



Future Fluent

**University of California, Riverside Strategic Plan
February 2021**

Table of Contents

Foreword	3
Introduction	4
Mission, Vision, and Core Values	5
Institutional Goals	6
I. Distinctive, Transformative Research and Scholarship	6
II. A Rigorous, Engaging, and Empowering Learning Environment	10
III. A Welcoming, Inclusive, and Collaborative Community	13
IV. Advancing the Public Good	15
Sustainably Pursuing our Goals	18
Ensuring Accountability	20
Conclusion	22
Appendices	23
Appendix A – Strategic Planning Subcommittees and Charges	24
Appendix B – Strategic Planning Subcommittee Members	26
Appendix C – Methodology and Timeline	33
Appendix D – Links to the Working Group Papers	35

Foreword

Effective strategic plans create inflection points in the history of an organization, marking a change in direction that may not be fully understood or even recognized until some point in the future. Such efforts must also build on an institution's history, while aspiring to create a future that is better than the past.

In 2054, UC Riverside will mark its centennial as a comprehensive campus. The strategic decisions we make over the next decade will go a long way in determining the university's position at the time of our centennial. This plan is a blueprint for a bold university resembling and designed for mid-21st century America – identifying ambitious goals that signal the changing needs and realities of our region, state, nation, and world.

Many have called the University of California, Riverside an example of exceptional postsecondary education. Such praise acknowledges past success: a distinctive combination of world-class research, an abiding commitment to community engagement, and student success that elevates individuals from diverse backgrounds. Such recognition carries responsibility. *Future Fluent* will guide us in the coming years as we fulfill our promise and realize our potential.

This plan combines two unique but compatible elements: long-term aspirations and strategies appropriately tailored to the realities of the coming decade. The world and our university will evolve in ways that warrant review and renewal of this plan, but we will adhere to the values and mission that have made UC Riverside truly extraordinary.

Kim A. Wilcox, Chancellor
January, 2021

Introduction

Since our founding in 1954 as part of California’s land grant university system, UCR has emerged as a leader among institutions of higher education. We were advancing scholarship in sustainability before there was a climate crisis. Our commitment to building a diverse, equitable, and inclusive campus influenced our peers to do the same. Our success in enabling upward social mobility led to changes in how universities are ranked. In these and other ways, UCR has been at the forefront of innovating the land grant university model for more than 65 years.

We are well-positioned to write the next chapter of our story and expand the transformative potential of public higher education for our nation. In doing so, we will draw upon our renowned faculty and dedicated staff; talented and ambitious students; a supportive community; extraordinary human and intellectual diversity; and an undaunted commitment to our mission.

This plan articulates a bold vision for our campus and identifies commensurate institutional goals to help us achieve it. We are committed to public service through knowledge creation and innovation, and redefining a modern, student-centered, community-engaged, research university. We speak the language of transformative change – we are *fluent in the future*.

We will expand our research enterprise that leverages leading-edge discoveries to anticipate and respond to complex local and global problems in areas such as climate change, public health, and social justice. Our students’ distinctive educational experience will more closely integrate research and teaching and establish UCR as a global leader in providing a high-quality, collaborative, rigorous and inclusive learning environment. A UCR education will enable the upward social mobility of individual students and prepare them to lead in society. We can only achieve these goals in partnership with our community; we will transform our campus and region while mindful of and responsive to inequities that often accompany rapid growth.

Strategic Plan Working Groups and Reports. More than 100 UCR faculty, staff, students, and community members worked collaboratively for over a year to create a set of five reports that form the foundation for this plan. These reports contain valuable information, ideas, and details that supplement and provide additional context for this document. Everyone is encouraged to review these reports at strategicplan.ucr.edu.

Improving individual lives, society, and higher education is a collective effort that will require UCR stakeholders to lean into change as we build momentum and set new standards of excellence.

Mission, Vision, and Core Values

Mission

The University of California, Riverside will transform the lives of the diverse people of California and the world through the discovery, translation, and preservation of knowledge, thereby enriching our shared future.

Vision

The University of California, Riverside will drive knowledge creation, innovation, economic development, and human, social, and environmental sustainability. The rich cultural and intellectual diversity of our campus will enhance our research and scholarship, enable our students to excel in a pluralistic world, and foster in them a lifelong commitment to the public good. We will provide an exceptional return on investment to our community and the people of California.

Core Values

Inclusive Excellence: We strive for the highest level of quality in all we do, believing that true excellence encompasses inclusiveness, fairness, and integrity.

The Greater Good: We are dedicated to advancing the public interest and fostering the common good, building on our historical and enduring commitment to underserved populations.

Social Justice: The diversity that is fundamental to our campus and increasingly reflective of our world makes UCR stronger, more adaptable, and more creative. We champion equity, inclusion, opportunity, and social justice in our community and beyond.

Sustainability: We accept responsibility for the direct and indirect effects of our actions on other people and our natural environment and commit to lasting, adaptable solutions.

Institutional Goals

Four institutional goals set the foundation for our bold vision of the future. Each is vital to our mission, honors our values, and will be realized through the meaningful engagement of our entire community. Associated with each goal are three to four broad, institution-wide guiding strategies that will drive specific local objectives and initiatives to be defined by each organizational unit.

I. Distinctive, Transformative Research and Scholarship

While rightly lauded as a leader in the student social mobility movement, UCR is fundamentally a research university. Scholarly and creative activities expand our shared understanding of the world, enable innovation, and transform the individuals and institutions that engage in this work. We aspire to be among the world's leaders in research and have, by some metrics, already achieved this. Next, we must broaden our global impact and build strategically from our strengths, while concurrently pursuing new frontiers defined by both societal needs and a fundamental spirit of inquiry.

1. Enhance our Research Profile in Alignment with our Mission and Vision

UCR's scholarly enterprise is broad, deep, best-in-class in many areas, and powered by an entrepreneurial spirit. Our basic research explores fundamental questions, sharpens comprehension of our universe, and creates an essential foundation for innovation. Our applied research leverages this foundation and addresses such critical challenges as climate change, disease, sustainable growth, and social disparities. Our scholarship in the humanities and arts expands our understanding of the human identity and experience and adds meaning to our existence.

