

The background of the slide is a photograph of the University of California, Riverside campus. It features a prominent tall, cylindrical tower in the center, surrounded by various campus buildings and greenery. In the distance, there are rugged mountains under a clear blue sky. The image is overlaid with a dark blue gradient at the bottom where the text is located.

UCR 2030



CENTRAL CAMPUS LEVEL STRATEGIC INITIATIVES / *FOR DISCUSSION*

PILLARS OF OUR MISSION:

- [1] Distinctive, transformative research and scholarship**
- [2] A rigorous, engaging, and empowering learning environment**
- [3] A welcoming, inclusive, and collaborative community**
- [4] Advancement of the public good**

The central campus administration must provide the foundation for the faculty and staff in the schools, colleges, and other units to achieve the goals laid out in their respective strategic plans. The matrix below identifies three strategic goals for building that foundation. Within each central campus strategic goal, there are 2-4 broad objectives, key initiatives to support those objectives, initial specific action items to further the objectives,

and metrics by which we can gauge our progress and develop additional action items. The senior administrators listed as the lead coordinators are responsible for working with the deans and other unit leaders to provide resources and services in support of the objectives that each school/college/unit sets for itself and to facilitate coordination and collaboration for multidisciplinary and cross-campus initiatives.

STRATEGIC GOAL I : Build financial stability, resiliency, and sustainability

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS
Increase Net Revenue	Grow nonresident enrollment [3]*	Intensive & targeted outreach (out-of-state and international)	<ul style="list-style-type: none"> Enrollment numbers Net revenue 	<ul style="list-style-type: none"> Associate Vice Chancellor, Enrollment Services (AVC-ES) Vice Provost, International Affairs (VPIA) 	<ul style="list-style-type: none"> Deans University Extension Dean (UNEX Dean) Associate Vice Chancellor, Communications (AVC-Comms)
	Increase summer session offerings and enrollment [2]*	<ul style="list-style-type: none"> Identify new courses for summer (based on student demand) Expand and enhance recruiting efforts Review budget model incentives 	<ul style="list-style-type: none"> Number of new summer courses and enrollments Net revenue 	<ul style="list-style-type: none"> Vice Provost and Dean, Undergraduate Education (VPDUE) 	<ul style="list-style-type: none"> Deans AVC-ES AVC-Comms
	Increase number of master's programs and master's enrollment [2,3]	<ul style="list-style-type: none"> Perform market studies to determine viability of proposed master's programs Increase support for developing and submitting proposals 	<ul style="list-style-type: none"> Number of new programs and enrollments Net revenue 	<ul style="list-style-type: none"> Dean, Graduate Division (Grad Dean) VPIA 	<ul style="list-style-type: none"> Deans
	Grow extramural research funding [1]*	<ul style="list-style-type: none"> Provide competitive internal seed funding opportunities Expand campus and school/college support for grant proposal development and grant management 	<ul style="list-style-type: none"> Total extramural research dollars Extramural funding/faculty member Number of funded faculty 	<ul style="list-style-type: none"> Vice Chancellor, Research and Economic Development (VCRED) 	<ul style="list-style-type: none"> Deans Assistant Vice Chancellor, Government and Community Relations (AVC-GCR)
	Grow Philanthropy [1,2]	<ul style="list-style-type: none"> Develop larger pool of donors Engage faculty in donor cultivation and stewardship Expand alumni programming 	<ul style="list-style-type: none"> Dollars raised annually Size of gifts 	<ul style="list-style-type: none"> Vice Chancellor, University Advancement (VCUA) 	<ul style="list-style-type: none"> Deans
Improved financial models	<ul style="list-style-type: none"> Stabilize funding for core research facilities [1] Provide budgeting and forecasting tools to units 	Roll out common budget template and forecasting tools that are part of the new financial system	Adoption of new templates and tools	<ul style="list-style-type: none"> Vice Chancellor, Planning, Budget, and Administration (VCPBA) 	<ul style="list-style-type: none"> Chief Financial and Administrative Officers (CFAOs) across campus



STRATEGIC GOAL II : Invest in the success of the people who teach, do research, work, learn, and live at UCR

