UCR GRADUATE DIVISION STRATEGIC PLAN 2030

Mission: Foster excellence and inclusion in the UCR graduate community

Goal I: Promote Graduate Education Excellence

Be a subject matter expert on graduate education, sharing knowledge and providing data-driven and evidence-based recommendations to all UCR stakeholders. Remain on the forefront of relevant and emerging issues in graduate education.

Objective
Advance graduate education quality by identifying and modifying any problem areas, clarifying ambiguity, promoting consistency, and encouraging fairness. Ensure that graduate students understand campus and program expectations for degree completion.

Action Items:
- Collaborate with Graduate Council leadership to identify graduate academic regulations in need of review and potential revision to improve alignment with current practices.
- Review and update Graduate Division procedures to better implement academic regulations in support of graduate education and student success.
- Assist Graduate Council in creating a post-review pathway for program improvement. Coordinate with Deans to develop better accountability for underperforming programs.

Objective
Extend efforts to compile and provide outward-facing, value-driven graduate education-related data beneficial for decision making by internal units as well as external constituents such as other higher education institutions and funding agencies so that decisions can be driven by fully informed and up-to-date data.

Action Items:
- Update and expand graduate student exit survey and make it a requirement for degree awarding to identify program and institutional problematic areas.
- Develop and standardize reporting with IR and RED to reveal trends and make data-driven funding decisions to fully utilize and maximize funding opportunities for graduate students and provide funding data to colleges and programs.
- Establish a robust process for longitudinal tracking of doctoral and master's alumni career placement data in partnership with Alumni Office over a minimum ten-year period after graduation in order to provide data for programs, current students, prospective students, and alumni.

Objective
Expand efforts to enhance quality advising and mentoring for all graduate students, including establishing a strong baseline effort for new students in order to ensure appropriate

resources early in their educational journey.

Action Items:
- Develop and launch the Slate Advising instance as a supportive advising.
- Integrate new graduate student management system with R'Grad petition system to monitor milestone requirements.
- Provide training on effective mentorship practices for all faculty, post-doctoral fellows and graduate students that incorporates inclusive mentoring.
- Provide mentee training for all graduate students to ensure their ability to benefit from an effective mentoring relationship.
- Collaborate with College/School leadership, including Associate Deans tasked with overseeing Graduate Students, to enhance training and support for staff advisors.
- Strengthen the role of program faculty graduate advisors and provide professional development to enhance their engagement.
- Implement a robust online orientation for incoming students and in-person reorientation for current students during the academic year.
- Establish a standardized annual evaluation and mentoring plan to align graduate student/major professor/committee members' expectations.

Objective:
Evaluate and enhance internal administrative Graduate Division operations and process efforts.

Action Items:
- Develop a business process redesign for the management of graduate student admission/financials.
- Enhance Slate use as a recruitment tool to capture student information at events, and track students through the recruitment, application, admission, and graduation processes with robust reporting.
- Move all functions related to postdoctoral administrative processing to Slate.

Goal II: Promote and Embrace Diversity, Equity, and Inclusion in Graduate Education

Objective
Evaluate funding efficacy for underserved populations with the goal of enhancing recruitment and retention of student populations that have historically been disadvantaged.

Action Items:
- Partner with Advancement to identify potential donors for scholarships
- Redesign internal fellowship awards to better align with current funding availability and institutional enrollment and graduation metrics

Objective
Explore continued funding initiatives to support the implementation of enhanced recruitment initiatives aimed at increasing the diversity of our graduate student population.

Action Items:
- Improve recruitment efforts via yearly assessments/evaluations of our activities

through Slate CRM.
- Expand efforts to diversify our graduate programs by increased targeting of UCR and CSU students under the Grow Our Own umbrella.
- Support the expansion and coordination of the virtual Open House with enhanced marketing and support for Slate integration.
- Review and revise current allocation of recruitment funds to programs to better tie them to outcomes.
- Incentivize and support the submission of training grants to federal agencies to support the training of a diverse population of graduate students.

Objective
Coordinate and enhance programming to better support diverse students, domestic and international, throughout their graduate careers.

Action Items:
- Provide incentives to programs to invite a diverse group of speakers in seminar/colloquia series.
- Increase collaboration with campus partners to develop programs that promote physical and mental health awareness among graduate students and postdocs.

Objective
Create an alumni community and support structure that reflects the diverse nature of UCR's educational and professional environments.

Action Item:
- Create a Graduate Division Alumni Board of Directors with diverse perspectives and backgrounds.

Goal III: Advance Graduate Student and Postdoctoral Fellows Professional Career

Development Objective
Coordinate and enhance opportunities to assist students and fellows in developing professional skills that are inherent to success in graduate school and beyond, independent of degree program and field of study.

Action Items:
- Enhance collaborations with campus partners (CIS, CSP, XCITE, Library, Disability Resource Center) to support students in building professional skills and tools to enhance success.
- Provide students with programming and resources needed to develop competitive grants and other external funding proposals

Objective
Serve as a central resource for career development opportunities for graduate students and postdoctoral fellows to help them prepare for their professional lives after graduation and training completion.

Action Items:
- Expand collaborations with Career Center services to organize events and consultations to guide graduate students and postdoctoral fellows to support explorations and preparation for various careers.
- Leverage expertise of Graduate Division Alumni Society.
- Provide access to online platforms and content that inform and prepare graduate students and postdoctoral fellows for various careers.

Objective
Strengthen offerings to prepare graduate student teaching assistants and graduate students with an interest in pedagogy to employ evidence-based teaching practices for diverse learners.

Action Items:
- Develop a series of micro credentials to demonstrate proficiency in pedagogy.
- Hone the University Teaching Certificate that provides students with over 25 hours of advanced pedagogical training.
- Create a kit to equip graduate students with pedagogical tools.
- Provide feedback on instruction to graduate students through teaching observations.

Goal IV: Promote Interdisciplinary Opportunities in Graduate Education

Objective:
Identify opportunities to better enable Interdisciplinary Graduate Degree Programs and academic colleges to work together.

Action Item:
- Create pathways to expand existing interdisciplinary programs and create new ones.

Goal V: Invest in the Success of the People who Work in the Graduate Division

Objective: Address Staffing Levels, Staff Flexibility, Staff Safety, and Professional Growth.

Action Items:
- Reevaluate Grad Div organizational chart to redistribute roles according to current priorities.
- Support staff professional development and create pathways for career advancement.
- Continue to build a psychologically safe work environment.
- Developing a concrete safety plan.