UCR's future research enterprise will build on excellence in basic and applied research and creative activity across disciplines. It will align more intentionally with our values and become more integrated with our instruction. Our future scholarship will be informed by, and responsive to, the remarkable diversity of our community in order to effectively address the array of challenges that confront marginalized and historically underserved populations and improve lives in our communities and around the world.

Research Excellence and the AAU. *Our previous strategic plan set the worthy goal of achieving the profile of an Association of American Universities (AAU) institution. The AAU focuses on metrics widely recognized as indicators of excellence among research-intensive universities, and consistent with those used by the UC Office of the President and Board of Regents in evaluating campuses. UCR achieved this goal and now compares favorably with several AAU institutions – especially new members – and remains committed to the AAU metrics as important indicators of progress as we continue to grow our research profile. Equally, if not more, important is our commitment to achieving this progress in a manner that is consistent with our mission to be a model of inclusive excellence through a deep dedication to underserved populations and their upward social mobility.*

To enhance our research profile and achieve these goals, we will:

- Grow our extramurally-funded research enterprise – particularly the number of foundation, multi-campus, training, and center grants applied for and awarded – by creating incentives, increasing support for submissions, and making it easier for faculty to manage large grants.
- Strengthen key research centers and core facilities to promote their long-term sustainability, enhance their role in attracting and retaining top faculty, foster cross-disciplinary work, and realize efficiencies through shared research infrastructure.
- Expand the number and depth of our international research collaborations and our participation in internationally-funded projects.
- Partner with the California Air Resources Board, Chambers of Commerce, City of Riverside, and Riverside County to bring a clean technology park to Riverside, establishing a center that advances sustainability, innovation, and social inclusion.
- Ensure that distribution of research-designated funds and administrative infrastructure effectively support researchers and scholars.

Growing research support. From 2013 to 2018, UCR increased our total annual research expenditures from \$133M to \$168M. Our goal is to replicate this strong rate of growth for the next 10 years, reaching \$300M in total expenditures by 2030. To help achieve this goal, we will strive to increase both the expenditures per faculty member as well as the total number of faculty with extramural funding.

2. Invest in Selected Areas of Research that Harness our Collective Strengths

UCR will continue to pursue excellence in all of the research and creative disciplines represented by our faculty. We will remain undaunted in our commitment to fundamental inquiry while also recognizing that society's greatest contemporary challenges demand interdisciplinary approaches and solutions. We commit to fostering and supporting collaborative efforts that closely align with our mission and for which UCR has significant strengths. The following thematic areas warrant our focused investment:

- **Fostering an equitable society:** Addressing systemic social and racial disparities in such areas as health, education, the economy, and freedom from violence and oppression. Developing innovative, socially sustainable public programs and policies. Foregrounding social, cultural, literary, artistic, and other intellectual contributions from historically marginalized groups.
- **Living healthier and longer:** Addressing the most pressing challenges in neuroscience, cognition, aging, mental health, substance abuse, nutrition, and the social determinants of health. Developing and harnessing new biomedical technologies to discover, develop, and deploy new therapeutics.

- ***Mitigating and adapting to climate change:*** Deepening our understanding of the natural environment and how human activity impacts it. Protecting, recovering, and enhancing environmental quality and agricultural productivity. Developing clean technologies and energy sources. Advancing environmental sustainability.
- ***Enabling a globally-connected economy:*** Mobilizing innovative uses of automation, robotics, artificial intelligence, machine learning, data science, embedded systems, and logistics to support and grow the economy. Securing and protecting information systems. Creating and ensuring sustainable supply chains.

UCR is distinctively positioned to make significant contributions in each of these areas. Our faculty expertise is established in the relevant disciplines, and we have enabling assets, such as agricultural lands, research centers, natural reserves, and proximity to diverse field sites and communities. The associated societal challenges are apparent in our region and replicated around the world. Focusing investment in these areas will support our communities, enhance our research prowess, and create scalable global solutions that will further elevate UCR among leading research universities.

Leveraging our resources. UCR is already a world leader in some areas, and can become a world leader in others. With finite resources, we must, like other institutions, make targeted investments to grow existing strengths into renowned areas of excellence. This plan is not the place to review all of our strengths and all of the valuable activities that we will continue to support, but rather to put forth the areas identified for focused strategic investment.

These focused areas of emphasis will change as new solutions are developed, new challenges emerge, and our own strengths evolve. We will create and maintain the conditions for such evolution, using a collaborative and evidence-based approach when determining which new priority areas to support and which existing areas to sunset. We also commit to better coordinating and sustaining support for cross-disciplinary research by:

- Attracting and retaining faculty whose work does not fit precisely into a single traditional discipline and ensuring that interdisciplinary work is appropriately recognized and rewarded in performance evaluations.
- Creating stable foundations for interdepartmental graduate programs that resolve their historical financial and structural challenges and place them on equal footing with departmental graduate programs.
- Removing administrative, budgetary, policy, and process obstacles that constrain impactful cross-disciplinary research and graduate training.

3. Become a Nationally Recognized Model for Inclusive Excellence in Graduate Education

The quality of our research, the diversity of our campus population, our success in closing achievement gaps for undergraduate students, and our core values position us exceptionally well to become *the* leading campus in the nation for nurturing, supporting, and producing scholars and innovators of all backgrounds, particularly those underrepresented in their fields. To make inclusive excellence a hallmark of graduate education at UCR, we will:

- Identify and eliminate barriers that have historically hampered underserved populations from pursuing graduate study, including economic disparities, discrimination, lack of role models and mentors, misperceptions about graduate school, and insufficient career and professional development. We will distill lessons from undergraduate student success initiatives to inform new graduate initiatives.
- Develop non-traditional alternatives to the one-on-one apprenticeship model of doctoral education to provide students multiple sources of guidance and advice personalized to each student's individual academic and career goals.
- Ensure that doctoral students have access to professional development activities that support careers both within and outside the academy, including professional internships and entrepreneurial training.
- Increase our ability to provide stable, multi-year funding packages for doctoral students. Increase private support for both doctoral and postdoctoral fellowships that builds upon the success of the UC President's & Chancellor's Postdoctoral Fellowship Program.
- Cultivate doctoral enrollments in high-quality programs that can support, fund, and prepare students from diverse backgrounds to be competitive in their desired career pathways.
- Accelerate the expansion of master's degree programs, including 4+1 programs, to create a clear entry to graduate study, to serve the professional needs of our region and the nation, and to further internationalize the campus.
- Develop academic career pathways for high-achieving undergraduate students from underserved populations that go beyond traditional participation in research.
- Increase opportunities for mentoring exchanges between senior faculty with strong track records in graduate teaching and mentoring, and junior faculty with new ideas brought to campus from their alma maters.