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS
Address Faculty equity & professional growth	Reduce equity gaps [3]	<ul style="list-style-type: none"> • Implement salary equity program • Improve orientations and expand programming 	All faculty within 3% of their projected median	• Vice Provost, Academic Personnel (VPAP)	<ul style="list-style-type: none"> • Deans • Vice Chancellor, Diversity, Equity, and Inclusion (VCDEI)
	Enhance leadership development [3]	Implement CORO faculty leadership program	Numbers and program evaluations		• Deans
Improve Graduate student success & pipelines	<ul style="list-style-type: none"> • Improve graduation rates [2] • Decrease equity gaps [3] 	<ul style="list-style-type: none"> • Provide support for faculty to apply for more training grants • Support student applications for individual fellowships • Right-size TA budgets 	<ul style="list-style-type: none"> • Number of PhD programs that offer 5-year funding packages to incoming students • Number of training grant applications and awards • Number of fellowship applications and awards • Revised TA budgets • Program-level graduation rates 	• Grad Dean	<ul style="list-style-type: none"> • Deans • VCPBA • VPIA
	Grow new 4-1 & 3-2 Master's programs [2,3]	<ul style="list-style-type: none"> • Incentivize new program development • Increase support for developing and submitting proposals 	Number of new programs and enrollments	<ul style="list-style-type: none"> • Grad Div • VPIA 	<ul style="list-style-type: none"> • Provost • Deans • UNEX Dean
Improve Undergrad student success & experience	<ul style="list-style-type: none"> • Improve graduation rates [2] • Decrease equity gaps [3] 	<ul style="list-style-type: none"> • Invest in student advising (personnel & software) • Launch new Black Student Success Initiatives 	<ul style="list-style-type: none"> • By 2030, 75% (4yr) & 85% (6yr), per UC 2030 • Elimination of equity gaps in persistence, graduation, time to degree, and satisfaction measures 	• VPDUE	<ul style="list-style-type: none"> • Deans • Student Advising Manager (SAMS) • VPIA • Vice Chancellor, Student Affairs (VCSA) • AVC-ES
	Expand high-impact practices & career / leadership development [2,4]* across demographics	Provide expanded opportunities to increase the numbers of students participating in: <ul style="list-style-type: none"> • Honors • Education Abroad • Research • Internships • Learning communities • Community engaged learning 	<ul style="list-style-type: none"> • Number of students participating (disaggregated) • Satisfaction measures 		<ul style="list-style-type: none"> • Deans • Honors director • VPIA • Career Center director • AVC-ES
Address Staff flexibility & professional growth	Facilitate hybrid/remote work [3]	<ul style="list-style-type: none"> • Reassess pilot options in 1-2 years • Update campus policy/ implementation in units • Ongoing rollout of supervisor resources for hybrid/remote 	Staff engagement surveys; retention rates	• Chief Human Resources Officer (CHRO)	• Unit leaders
	Enhance professional development [3]	<ul style="list-style-type: none"> • Expand opportunities for ongoing training and development • Advance HR expertise on campus 			

STRATEGIC GOAL III : Expand the visibility and scope of influence of UCR locally, nationally, and globally

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS
Strengthen AAU membership candidacy	<ul style="list-style-type: none"> • Grow doctoral program enrollments • Grow federal and non-federal research funding • Expand postdoctoral appointments • Promote faculty and UCR nationally through media, awards, and national networks. [1] 	<ul style="list-style-type: none"> • Provide support for faculty to apply for more training grants • Support student applications for individual fellowships • Right-size TA budgets • Provide competitive internal seed funding opportunities • Expand campus and school/college support for grant proposal development and grant management 	<ul style="list-style-type: none"> • Percentage of graduate students • Doctoral education outcomes (completion rates and job placements) • Doctoral degrees awarded per faculty member • Postdoctoral appointments per faculty member • Funding per faculty member 	<ul style="list-style-type: none"> • Grad Dean • VCRED 	<ul style="list-style-type: none"> • Deans • VCPBA • VPIA • AVC-Comms
Serve as an anchor institution for economic development in the Inland Empire	Grow the OASIS (Opportunities for Advancing Sustainability, Innovation, and Social Inclusion) initiative [1,4]	Secure funding and partners for clean tech park	Building in place and fully occupied by 2030 (CE-CERT and University Extension as main tenants)	<ul style="list-style-type: none"> • VCRED 	<ul style="list-style-type: none"> • AVC-GCR • VCPBA • UNEX Dean
Achieve additional national recognition	Carnegie classification - Community Engagement [4]	2024 application cycle	Achieved by 2030	<ul style="list-style-type: none"> • Provost 	<ul style="list-style-type: none"> • VCSA • VPDUE • AVC-GCR
	APLU classification – Innovation & Economic Prosperity [4]	2023 cycle		<ul style="list-style-type: none"> • VCRED 	<ul style="list-style-type: none"> • Provost
	APLU Award - Global Learning, Research, & Engagement [1,2,4]	Plan for meeting criteria		<ul style="list-style-type: none"> • VPIA 	

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