Central Campus Level Strategic Initiatives

- Distinctive, transformative research and scholarship
- A rigorous, engaging, and empowering learning environment
- A welcoming, inclusive, and collaborative community
- Advancement of the public good
- 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.
### Central Campus Level Strategic Initiatives

#### OBJECTIVES

<table>
<thead>
<tr>
<th>STRATEGIC GOAL I</th>
<th>Build financial stability, resiliency, and sustainability</th>
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</thead>
</table>

#### INITIATIVES

<table>
<thead>
<tr>
<th>Increase Net Revenue</th>
<th>• Grow nonresident enrollment [3]</th>
<th>Intensive and targeted outreach (out-of-state and international)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Increase summer sessions offerings and enrollment [2]</td>
<td>• Identify new courses for summer (based on student demand) • Expand and enhance recruiting efforts • Review budget model incentives</td>
</tr>
<tr>
<td></td>
<td>• Increase number of master’s programs and master’s enrollment [2, 3]</td>
<td>• Perform market studies to determine viability of proposed master’s programs • Increase support for developing and submitting proposals</td>
</tr>
<tr>
<td></td>
<td>• Grow extramural research funding [1]</td>
<td>• Provide competitive internal seed funding opportunities • Expand campus and school/college support for grant proposal development and grant management</td>
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<tr>
<td></td>
<td>• Grow Philanthropy [1, 2, 4, 5]</td>
<td>• Develop larger pool of donors • Engage faculty in donor cultivation and stewardship • Expand alumni programming</td>
</tr>
<tr>
<td></td>
<td>• Advocate for resources from state of CA [1, 2, 3, 4, 5]</td>
<td>• Provide timely information to state legislators • Engage actively with UCOP on development and refinement of allocation protocols</td>
</tr>
</tbody>
</table>

#### ACTION ITEMS

| 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 |

#### METRICS

| • Enrollment numbers • Net revenue | • Number of new summer courses and enrollments • Net revenue | • Number of new programs and enrollments • Net revenue | • Total extramural research dollars • Total F&A revenue • Extramural funding/faculty member • Number of funded faculty | • Dollars raised annually • Size of gifts | • Percentage increase in year-over-year state allocation • Increase in total state funding | • Adoption of new templates and tools |

#### LEAD COORDINATOR

| Associate Vice Chancellor, Enrollment Services (AVC-ES) • Vice Provost, International Affairs (VPIA) | AVC-ES | Vice Provost and Dean of Graduate Studies (VPGDS) • VPIA | Vice Chancellor, Research and Economic Development (VCRED) | Vice Chancellor, University Advancement (VCUA) | Chancellor | Vice Chancellor, Planning, Budget, and Administration (VCPSA) | VCREDS | Chief Financial and Administrative Officers (CFAOs) across campus • Associate Vice Chancellor, Information Technology Solutions (AVC-ITS) |

#### KEY COLLABORATORS

| Deans • University Extension Dean (UNEX Dean) • Associate Vice Chancellor, Communications (AVC-Comms) | Deans • Vice Provost and Dean of Undergraduate Education (VPDUE) • AVC-Comms | Deans • Assistant Vice Chancellor, Government and Community Relations (AVC-GCR) | Deans • Research • FECs | Deans • FECs | Deans • Planning & Budget | Deans • Provost • VCPBA • AVC-GCR | Planning & Budget |

#### KEY FACULTY

| Graduate Council • FECs | Research • FECs | courses • FECs | Undergraduate Admissions • Faculty Executive Committees (FECs) • University Extension |

### UCR 2030

CENTRAL CAMPUS LEVEL STRATEGIC INITIATIVES

Updated: May 7, 2024
## Address Faculty Diversity, Equity, and Professional Growth

**Objectives:**
- Reduce equity gaps [3]
- Improve orientations and expand programming
- Enhance leadership development [3]
- Increase the number of Senate faculty from historically underrepresented backgrounds [2, 3]

**Initiatives:**
- Implement salary equity program
- Implement CORDO faculty leadership program
- 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

**Action Items:**
- All faculty within 3% of their projected median
- Number of participants and program evaluations
- By 2030, substantial increase in the number of Senate faculty from underrepresented backgrounds

**Metrics:**
- Vice Provost, Academic Personnel (VPAP)
- Deans
- Provost
- Deans
- Vice Chancellor, Diversity, Equity, and Inclusion (VCDEI)

**Lead Coordinator:**
- Faculty Welfare
- Academic Personnel
- CODEI

**Key Collaborators:**
- Faculty Welfare
- Academic Personnel
- CODEI

**Key Faculty Senate Committees:**

## Improve Graduate Student Success and Pipelines

**Objectives:**
- Improve graduation rates [2]
- Decrease equity gaps [3]

**Initiatives:**
- Provide support for faculty to apply for more training grants
- Support student applications for individual fellowships
- Right-size TA budgets

**Action Items:**
- Number of PhD programs that offer 5-year funding packages to incoming students
- Number of training grant applications and awards
- Revised TA budgets

