

A wide-angle photograph of the University of California, Riverside campus. In the foreground, a tall, slender, modern building stands out. The campus is surrounded by lush green trees and other academic buildings. In the background, a range of rugged mountains is visible 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

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
- [5] Sustainability for climate action and environmental justice

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 2-5 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.

The numbers in brackets after each initiative indicate the relevant pillar(s).

*Sustainability is currently an ad hoc Senate committee. There is a campus administrative Committee on Sustainability.

** UCR Staff Assembly is an association of many employees dedicated to promoting the interests and welfare of all UCR staff.

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

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS	KEY FACULTY SENATE COMMITTEES
Increase Net Revenue	• Increase the enrollment of California resident undergraduates [3,4] <i>Added September 2026</i>	• Increase undergraduate carrying capacity • Expand and diversify statewide outreach efforts to increase engagement with prospective California students • Improve perceived ROI of a UCR degree • Provide sufficient support services to ensure student persistence to graduation	• Undergraduate seat counts • Number of applicants • Yield rate (# enrolled/#of applicants accepted) • Total enrolled California resident undergraduate FTE	AVC-ES	Deans; VPDUE; VCSA	Courses; Ed Policy; Planning & Budget; Undergrad Admissions
	• Grow nonresident enrollment [3]	Intensive and targeted outreach (out-of-state and international)	• Enrollment numbers • Net revenue	• Associate Vice Chancellor, Enrollment Services (AVC-ES) • Vice Provost, International Affairs (VPIA)	• Deans • University Extension Dean (UNEX Dean) • Associate Vice Chancellor, Communications (AVC-Comms)	• Undergraduate Admissions • Faculty Executive Committees (FECs) • University Extension
	• Increase summer sessions offerings and enrollment [2]	• Identify new courses for summer (based on student demand) • Expand and enhance recruiting efforts • Review budget model incentives	• Number of new summer courses and enrollments • Net revenue	• AVC-ES	• Deans • Vice Provost and Dean of Undergraduate Education (VPDUE) • AVC-Comms	• Courses • FECs
	• Increase number of master's programs and master's enrollment [2, 3]	• Perform market studies to determine viability of proposed master's programs • Increase support for developing and submitting proposals	• Number of new programs and enrollments • Net revenue	• Vice Provost and Dean of Graduate Studies (VPDGS) • VPIA	• Deans	• Graduate Council • FECs
	• Grow extramural research funding [1]	• Provide competitive internal seed funding opportunities • Expand campus and school/college support for grant proposal development and grant management	• Total extramural research dollars • Total F&A revenue • Extramural funding/faculty member • Number of funded faculty	• Vice Chancellor, Research and Economic Development (VCRED)	• Deans • Assistant Vice Chancellor, Government and Community Relations (AVC-GCR)	• Research • FECs
	• Grow Philanthropy [1, 2, 4, 5]	• Develop larger pool of donors • Engage faculty in donor cultivation and stewardship • Expand alumni programming	• Dollars raised annually • Size of gifts	• Vice Chancellor, University Advancement (VCUA)	• Deans	• FECs
	• Advocate for resources from state of CA [1, 2, 3, 4, 5]	• Provide timely information to state legislators • Engage actively with UCOP on development and refinement of allocation protocols	• Percentage increase in year-over-year state allocation • Increase in total state funding	• Chancellor	• Provost • VCPBA • AVC-GCR	• Planning & Budget
Improved Financial Models	• Stabilize funding for core research facilities [1] • Provide budgeting and forecasting tools to units [1, 2, 3, 4, 5]	Roll out common budget template and forecasting tools that are part of the new financial system	• Adoption of new templates and tools	• Vice Chancellor, Planning, Budget, and Administration (VCPBA)	• VCRED • Chief Financial and Administrative Officers (CFAOs) across campus • Associate Vice Chancellor, Information Technology Solutions (AVC-ITS)	• Planning & Budget

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

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS	KEY FACULTY SENATE COMMITTEES
Address Faculty Diversity, Equity, and Professional Growth	• Reduce equity gaps [3]	• Implement salary equity program • Improve orientations and expand programming	• All faculty within 3% of their projected median	• Vice Provost, Academic Personnel (VPAP)	• Deans • Vice Chancellor, Diversity, Equity, and Inclusion (VCDEI)	• Faculty Welfare • Academic Personnel • CODEI
	• Enhance leadership development [3]	• Implement CORO faculty leadership program	• Number of participants and program evaluations		• Deans	• Faculty Welfare
	• Increase the number of Senate faculty from historically underrepresented backgrounds [2,3] <i>Added April 2024</i>	• Increase applicant pool diversity • Seek to hire and retain candidates whose contributions are strongly aligned with the UCR mission to foster diversity, equity, and inclusion in higher education • Collect and report a broad spectrum of data on faculty diversity consistent with the Regents Policy on Diversity	• Substantial increase in the number of Senate faculty from underrepresented backgrounds		• Provost • Deans • Vice Chancellor, Diversity, Equity, and Inclusion (VCDEI)	• Academic Personnel • CODEI
Improve Graduate Student Success and Pipelines	• Improve graduation rates [2] • Decrease equity gaps [3]	• Provide support for faculty to apply for more training grants • Support student applications for individual fellowships • Right-size TA budgets	• 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 and student outcomes	• VPDGS	• Deans • VCPBA • VCDEI • VPIA	• Graduate Council • FECs • Planning & Budget
	• Grow new 4-1 & 3-2 master's programs [2, 3]	• Incentivize new program development • Increase support for developing and submitting proposals	• Number of new programs and enrollments	• VPDGS • VPIA	• Provost • Deans • UNEX Dean	• Graduate Council • FECs • University Extension
Improve Undergraduate Student Success and Experience	• Improve graduation rates [2] • Decrease equity gaps [3] • Sustain academic standards [1, 2]	• Invest in student advising (personnel and software) • Launch new Black Student Success Initiatives • Strengthen first year academic support and skills training	• 75% (4yr) and 85% (6yr), per UC 2030 • Elimination of equity gaps in persistence, graduation, time to degree, and satisfaction measures • Program-level student outcomes • Proficiency in the WASC core competencies	• VPDUE	• Deans • Student Advising Managers (SAMs) • VCDEI • VPIA • Vice Chancellor, Student Affairs (VCSA) • AVC-ES	• Educational Policy • FECs • CODEI
	• Expand high-impact practices and career / leadership development across demographics [2, 4, 5]	Provide expanded opportunities to increase the numbers of students participating in: • Honors • Education Abroad • Research • Internships • Learning communities • Community engaged learning	• Number of students participating (disaggregated) • Satisfaction measures		• Deans • Honors director • VPIA • Career Center director • AVC-ES	• Educational Policy • FECs • International Education • Sustainability*

