



# 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
<b>Increase Net Revenue</b>	• 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 • VPDU • 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
<b>Improved Financial Models</b>	• 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
<b>Address Faculty Equity and Professional Growth</b>	<ul style="list-style-type: none"> <li>Reduce equity gaps [3]</li> </ul>	<ul style="list-style-type: none"> <li>Implement salary equity program</li> <li>Improve orientations and expand programming</li> </ul>	<ul style="list-style-type: none"> <li>All faculty within 3% of their projected median</li> </ul>	<ul style="list-style-type: none"> <li>Vice Provost, Academic Personnel (VPAP)</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> <li>Vice Chancellor, Diversity, Equity, and Inclusion (VCDEI)</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Welfare</li> <li>Academic Personnel</li> <li>CODEI</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance leadership development [3]</li> </ul>	<ul style="list-style-type: none"> <li>Implement CORO faculty leadership program</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants and program evaluations</li> </ul>		<ul style="list-style-type: none"> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Faculty Welfare</li> </ul>
<b>Improve Graduate Student Success and Pipelines</b>	<ul style="list-style-type: none"> <li>Improve graduation rates [2]</li> <li>Decrease equity gaps [3]</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for faculty to apply for more training grants</li> <li>Support student applications for individual fellowships</li> <li>Right-size TA budgets</li> </ul>	<ul style="list-style-type: none"> <li>Number of PhD programs that offer 5-year funding packages to incoming students</li> <li>Number of training grant applications and awards</li> <li>Number of fellowship applications and awards</li> <li>Revised TA budgets</li> <li>Program-level graduation rates and student outcomes</li> </ul>	<ul style="list-style-type: none"> <li>VPDGS</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> <li>VCPBA</li> <li>VCDEI</li> <li>VPIA</li> </ul>	<ul style="list-style-type: none"> <li>Graduate Council</li> <li>FECs</li> <li>Planning &amp; Budget</li> </ul>
	<ul style="list-style-type: none"> <li>Grow new 4-1 &amp; 3-2 master's programs [2, 3]</li> </ul>	<ul style="list-style-type: none"> <li>Incentivize new program development</li> <li>Increase support for developing and submitting proposals</li> </ul>	<ul style="list-style-type: none"> <li>Number of new programs and enrollments</li> </ul>	<ul style="list-style-type: none"> <li>VPDGS</li> <li>VPIA</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> <li>Deans</li> <li>UNEX Dean</li> </ul>	<ul style="list-style-type: none"> <li>Graduate Council</li> <li>FECs</li> <li>University Extension</li> </ul>
<b>Improve Undergraduate Student Success and Experience</b>	<ul style="list-style-type: none"> <li>Improve graduation rates [2]</li> <li>Decrease equity gaps [3]</li> <li>Sustain academic standards [1, 2]</li> </ul>	<ul style="list-style-type: none"> <li>Invest in student advising (personnel and software)</li> <li>Launch new Black Student Success Initiatives</li> <li>Strengthen first year academic support and skills training</li> </ul>	<ul style="list-style-type: none"> <li>By 2030, 75% (4yr) and 85% (6yr), per UC 2030</li> <li>Elimination of equity gaps in persistence, graduation, time to degree, and satisfaction measures</li> <li>Program-level student outcomes</li> <li>Proficiency in the WASC core competencies</li> </ul>	<ul style="list-style-type: none"> <li>VPDUE</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> <li>Student Advising Managers (SAMs)</li> <li>VCDEI</li> <li>VPIA</li> <li>Vice Chancellor, Student Affairs (VCSA)</li> <li>AVC-ES</li> </ul>	<ul style="list-style-type: none"> <li>Educational Policy</li> <li>FECs</li> <li>CODEI</li> </ul>
	<ul style="list-style-type: none"> <li>Expand high-impact practices and career / leadership development across demographics [2, 4, 5]</li> </ul>	<ul style="list-style-type: none"> <li>Provide expanded opportunities to increase the numbers of students participating in:                             <ul style="list-style-type: none"> <li>Honors</li> <li>Education Abroad</li> <li>Research</li> <li>Internships</li> <li>Learning communities</li> <li>Community engaged learning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Number of students participating (disaggregated)</li> <li>Satisfaction measures</li> </ul>		<ul style="list-style-type: none"> <li>Deans</li> <li>Honors director</li> <li>VPIA</li> <li>Career Center director</li> <li>AVC-ES</li> </ul>	<ul style="list-style-type: none"> <li>Educational Policy</li> <li>FECs</li> <li>International Education</li> <li>Sustainability*</li> </ul>
<b>Address Staffing Levels, Staff Flexibility and Professional Growth</b>	<ul style="list-style-type: none"> <li>Invest in strategic hiring [1, 2, 3, 4, 5]</li> </ul>	<ul style="list-style-type: none"> <li>Identify areas for staff expansion</li> </ul>	<ul style="list-style-type: none"> <li>Productivity, engagement, and client satisfaction in targeted units</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> </ul>	<ul style="list-style-type: none"> <li>VCPBA</li> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Budget</li> <li>Staff Assembly**</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance professional development [3]</li> </ul>	<ul style="list-style-type: none"> <li>Reassess pilot options in 1-2 years</li> <li>Update campus policy / implementation in units</li> <li>Ongoing rollout of supervisor resources for hybrid/remote</li> <li>Remodel some admin spaces to accommodate flexwork</li> </ul>	<ul style="list-style-type: none"> <li>Staff management survey</li> <li>Retention Rates</li> </ul>	<ul style="list-style-type: none"> <li>CHRO</li> </ul>	<ul style="list-style-type: none"> <li>Unit leaders</li> </ul>	<ul style="list-style-type: none"> <li>Physical Resources</li> <li>Staff Assembly**</li> </ul>