Growing graduate enrollments.

Graduate students currently comprise around 14% of our total enrollment at UCR. While PhD enrollments (9%) are similar to our sibling UC campuses, Masters enrollments (4%) are much lower. By 2030, we plan to double the proportion of Masters enrollments while maintaining a stable proportion of PhD students, thereby raising our total graduate enrollment to 18%.

II. A Rigorous, Engaging, and Empowering Learning Environment

UCR is committed to engaging our students, faculty, and staff as partners in knowledge development, creative expression, and technological innovation. We view the rich array of talents, perspectives, and lived experiences of our campus community as an asset that can enhance our scholarship and the educational experience of every student. Our campus will be an international leader in providing a high-quality, student-centered learning environment characterized by respect, equity, inclusion, empathy, and collaboration. Our students will engage with each other and with critical societal questions, enhancing their civic awareness and participation. Our graduates will be known as creative and critical thinkers, collaborative problem solvers, effective communicators, bold innovators, and emerging leaders who are highly sought after by employers and graduate programs.

The value of a liberal education.

“The disciplines of the liberal arts ... foster intellectual curiosity about questions that will never be definitively settled – questions about justice, about community, about politics and culture, about difference in every sense of the word. All college students and not solely a privileged few should have opportunities to address such questions as a critical part of their educational experience.” – AAC&U and AAUP joint statement (2018)

1. Build an Educational Community of Diverse Learning Partners

UCR will be an exemplary community of learning where faculty, staff, and students are partners in the creation and dissemination of knowledge. We will achieve this by:

- Making our large campus feel intimate and personal – deliberately blurring the traditional boundaries between graduate students, undergraduates, faculty, and staff in teaching, learning, research, and creative expression.
- Broadening the scope of professional student advising to better coordinate academic, co-curricular, and professional/career advising and peer mentoring.
- Developing innovative approaches to advising and mentoring that better personalize these services in support of each student’s specific needs.
- Creating opportunities for each graduate and undergraduate student to make an original intellectual or creative contribution to their field.

Internationalizing UCR. In 2016, UCR was awarded the prestigious Project Degree Completion Award from the Association of Public & Land-grant Universities (APLU) for boosting graduation rates. This is one of four APLU awards that strongly align with UCR’s mission and vision. Another is the Institutional Award for Global Learning, Research, and Engagement that recognizes a commitment to: inclusivity, internationalizing research and engagement, prioritizing internationalization throughout the campus. This award considers six years of evidence to demonstrate these commitments. As evidence of our commitment to internationalizing UCR, we plan to compete for this award no later than 2030.

- Increasing the capacity and diversity of learning and living-learning communities, and enabling these networks to benefit students throughout their careers at UCR.
- Engaging community and alumni partners to expand on- and off-campus and remote experiential learning opportunities that foster research and professional skills in students and strengthen stakeholder connections to the university.
- Creating a campus environment that is attractive to international faculty, staff, and students, thereby continuing to diversify the campus and enhancing reciprocal opportunities abroad.

2. Create a Distinctive Undergraduate Learning Experience

We will be deliberate and meticulous about our undergraduate curriculum to ensure that each student, regardless of major, shares a common general educational experience, and has access to opportunities to enhance their education, all of which reflect our values and are distinctive to UCR. Such a curriculum will:

- Leverage research and creative expertise of faculty, ensuring that each student benefits from the synergy between scholarship and instruction that distinguish research universities from other types of institutions.
- Realize the potential of UCR's rich diversity, drawing on the varied backgrounds and perspectives of members of our community and establishing UCR as a campus that celebrates and utilizes demographic diversity to improve educational outcomes.
- Address social and environmental sustainability and stewardship, ensuring that every student engages with critical issues and challenges facing the systems and institutions that undergird contemporary society.
- Increase opportunities for students to learn in off-campus environments, through internships, study abroad, and state and federal leadership programs.
- Include an expanded honors program that draws on our diversity and community focus to enhance the student experience and offer personalized growth opportunities through research, internships, leadership, service, and other student-tailored activities.

3. Leverage Technology to Increase Educational Access

Information technologies create new opportunities for engaging with students and connecting them to the resources they need to succeed. Such technologies enable innovative pedagogies, facilitate expanded collaborations, and help mitigate the effects of personal, social, and environmental disruptions that attenuate traditional educational approaches. UCR will leverage technology to expand access, improve student success, and promote resilience in the face of disruptions by:

- Expanding high-quality online instruction.
- Utilizing remote instruction tools in face-to-face courses to facilitate engagement with students who cannot be on campus.
- Enhancing online advising, counseling, and professional and career development support.
- Creating a greater number and variety of opportunities for students to engage remotely in research investigations, work-study employment, and internships.
- Extending remote access to community-building activities including campus forums and invited speakers.
- Fostering the development of UC-wide online academic minors in areas where UCR has unique strengths.
- Working to ensure students have access to the technologies they need to benefit from these enhancements, and faculty and staff receive the support they need to avoid inequities in implementation.

4. Extend our Focus on Student Success Beyond Graduation

We have had remarkable success in increasing retention and graduation rates, reducing time to degree, and closing achievement gaps across demographic groups – becoming a national model for student success. We will continue to improve these traditional measures while also expanding our efforts to include longer-term indicators of career satisfaction and progression. In particular, we will:

- Become a nationally-recognized leader in providing students with equitable access to leadership skills training and professional career development opportunities, on and off campus, that are responsive to their diverse needs and interests. We will especially focus on underserved populations.
- Design an integrated approach to career development that complements the curriculum, coordinates academic and non-academic resources and on-campus employment opportunities, and is a core element of the overall student experience.

Maintaining our commitment. UCR remains committed to our previous goals for increasing graduation rates and closing achievement gaps by 2030. Those goals include: raising the 4- and 6-year freshman graduation rates to 75% and 85%; raising the 2- and 4-year transfer graduation rates to 71% and 93%; and eliminating the remaining graduation rate gaps among first generation, low income, and under-represented groups.

