in the draft plan, we encourage you to provide written feedback via email after the meeting.

### **Breakout Group Assignments**

#### **Group #1: (Goal #1: “Distinctive, World Class Research and Scholarship”)**

##### **Facilitator: Ken Baerenklau**

Xiaoping Hu  
 Rebekah Richert  
 Gloria Gonzalez-Rivera  
 Luis Huerta  
 Jason Stajich  
 Rodolfo Torres

#### **Group #2: (Goal #2: “A Rigorous, Engaging, and Empowering Learning Environment”)**

##### **Facilitator: Tom Smith**

Yat Sun Poon  
 Gabriela Canalizo  
 Christian Weirauch  
 Chris Lynch  
 Brian Haynes  
 Tony Knerr (AKA)

#### **Group #3: (Goal #3: “A Welcoming, Inclusive, and Collaborative Community”)**

##### **Facilitator: John Braunstein (AKA)**

Xuan Liu  
 Tim Lyons  
 Crystal Petrini  
 Kathryn Uhrich  
 Peter Hayashida

#### **Group #4: (Goal #4: “An Exemplary Model for Advancing the Public Good”)**

##### **Facilitator: Julia McLean**

Bruce Link  
 Eddie Comeaux  
 Christian Shelton  
 Nichi Yes  
 Juliet McMullin  
 Belinda Li (AKA)