**Metrics:**
- Number of new programs and enrollments

**Lead Coordinator:**
- VPDGS
- VPIA

**Key Collaborators:**
- Deans
- Provost
- Deans
- UNEX Dean

**Key Faculty Senate Committees:**

## Improve Undergraduate Student Success and Experience

**Objectives:**
- Improve graduation rates [2]
- Decrease equity gaps [3]
- Sustain academic standards [1, 2]

**Initiatives:**
- Invest in student advising (personnel and software)
- Launch new Black Student Success Initiatives
- Strengthen first year academic support and skills training

**Action Items:**
- By 2030, 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

**Metrics:**
- Number of students participating (disaggregated)
- Satisfaction measures

**Lead Coordinator:**
- VPDUE
- Deans
- Honors director
- VPIA
- Career Center director
- AVC-ES

**Key Collaborators:**
- Student Advising Managers (SAMs)
- VCDEI
- VPIA
- Vice Chancellor, Student Affairs (VCSA)
- AVC-ES

**Key Faculty Senate Committees:**

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**Updated:** May 7, 2024

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### Address Staffing Levels, Staff Flexibility and Professional Growth

**OBJECTIVES**
- Invest in strategic hiring [1, 2, 3, 4, 5]

**INITIATIVES**
- Identify areas for staff expansion

**ACTION ITEMS**
- 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)

**METRICS**
- Completed report to inform hiring and training of academic support staff by May 2024
- Improved employee satisfaction in areas such as onboarding; expanded capacity for staff professional development and community building by summer 2024

**LEAD COORDINATOR**
- Provost

**KEY COLLABORATORS**
- VCPBA
- Deans

**KEY FACULTY COMMITTEES**
- Planning & Budget
- Staff Assembly**

**Enhance Campus Space**

**OBJECTIVES**
- Expand and improve teaching facilities [2]

**INITIATIVES**
- 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

**ACTION ITEMS**
- Begin UTLF construction by summer 2024

**METRICS**
- Projects to be fully completed by summer 2024:
  1. Roofs on Spieth, Physics, and Fine Arts
  2. Automatic doors with card access
  3. Elevators in Spieth, Webber, and Watkins

**LEAD COORDINATOR**
- Provost

**KEY COLLABORATORS**
- VCPBA
- Deans

**KEY FACULTY COMMITTEES**
- Planning & Budget
- Physical Resources

### UCR 2030
**CENTRAL CAMPUS LEVEL STRATEGIC INITIATIVES**

- Provost
- VCPBA
- Deans
<table>
<thead>
<tr>
<th><strong>OBJECTIVES</strong></th>
<th><strong>INITIATIVES</strong></th>
<th><strong>ACTION ITEMS</strong></th>
<th><strong>METRICS</strong></th>
<th><strong>LEAD COORDINATOR</strong></th>
<th><strong>KEY COLLABORATORS</strong></th>
<th><strong>KEY FACULTY SENATE COMMITTEES</strong></th>
</tr>
</thead>
</table>
| Strengthen AAU Membership Metrics | • Grow doctoral program enrollments [1, 2]  
• Grow federal and non-federal research funding [3]  
• Expand postdoctoral appointments [4]  
• Promote faculty and UCR nationally through media, awards, and national networks [5] | • 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  
• VCPBA  
• VPIA  
• AVC-Comms | • Deans  
• VCPBA  
• VPIA  
• AVC-Comms | • Graduate Council  
• Research  
• FECs  
• Planning & Budget |
| Serve as an Anchor Institution for Research and Economic Development in the Inland Empire | • Invest in centers of research and development on campus (1, 4, 5) | • Hold series of four “think tank” lunches with faculty to solicit ideas for investment in multi-college interdisciplinary collaborative research with established presence on campus  
• Secure funding and partners for clean tech park | • One area selected for investment by summer 2024  
• Building in place and fully occupied by 2030 (CE-CERT and University Extension as main tenants) | • Provost  
• VCPBA | • VCPBA | • Research  
• Planning & Budget |
| Achieve Additional National Recognition | • Carnegie classification - Community Engagement [4, 5]  
• APLU classification – Innovation & Economic Prosperity [4]  
• APLU Award - Global Learning, Research, & Engagement [1, 2, 4]  
• AASHE Sustainability Tracking Assessment & Rating System [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  
• 203 cycle  
• Plan for meeting criteria | • Submission of application for Carnegie classification by May 1, 2023  
• Establishment of baselines through the self-study process by summer 2023  
• Increase in number of community-engaged courses, curricular components, and co-curricular opportunities by summer 2024  
• Achieved by 2030  
• Plan for meeting criteria | • Provost  
• VCPBA  
• VPIA  
• AVC-Comms | • VCSA  
• VPDUE  
• AVC-GCR  
• UNEX Dean | • Education Policy  
• University Extension |
| | • 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 by winter 2024  
• Existing courses counted and cataloged as baseline from which to grow by summer 2024  
• Mechanism for highlighting and advertising available courses implemented by summer 2024 | • Provost  
• VCPBA | • Sustainability Office  
• Deans | • Sustainability Office  
• Deans  
• FECs |