- Assist students at all degree levels with identifying and achieving their professional goals, and align our own success metrics accordingly.
- Engage alumni in providing career-oriented mentoring and internship opportunities for both undergraduate and graduate students.

III. A Welcoming, Inclusive, and Collaborative Community

UCR has built a national reputation as a campus where a student population that reflects the America of the 21st century can thrive. More recently, we have been recognized as the top university in the United States for student social mobility. Going forward, we must avoid complacency and center social and racial justice in our inclusion strategies. We will be welcoming, inclusive, respectful, and fair in our treatment of others, and identify and eliminate structures that contribute to social, racial, gender, and all other forms of inequity.

1. Create the Capacity to Meet Diverse Needs

We will collectively create an environment where our community has access to the resources they need to learn, grow, express themselves, and contribute to our mission while maintaining a healthy work-life balance. We will:

- Emphasize candidate diversity when hiring and cultivate a positive climate for retention, as we strive for our campus to reflect the richness of society among our student, staff, and faculty populations.
- Improve the collection, analysis, and use of data for decision-making around climate, hiring, promotion, retention, and compensation to reduce inequities.
- Actively promote and engage in relationship-building and allyship among colleagues to promote a positive campus climate.
- Increase availability, variety, and utilization of on- and off-campus mental health resources for the campus community through training, support services, and partnerships.
- Design, implement, and reward innovative approaches to mentoring and professional development for employees.
- Expand campus climate efforts to be inclusive of international faculty, staff, and students.

Diversity – a value and an asset.

UCR strives to embed diversity, equity and inclusion foremost as fundamental values that sustain our campus. We also recognize that our diversity is an asset – it makes us stronger, more adaptable, and more creative. We are committed to more deliberately align this asset with pursuit of our mission, and to make our research, teaching, and service more distinctive to UCR and more impactful for those we serve.

2. Expand Engagement and Collaboration throughout the University

UCR's size, growth, and complexity challenge constituencies to stay connected with the larger institution, sometimes causing confusion, frustration, mistrust, inefficiency, and disengagement. We will address these challenges by:

- Creating new professional development opportunities that foster mindful communication, active listening, crucial conversations, meeting facilitation, conflict mediation, communicating with respect, and public speaking.
- Directly addressing and considering communication skills in performance evaluations and hiring decisions.
- Expecting all personnel, especially unit leaders, to be transparent about data collection and reporting and the use of data to measure progress, make decisions, and pursue our mission.
- Building and utilizing data dashboards that provide access to a range of unit-level statistics, including staff-to-student ratios, course enrollments and waitlists, grade distributions, grant submissions, research expenditures, and space utilization.
- Fostering a more collaborative work environment that is grounded in respect for the experiences that all community members bring to UCR, and for the ways in which these perspectives improve our campus.
- Further diversifying committees and teams to ensure they include relevant perspectives from groups such as the Academic Senate, Staff Assembly, Graduate Student Association, Associated Students of UCR, ethnic and gender groups, community advisory groups, and more.

3. Make Campus-Community Boundaries More Permeable

UCR benefits from an unusually strong bond with the Riverside community, which advocated for the establishment of a UC campus in the region and remains proud of and loyal to the institution. The University's presence – both in Riverside and at our satellite campus in Palm Desert – creates a flourishing, culturally rich, and creative environment both on and around campus, enhancing the quality of life for our neighbors (and vice versa) and contributing to the growth of the region. To enhance this partnership and realize its untapped potential, we will:

- Expand the number, depth, and geographic scope of performances, talks, and symposia that showcase UCR and are responsive to community interests, and increase campus and community attendance at these events.

- Leverage UCR’s expertise in the arts to develop unique educational opportunities in community spaces, such as the Cheech Marin Center for Chicano Art, Culture & Industry.
- Partner with the city and county to improve transportation to and from campus while mitigating traffic congestion, parking limitations, and carbon emissions.
- Increase educational and training opportunities for individuals and organizations through University Extension.
- Engage with local business and government leaders to sustainably develop the University Avenue corridor with mixed-use residential and commercial spaces that foster collaboration and innovation between UCR and the surrounding community.

IV. Advancing the Public Good

UCR will grow and enhance our successful community engagement efforts, becoming an example for colleges and universities throughout California and the world. We will promote contributions and collaborations for the public good as fundamental to UCR’s identity and an essential part of the mission of higher education.

1. Create Infrastructure and Incentives for Sustained Community Engagement

UCR will align the institution, at all levels, with the public interest. We will create infrastructure and incentives to catalyze, facilitate, evaluate, sustain, and tell the story of our public good contributions. These will include:

- Building compelling incentives for faculty, staff, and students to advance the public good, including through mentoring and outreach.
- Engaging UCR’s community partners in decision-making, including at the individual unit levels, and working to address barriers to their ongoing involvement.
- Creating accessible channels for community feedback and incentives and tools that encourage UCR’s faculty, staff, and students to seek out such perspectives. This could include a “portal group” to identify and strategically link individuals and groups located at UCR and in community settings.
- Establishing metrics and monitoring processes that support accountability to the community on the part of the institution.

Carnegie Community Engagement Classification. *This elective Carnegie classification considers a broad range of evidence of an institution’s commitment to collaborating with its community “for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” Evidence ranges from institutional mission, culture, and identity, to infrastructure, programs, and outcomes assessment. UCR will adopt the Carnegie criteria as an organizing framework and seek to earn this classification by 2025.*

- Ensuring that University investments, purchasing, hiring, construction, and the like are consistent with our commitment to the public good as a core value.

2. Widen Education Pipelines

UCR has an established reputation as a university where a diverse student body succeeds. Our deep commitment to equitable access and outcomes, and our success in catalyzing social mobility at scale, position us as a natural leader both regionally and nationally for expanding educational opportunity at all levels. We welcome this opportunity and will accomplish this by:

- Investing in research on diverse educational pipelines and developing approaches that increase college access and success, particularly for students from under-resourced communities and those with low historical college attainment.
- Increasing K-12 and community college outreach and establishing unique and affordable programs for potential students to experience UCR, especially in summer.
- Sharing with other institutions the tools developed, research conducted, and programs implemented to diversify educational pipelines.
- Integrating opportunities for and the examination of contributions to the public good into formal curricula in all disciplines and at all levels.