UCR 2030

CENTRAL CAMPUS LEVEL STRATEGIC INITIATIVES



UC RIVERSIDE

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

OBJECTIVES	INITIATIVES	ACTION ITEMS	METRICS	LEAD COORDINATOR	KEY COLLABORATORS	KEY FACULTY SENATE COMMITTEES
Address Staffing Levels, Staff Flexibility and Professional Growth	Invest in strategic hiring [1, 2, 3, 4, 5]	Identify areas for staff expansion	- Completed report to inform hiring and training of academic support staff - Improved employee satisfaction in areas such as onboarding; expanded capacity for staff professional development and community building	Provost	- VCPBA - Deans	- Planning & Budget - Staff Assembly**
	Enhance professional development [3]	- Conduct Campus-wide Employee Professional Development Needs Analysis/Survey. - Partner on developing an employee KSA Badging and Certification Program. - Establish CHR Campus policy/implementation & training unit. - Enhancing resources that maximize support for flexible work arrangements as means to improve employment value proposition (EVP)	- Establish and equip an HR Change Agent Network focused on helping identify, prioritizing and enable strategic pilot initiatives that further employees' professional development and UCR's employer value proposition. - Develop pilot curriculum for one Professionals KSA Badging and Certification Program. - Stand-up and fully staff HR Policy & Strategic Initiatives Unit. - Establish standardized model of engagement, communication, training and resources for HR policy development and implementation - Revise and augment existing hybrid/remote work resources to include five new instructional and/or assessment tools that will enable supervisors to maximize the total employment value proposition for their workplace. - Establish a program assessment methodology for future campus HR pilot initiatives.	Chief Human Resources Officer (CHRO)	Unit leaders	- Physical Resources - Staff Assembly**
Enhance Campus Space	Expand and improve teaching facilities [2]	- Fund, design, and build the Undergraduate Teaching and Learning Facility (UTLF) - Capitalize on new teaching space in new education buildings (Medicine, Business) - Renovate existing class labs/studio spaces on campus	Complete Undergraduate Teaching & Learning Facility	- Provost - VCPBA	Deans	- Planning & Budget - Physical Resources
	Support ongoing renovation of research facilities [1]	- Advocate for state funds - Allocate campus funds - Prioritize renovation projects	Complete renovation projects	- Provost - VCPBA	Deans	- Planning & Budget - Physical Resources
	Develop additional student housing [2, 3]	- Collaborate with Riverside Community College on North District Phase II - Prioritize housing options for graduate and international student populations	- Increase in number of beds - Increase in percentages of undergraduate, graduate, and international students living on campus	VCPBA	- VPDGS - VPIA	- Planning & Budget - Physical Resources

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	KEY FACULTY SENATE COMMITTEES
Strengthen AAU Membership Metrics	- Grow doctoral program enrollments [1, 2] - Grow federal and non-federal research funding [1] - Expand postdoctoral appointments [1] - Promote faculty and UCR nationally through media, awards, and national networks [1]	- 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	- 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	- VPDGS - VCRED	- Deans - VCPBA - VPIA - AVC-Comms	- Graduate Council - Research - FECs - Planning & Budget
	Invest in centers of research and development on campus (1, 4, 5)	Solicit ideas for investment in multi-college interdisciplinary collaborative research with established presence on campus	Make investments in key strategic areas	- Provost - VCRED	VCPBA	- Research - Planning & Budget
Serve as an Anchor Institution for Research and Economic Development in the Inland Empire	Carnegie classification - Community Engagement [4, 5]	- Support the work of the advisory group and writing group - Conduct self-study of the current levels of involvement in community-engaged scholarship and learning by students and faculty - Identify areas for improvement and coordination to better support community-engaged activities	- Submission of application for Carnegie classification - Establishment of baselines through the self-study process - Increase in number of community-engaged courses, curricular components, and co-curricular opportunities	Provost	- VCSA - VPDUE - AVC-GCR - UNEX Dean	- Education Policy - University Extension
	APLU classification – Innovation & Economic Prosperity [4]	2023 cycle	Achieve these national recognitions	VCRED	Provost	- Research - Planning & Budget - Sustainability*
	APLU Award - Global Learning, Research, & Engagement [1, 2, 4]	Plan for meeting criteria		VPIA		International Education
	AASHE Sustainability Tracking Assessment & Rating System [5]	- Support the Office of Sustainability in its tracking of progress toward improved curriculum scores - Fund the Academic Sustainability Director - Co-fund the GSA Sustainability GSR	- Methodology for identifying courses and programs with sustainability content implemented - Existing courses counted and cataloged as baseline from which to grow - Mechanism for highlighting and advertising available courses implemented	- Provost - VCPBA	- Sustainability Office - Deans	- Sustainability* - FECs