<b>Enhance Campus Space</b>	<ul style="list-style-type: none"> <li>Expand and improve teaching facilities [2]</li> </ul>	<ul style="list-style-type: none"> <li>Fund, design, and build the Undergraduate Teaching and Learning Facility (UTLF)</li> <li>Capitalize on new teaching space in new education buildings (Medicine, Business)</li> <li>Renovate existing class labs/studio spaces on campus.</li> </ul>	<ul style="list-style-type: none"> <li>ULTF project completed by 2026</li> <li>All existing campus class labs/studio spaces updated by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> <li>VCPBA</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Budget</li> <li>Physical Resources</li> </ul>
	<ul style="list-style-type: none"> <li>Support ongoing renovation of research facilities [1]</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for state funds</li> <li>Allocate campus funds</li> <li>Prioritize renovation projects</li> </ul>	<ul style="list-style-type: none"> <li>700,000 square feet of space renovated</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> <li>VCPBA</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Budget</li> <li>Physical Resources</li> </ul>
	<ul style="list-style-type: none"> <li>Develop additional student housing [2, 3]</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Riverside Community College on North District Phase II</li> <li>Prioritize housing options for graduate and international student populations</li> </ul>	<ul style="list-style-type: none"> <li>Increase in number of beds</li> <li>Increase in percentages of undergraduate, graduate, and international students living on campus</li> </ul>	<ul style="list-style-type: none"> <li>VCPBA</li> </ul>	<ul style="list-style-type: none"> <li>VPDGS</li> <li>VPIA</li> </ul>	<ul style="list-style-type: none"> <li>Planning &amp; Budget</li> <li>Physical Resources</li> </ul>

## 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
<b>Strengthen AAU Membership Candidacy</b>	<ul style="list-style-type: none"> <li>Grow doctoral program enrollments [1, 2]</li> <li>Grow federal and non-federal research funding [1]</li> <li>Expand postdoctoral appointments [1]</li> <li>Promote faculty and UCR nationally through media, awards, and national networks [1]</li> </ul>	<ul style="list-style-type: none"> <li>Provide support for faculty to apply for more training grants</li> <li>Support student applications for individual fellowships</li> <li>Right-size TA budgets</li> <li>Provide competitive internal seed funding opportunities</li> <li>Expand campus and school/college support for grant proposal development and grant management</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of graduate students</li> <li>Doctoral education outcomes (completion rates and job placements)</li> <li>Doctoral degrees awarded per faculty member</li> <li>Postdoctoral appointments per faculty member</li> <li>Funding per faculty member</li> </ul>	<ul style="list-style-type: none"> <li>VPDGS</li> <li>VCRED</li> </ul>	<ul style="list-style-type: none"> <li>Deans</li> <li>VCPBA</li> <li>VPIA</li> <li>AVC-Comms</li> </ul>	<ul style="list-style-type: none"> <li>Graduate Council</li> <li>Research</li> <li>FECs</li> <li>Planning &amp; Budget</li> </ul>
<b>Serve as an Anchor Institution for Research and Economic Development in the Inland Empire</b>	<ul style="list-style-type: none"> <li>Invest in centers of research and development on campus (1, 4, 5)</li> </ul>	<ul style="list-style-type: none"> <li>Identify multi-college interdisciplinary collaborations</li> <li>Secure funding and partners for Clean Tech Park capital project</li> </ul>	<ul style="list-style-type: none"> <li>At least two centers activated and funded</li> <li>Building in place and fully occupied by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> <li>VCRED</li> </ul>	<ul style="list-style-type: none"> <li>AVC-GCR</li> <li>VCPBA</li> <li>UNEX Dean</li> </ul>	<ul style="list-style-type: none"> <li>Research</li> <li>Planning &amp; Budget</li> <li>Physical Resources</li> <li>University Extension</li> </ul>
<b>Achieve Additional National Recognition</b>	<ul style="list-style-type: none"> <li>Carnegie classification - Community Engagement [4, 5]</li> </ul>	<ul style="list-style-type: none"> <li>2024 application cycle</li> </ul>	<ul style="list-style-type: none"> <li>Achieved by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> </ul>	<ul style="list-style-type: none"> <li>VCSA</li> <li>VPDUE</li> <li>AVC-GCR</li> <li>UNEX Dean</li> </ul>	<ul style="list-style-type: none"> <li>Education Policy</li> <li>University Extension</li> </ul>
	<ul style="list-style-type: none"> <li>APLU classification - Innovation &amp; Economic Prosperity [4]</li> </ul>	<ul style="list-style-type: none"> <li>2023 cycle</li> </ul>		<ul style="list-style-type: none"> <li>VCRED</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> </ul>	<ul style="list-style-type: none"> <li>Research</li> <li>Planning &amp; Budget</li> <li>Sustainability*</li> </ul>
	<ul style="list-style-type: none"> <li>APLU Award - Global Learning, Research, &amp; Engagement [1, 2, 4]</li> </ul>	<ul style="list-style-type: none"> <li>Plan for meeting criteria</li> </ul>	<ul style="list-style-type: none"> <li>VPIA</li> </ul>	<ul style="list-style-type: none"> <li>International Education</li> </ul>		
	<ul style="list-style-type: none"> <li>AASHE Sustainability Tracking Assessment &amp; Rating System [5]</li> </ul>	<ul style="list-style-type: none"> <li>Platinum status</li> </ul>	<ul style="list-style-type: none"> <li>Achieved by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Provost</li> <li>VCPBA</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability Office</li> <li>Deans</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability*</li> <li>FECs</li> </ul>