3. Provide Leadership on Pressing Societal Issues

A core element of our mission is the translation of knowledge: the dissemination and application of new discoveries, perspectives, and understanding for the greater good. Our impact is greatest when we address key societal challenges collaboratively with partners both within and outside the academy. We commit to being a powerful advocate for social progress and using our expertise to affect positive change. We will do this by:

- Identifying relevant foci and groups working on key issues such as basic needs, housing, food security, environmental quality, education, workforce development, political representation, health, racial justice, and others.
- Creating and convening networks of local, regional, national, and international institutions to translate academic work into plans and actions.
- Hosting summits and symposia, in collaboration with other educational and civic institutions, that invite broad participation and solutions-oriented dialogue.
- Communicating consistently, regularly, and across multiple channels what we are doing in support of the public good and how those actions support the fundamental mission and values of the University.

4. Become an Engine for Equitable Economic Development

UCR will become a more significant driver of equitable economic development for our region – a magnet for resources and people from outside our region and a trusted source of education and expertise that helps retain our area’s talent. We will do this by:

- Promoting entrepreneurship and stimulating the growth of venture capital for local UCR startups to help create a diverse regional ecosystem of businesses and jobs.
- Establishing initiatives that link faculty, staff, and students with businesses, agencies, and not-for-profit organizations for mutual benefit.
- Placing greater emphasis on experiential learning for students and the integration of internships and community service into the curriculum. Such experiences augment an undergraduate education in ways similar to participation in research while also strengthening UCR’s connection to our community and our students’ understanding of critical contemporary issues.
- Understanding the risks of gentrification that can accompany economic development and advocate for equitable economic development and enhanced quality of life for all.

APLU Innovation & Economic Prosperity University Designation. *This voluntary designation recognizes “institutions that have demonstrated a substantive, sustainable, and institution-wide commitment to and strategy for regional economic engagement, growth, and economic opportunity.” Each institution works with community stakeholders and APLU staff to complete a rigorous self-study aimed at enhancing economic engagement and impact in three key areas: talent and workforce development; innovation, entrepreneurship, and technology-based economic development; place development through public service, outreach, extension, and community engagement. UCR will seek to earn this designation by 2025.*

Sustainably Pursuing our Goals

Attaining our institutional goals requires that we sustain institutional health, infrastructure, and human capabilities and retain the resilience for which UCR is well known. We will pursue five types of sustainability, integrating them throughout the University:

1. **Human:** growth, development, and retention of faculty and staff, both for individual benefit and for long-term institutional continuity.
2. **Financial:** a financial structure that enhances the long-term viability of research, teaching, and service and moderates the impact of external disruptions.
3. **Process:** designing and implementing efficient, integrated, customer-centric processes, and embracing a culture of flexibility and innovation in our operations.
4. **Physical resource:** ensuring that facilities and physical resources can support our faculty, staff, and student goals.
5. **Environmental:** awareness of how our choices affect others, now and in the future, and a commitment to making choices that mitigate negative effects.

To achieve this vision of a broadly sustainable campus, we commit to the following strategies. These are intended to enlist all members of the campus community in a collective effort to mainstream sustainability, and to inspire everyone to consider other actions they can take to help achieve our shared vision.

- **Address chronic understaffing.** UCR has historically operated with significantly lower staff ratios than other UC campuses. We will continue advocating to rectify this inequity and will promote the adoption of innovative systems, processes, and technologies to compensate for lower staffing levels.
- **Grow and diversify revenue streams:** We will both increase the level and reduce the volatility of our revenue streams. This will include reimaged allocation of state funds, increased philanthropy and extramural funding, non-resident tuition, entrepreneurship including patents and start-ups, and self-supporting graduate professional degree programs.
- **Align budget priorities to the strategic plan.** Budget decisions, both centrally and in the units, will be informed by this plan and related unit-level implementation plans, to ensure alignment with strategic priorities.
- **Simplify and streamline business processes.** We will assess and streamline our policies and processes to ensure they are sensible and reflect an appropriate appetite for risk without being redundant or burdensome.

- **Maintain updated and coordinated online systems.** We will invest in integrated, scalable, sustainable online systems, keep them updated, and retire older systems in a timely and coordinated manner.
- **Embed environmental sustainability into policies.** We will review key policies and procedures to ensure each is creating incentives to promote environmental sustainability.
- **Set specific goals and regularly assess progress.** We will be deliberate and transparent about assessment and accountability. Campus units will develop implementation plans that include specific goals, timeframes, and metrics. Reporting will be consistent and public to promote evidence-based decision-making and resource allocation.
- **Commit to coordinated, data-driven growth.** To ensure we grow responsibly, our planning will be informed by metrics and benchmarks that identify where expanded capacity is most needed, and whether other areas impacted by expansion can support it.
- **Design for continuity.** We will assess key risks to our operations and develop contingency plans to respond to potential disruptions to research, teaching, and service. This includes enhancing professional development opportunities and fostering upward professional mobility at UCR to improve retention.
- **Evaluate and reward contributions to sustainability.** We will institutionalize sustainability in the personnel process to align individual incentives with this broader campus goal using an approach that mirrors our success in institutionalizing diversity.

Ensuring Accountability

Strategic plans that cannot be operationalized are of minimal value. And turning a plan into reality requires a commitment to accountability. We commit to two types of accountability for deliberate and transparent implementation of this plan.

1. Collective responsibility for achieving the institutional goals

Realizing the aspirations described in *Future Fluent* requires collective ownership and action. Because this is a high-level plan, every unit must embody the plan's aspirations in their own strategies and initiatives to achieve our goals. Deans, directors, and vice chancellors will develop unit-level implementation plans in 2021 that support the campus strategic plan and include specific, short-term goals, tactics, and deadlines, as well as metrics for measuring progress. As with the strategic plan, each implementation plan must engage and achieve buy-in from a variety of stakeholders to ensure success. While unit leaders are accountable for their plans, everyone is responsible for and has valuable contributions to make towards achieving our goals. Implementation plans therefore must be inclusive and must tap into the collective effort and expertise of the unit in order to maximize their impact.

In addition, every member of the campus community has an individual responsibility to ask themselves what they can do to help us achieve our goals. We all make resource allocation decisions that range from how we prioritize our time and tasks, to hiring and administrative processes, to budgeting. These types of choices should be guided by this strategic plan.

2. Regular progress reviews and updates to the plan

Successful implementation of this plan requires that we engage with it frequently—to check our direction, measure our progress, and adjust the plan to ensure it stays relevant. All members of our campus community are encouraged to refer to the plan often and to use it to help make decisions. We also commit our campus leaders to doing so on a formal and regular basis.

Each year, deans, directors, and vice chancellors will assess and report on progress toward the goals in their implementation plans. These reports will inform the annual campus budgeting and leadership performance appraisal processes. The priorities described in this plan thereby will directly influence resource allocation decisions and discussions about future directions and expectations.

In addition to annual reporting, the collective campus leadership – including faculty, staff, and student leaders – will review the plan every three years and recommend to the Chancellor appropriate updates and modifications. These may range from small adjustments to existing sections, to removing or adding new sections. At some point, an

entire rewriting of the plan will be needed. In all cases, revising the plan will be a consultative and transparent process that engages campus stakeholders.

Our current planning process has reminded us that different parts of the institution evolve at different rates, and few initiatives predictably expire on a recurring five- or ten- year cycle. Many fundamental features of UCR – such as our mission, vision, and values – are relatively stable, while the challenges and opportunities we face are more dynamic. A flexible review process enables us to maintain this plan as a living document to serve UCR’s evolving needs. Such adaptability will keep the plan relevant and encourage us to remain engaged with it as our essential planning tool.

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Conclusion

UCR's strategic planning process began in 2019, before a severe respiratory syndrome caused by a novel coronavirus would lead to the COVID-19 global pandemic and economic recession. It also began before the senseless killings of Ahmaud Arbery, Breonna Taylor, George Floyd, and other Black Americans ignited a social justice movement with an intensity not seen in decades. And it began before California endured its most destructive wildfire seasons on record, exacerbated by a recent historic drought and other climate change-induced weather extremes.

Our planning effort has concluded while the long-term effects of these events remain uncertain. We recognize that a plan clarifying our priorities is even more critical during a time of crisis. And we know that these events, while shocking, are symptoms of persistent and pernicious problems.

Future Fluent is the culmination of a broad, consultative effort that reflects both what's now and what's next. It commits us to several institutional priorities – while enabling every part of the University to define its own way of realizing our lofty goals and co-authoring our future. We are confident this plan will serve UCR well into the future and will help us seize opportunities and overcome obstacles that we have yet to face. As the challenges of 2020 have reminded us, the road ahead may not be smooth, but UCR will remain relentless in our commitment to our mission and our pursuit of creating something better. We are, and will continue to be, fluent in the future.

Appendices - Table of Contents

Appendix A – Strategic Planning Subcommittees and Charges

Appendix B – Strategic Planning Subcommittee Members

Appendix C – Methodology and Timeline

Appendix D – Links to the Working Group Papers

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Appendix A – Strategic Planning Subcommittees and Charges

Steering Committee

- To coordinate the activities of the five subcommittees.
- To coordinate the preparation and writing of the final strategic plan.
- To encourage involvement from the broader campus and public via town halls, community forums, and regular communication
- To ensure that the value of the strategic plan is greater than the sum of the parts derived from subcommittee recommendations, including giving due consideration to overall coherence, focus and impact.

Five Subcommittees

Each of the five strategic planning subcommittees will work collaboratively and engage in broad discussions and thoughtful analysis to produce the questions, goals, metrics and summary recommendations that will guide UCR's collective efforts and future investments. The efforts of each subcommittee will culminate in a 5-10-page document that will be shared with the campus community. The insight gained from these reports were synthesized to form the framework and many of the details for the strategic plan.

Unparalleled Student Experience

UCR will achieve an unparalleled experience for UCR's undergraduate, graduate, and professional students. This subcommittee explored ways to improve the academic and non-academic student experience, increasing retention and graduation rates, improving student outcomes and their assessment, and monitoring and evaluating trends in the post-graduation success of alumni. The USE working group report defines the hallmarks of a UCR degree in terms of the unique qualities and attributes possessed by our graduates.

Research and Scholarly Distinction

As a research-intensive (R1) and public land grant university, research and scholarship are central to UCR's mission and our future. This subcommittee explored how UCR can effectively identify, develop and enhance research and scholarship in traditional disciplines, including the humanities and creative disciplines, and emerging multidisciplinary areas to advance the overall research and scholarship profile of the campus through rankings, awards, and other forms of national and international recognition. The RSD working group report addresses campus support for research, ways in which research funding can be increased including the development of new partnerships with other institutions of higher learning, foundations, and corporations, the role of research centers, and how intellectual property developed at UCR can be leveraged for societal benefit and economic development in our region and beyond.

A Thriving Campus Community

UCR's campus commitment to diversity and inclusion requires that we work to establish an inclusive campus environment where all students, faculty, and staff feel welcome, respected, and supported as each individual strives to achieve their true potential. A thriving campus community extends beyond its borders to engage its city and region to positively influence our broader environment. It creates excitement by including students, faculty, staff, alumni, and community

members in enriching activities including the arts, athletics, botanical gardens, public lectures, and opportunities to engage in life-long learning. This subcommittee explored efforts to build, coordinate, expand, leverage and sustain these types of activities.

Contributions to the Public Good

As the public land grant university of inland Southern California, UCR's research, scholarship, and outreach in areas such as agriculture, air quality, the arts, athletics, education, health care, immigration, sustainable energy, and water use profoundly benefit the peoples of our region and beyond. This subcommittee examines the ways in which UCR's collective efforts could be coordinated and leveraged to better communicate our values and increase our influence and impact. UCR is recognized for advancing the socioeconomic mobility of our students and has an incumbent responsibility to continue that trajectory while finding new ways to lead our region in economic and workforce development so that our students can have a promising future in our region.

Sustainable Infrastructure, Operations, and Finance

UCR must manage and grow our campus in a manner that incorporates sustainable practices to reduce environmental impacts, move the campus towards the UC 2025 carbon neutrality goal and derive long term operational and financial benefits. This subcommittee identified barriers to institutional effectiveness and suggested opportunities to improve campus processes allowing the campus to operate with greater efficiency and enhanced productivity. Additionally, since sustainable financial planning underpins everything we do, this committee also explored ways in which the campus could reduce costs and leverage opportunities to grow revenue to ensure UCR's future success.

Appendix B – Strategic Planning Subcommittee Members

Steering Committee

Chair:

Tom Smith, Interim Provost and Executive Vice Chancellor

Academic Senate Chair:

Dylan Rodriguez (19-20)

Jason Stajich (20-21)

Academic Senate:

Christiane Weirauch

Staff Assembly:

Crystal Petrini

GSA President:

John Haberstroh (19-20)

Nichi Yes (20-21)

ASUCR President:

Julian Gonzalez (19-20)

Luis Huerta (20-21)

Vice Chancellors:

Peter Hayashida, University Advancement

Brian Haynes, Student Affairs

Rodolfo Torres, Research and Economic Development

Deans of Colleges:

Chris Lynch, BCOE

Milagros Peña, CHASS (19-20)

Juliet McMullin, CHASS (20-21)

Kathryn Uhrich, CNAS

Chairs and Vice Chairs of Subcommittees:

Yat Sun Poon, Chair, Unparalleled Student Experience, Mathematics

Rebekah Richert, Vice-Chair, Unparallel Student Experience, Psychology

Xiaoping Hu, Chair, Research and Scholarly Distinction, Bioengineering

Timothy Lyons, Vice-Chair, Research and Scholarly Distinction, Earth Sciences

Bruce Link, Chair, Contributions to the Public Good, Sociology and SPP

Gabriela Canalizo, Vice-Chair, Contributions to the Public Good, Physics and Astronomy
 Xuan Liu, Chair, A Thriving Campus Community, Biochemistry
 Eddie Comeaux, Vice-Chair, A Thriving Campus Community, GSOE
 Christian Shelton, Chair, Sustainable IO&F, Computer Science
 Gloria Gonzalez-Rivera, Vice-Chair, Sustainable IO&F, Economics

Supporting Staff Members:

Ken Baerenklau
 Julia McLean
 Shannon Timmons

Unparalleled Student Experience

Chair:

Yat Sun Poon, Mathematics

Vice Chair:

Rebekah Richert, Psychology

Faculty Members:

Kevin Costello, LSOE of Mathematics, CNAS
 Long Gao, Associate Professor of Operations & Supply Chain Management, BUS
 Covadonga Lamar Prieto, Associate Professor of Hispanic Studies, CHASS
 Paea LePendou, LPSOE of Computer Science & Engineering, BCOE
 Jason Stajich, Professor Microbiology & Plant Pathology, CNAS
 Cassandra Van Zandt, University Writing Program
 Nicole zero Needed, Associate Professor of Molecular, Cell & Systems Biology, CNAS

Staff Members:

Christina Acoff, Director of CHASS F1rst Year Programs
 Johnathan Lozano, Resident Services Specialist
 Rod Smith, Director of Student Affairs, BCOE

Community Members:

Lynn Carmen Day, Riverside Unified School District

Academic Leaders:

Jennifer Brown, Vice Provost and Dean for Undergraduate Education
 Rich Cardullo, Honors Program Director, and EEOB
 Ertem Tuncel, Graduate Division Associate Dean and ECE
 Kevin Vaughn, Dean of University Extension

Administrative Leaders:

Emily Engelschall, Interim Associate Vice Chancellor for Enrollment Services
Brian Haynes, Vice Chancellor for Student Affairs

Foundation/Alumni Board Member:

Wally Bakare, Board of Trustees/Spectrum

Graduate Student:

Jessica Noll

Undergraduate Student:

Judy Tu, ASPB Chairperson

Supporting Staff Member:

Joey Mavity, Undergraduate Education

Research and Scholarly Distinction**Chair:**

Xiaoping Hu, Bioengineering

Vice Chair:

Timothy Lyons, Earth Sciences

Faculty Members:

João Costa Vargas, Professor of Anthropology, CHASS
Perry Link, Distinguished Professor of Comparative Literature/Chinese, CHASS
Jennifer Merolla, Professor of Political Science, CHASS
Vijayalakshim Santhakumar, Associate Professor of Molecular, Cell & Systems Biology, CNAS
Katharine Sweeny, Professor of Psychology, CHASS
Ming-Lee Tang, Associate Professor of Chemistry, CNAS
Ian Wheeldon, Associate Professor of Chemical & Environmental Engineering, BCOE
Deborah Wong, Professor of Music, CHASS
Roya Zandi, Professor of Physics and Astronomy, CNAS

Staff Members:

Kathy Eiler, Director of Federal Relations
Chris Heun, Organizational Project Administrator
Iqbal Pittalwala, University Communications

Community Members:

Allison MacKenzie, Babcock Laboratories

Academic Leaders:

Shaun Bowler, Graduate Dean

David Lo, SOM Associate Dean for Research

Georgia Warnke, Director Center for Ideas and Society

Administrative Leaders:

Gillian Wilson, Sr. AVC RED, Physics and Astronomy

Foundation/Alumni Board Member:

Walter Buzz Stewart, Board of Trustees

Graduate Student:

Pablo Unzueta

Undergraduate Student:

Angel Huerta, Student Health Advisory Council

Supporting Staff Member:

Michelle Jaramillo, Provost's Office

A Thriving Campus Community**Chair:**

Xuan Liu, Biochemistry

Vice Chair:

Eddie Comeaux, GSOE

Faculty Members:

Subramanian Balachander, Professor of Area of Marketing, BUS

Jennifer Hughes, Associate Professor of History, CHASS

Manu Sridharan, Associate Professor of Computer Science & Engineering, BCOE

Susan Straight, Distinguished Professor of Creative Writing, CHASS

Christiane Weirauch, Professor of Entomology, CNAS

Staff Members:

Julie Chobdee, Wellness Program Manager
Frank Figueroa, Financial & Administrative Manager, Enrollment Services
Ross French, School of Medicine and Past President, Staff Assembly
Ellen Whitehead, Student Affairs

Community Members:

Brent Lee, Alumnus and Community Member

Academic Leaders:

Anil Deolalikar, Dean of the School of Public Policy
Kelechi Kalu, Vice Provost, International Affairs
Steven Mandeville Gamble, University Librarian
Christine Mata, Associate Vice Chancellor of Student Affairs & Deans of Students

Administrative Leaders:

Mariam Lam, AVC for Diversity, Equity and Inclusion/CHASS
Andrew Laratt-Smith, Ombuds

Foundation/Alumni Board Member:

Ken Noller

Graduate Student:

Jared Smith

Undergraduate Student:

Brendan Rooks, Recreation Governing Board

Supporting Staff Member:

Deanna Wheeler, Graduate School of Education

Contributions to the Public Good**Chair:**

Bruce Link, School of Public Policy and Sociology

Vice Chair:

Gabriela Canalizo, Physics and Astronomy

Faculty Members:

Normand Ellstrand, Distinguished Professor of Botany & Plant Sciences, CNAS
Evangelos (Vagelis) Papalexakis, Assistant Professor of Computer Science & Engineering, BCOE
Dana Simmons, Associate Professor of History, CHASS
Tuppett Yates, Professor of Psychology, CHASS

Staff Members:

Denise Davis, Director of Women's Resource Center
Jeff Girod, Director of CHASS Marketing & Communications
Annette Webb, Extension Associate Dean for Academic Programs

Community Members:

Jack Clarke, Best, Best, and Krieger

Academic Leaders:

Deborah Deas, Dean SOM
Louie Rodriguez, Assoc Dean GSOE

Administrative Leaders:

Elizabeth Romero, AVC Governmental and Community Relations

Foundation/Alumni Board Member:

Brian Hawley, Board of Trustees/Luminex

Graduate Student:

Arielle Mangianello
Valeria Orue

Undergraduate Student:

Dewayne Wallace

Supporting Staff Member:

Beth Claassen Thrush, Chancellor's Office

Sustainable Infrastructure, Operations, and Finance**Chair:**

Christian Shelton, Computer Science and former chair of Planning & Budget

Vice Chair:

Gloria Gonzalez-Rivera, Economics

Faculty Members:

Juliann Allison, Associate Professor of Gender and Sexuality Studies, CHASS

Monica Carson, Professor of Biomedical Sciences, SOM

Ryan Julian, Professor of Chemistry, CNAS

Philip Roberts, Distinguished Professor of Nematology, CNAS

Jade Sasser, Associate Professor of Gender and Sexuality Studies, CHASS

Brian Sian, Assistant Professor, Physics and Astronomy

Weiwei Zhang, Associate Professor of Psychology, CHASS

Staff Members:

Peggy Mack, Director, Agricultural Operations

Jason Rodriguez, Financial Planning and Analysis

Yelda Seri, Graduate Quantitative Methods Center Coordinator

Academic Leaders:

Bob Ream, Interim Associate Dean in GSOE

Yunzeng Wang, Dean of Business

Administrative Leaders:

Gerry Bomotti, Vice Chancellor for Planning, Budget & Administration and CFO

Foundation/Alumni Board Member:

Jeff Krynski, Alumni Board

Graduate Student:

Amy Boyd

Undergraduate Student:

Camila Fisher

Supporting Staff Member:

Lisa Cusick, University Advancement

Appendix C – Methodology and Timeline

The Strategic Planning Process developed over the course of a year and a half in five separate phases and involving hundreds of stakeholders, including faculty, staff, students, administrators, alumni, and community leaders.

Phase One: Project Formation

Winter 2019 – Spring 2019

This phase focused on developing and initiating a planning framework. The Executive Vice Chancellor and Provost convened a strategic planning kick-off meeting in April 2019. The Steering Committee was appointed and provided the [Strategic Planning Brief](#). In May of 2019, the Steering Committee had a retreat to review the 2020 strategic plan, perform SWOT, gap, and landscape analyses and articulate core values for UCR. Five committees (listed below) were created. Each committee was charged with producing a 5-10-page report on their subject areas that reflected a deep engagement with and feedback from UCR's many constituents and extensive research.

Strategic Planning Subcommittees:

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

Additionally, AKA Strategy consultants were selected to help guide UCR's strategic planning process. AKA Strategy is led by Dr. Anthony Knerr who has extensive experience both in higher education and as a consultant to universities, arts, and cultural organizations and non-profits. Dr. Knerr led a small team that included Mr. John Braunstein and Dr. Belinda Li, who also have extensive experience working in and with universities and nonprofits.

Phase Two: Committee Meetings and Consultation

Fall 2019 – Winter 2020

During the second phase, each of the five subcommittees conducted quantitative and qualitative assessments in their respective topic areas. Efforts to engage community members took place throughout this stage including forums, presentations, surveys, and interviews. Committee members explored their topics by engaging deeply with the community and analyzing feedback from these stakeholders and providing substantial and broad input into the plan. Committee members also participated in the visioning process through several exercises. Nearing the end of Winter 2020, committees drafted their preliminary frameworks for their 5-10-page reports.

Phase Three: Committee Reports

Spring 2020 – Fall 2020

Each committee's work culminated in a report on their respective topic that informed the framework and many of the details for the Strategic Plan. Originally due at the end of Spring Quarter, the committees' report deadlines were extended into Fall Quarter to adjust for COVID-19 related campus disruptions. Committees continued to revise their work and engage community members throughout this process. The committee reports, once completed, were publicly posted for feedback/input from the campus, some committees held community forums to discuss their penultimate drafts. Each group synthesized and integrated their feedback before submitting their final report.

Phase Four: Drafting the Strategic Plan

Summer 2020 – Fall 2020

The Strategic Planning Committee pulled together all of the committee reports and public feedback to draft the first full version of the Strategic Plan in the Summer of 2020. The draft plan underwent multiple rounds of editing and feedback from the Steering Committee and campus leadership team members, before a final draft was circulated to the workgroups in November. The penultimate draft of the plan was developed in December before sharing with the Steering Committee and then the campus community in winter quarter.

Phase Five: Launch the Strategic Plan

Deans, directors, and vice chancellors will begin by developing unit-level implementation plans that align with this plan and include specific, short-term goals, tactics, and deadlines, as well as metrics for measuring progress.

Appendix D – Links to the Working Group Reports

[Unparalleled Student Experience](#)

[Research and Scholarly Distinction](#)

[A Thriving Campus Community](#)

[Contributions to the Public Good](#)

[Sustainable Infrastructure, Operations, and Finance](#)

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