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

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Initiatives</th>
<th>Items</th>
<th>Metrics</th>
<th>Lead Coordinator</th>
<th>Key Collaborators</th>
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</thead>
</table>
| Increase Net Revenue | Grow nonresident enrollment (3) | 1. Intensive, sustained, & targeted outreach (out-of-state and international)  
2. Expand the recruitment cycle and pipeline beyond traditional enrollment cycles  
3. Invest in recruitment /enrollment personnel | 1. NR Enrollment #s  
2. net revenue increase | BCOE MarCom & UCR IA | Enrollment Services, International Affairs, BCOE Advising |
|            | Further develop and scale up M.S. programs | 1. Assess the viability of new M.S. programs  
2. Adapt M.S. Programs for a professional audience  
3. Foster an M.S. community  
4. Possibly implement professional M Engr degrees, replacing MS for terminal MS students | 1. # new programs and enrollments  
2. net revenue | Dean, AD RGE, Executive Committee, Chairs, Departments | Faculty |
|            | Grow extramural research and training program funding (1) | 1. Expand support for grant proposal development and grant management (increase pre-award and post-award staff)  
2. Increase postdoc & research faculty numbers  
3. Organize existing and form new research centers | 1. total extramural research dollars  
2. extramural funding/faculty  
3. # of faculty with extramural funding | BCOE AD RGE | Faculty, Research Centers and labs |
|            | Grow Philanthropy – Campaign(s) (1,2) | 1. Increase total unique BCOE donors annually  
2. Raise $5+M annually for BCOE  
3. Establish endowed funds to support all active BCOE student professional organizations  
4. Increase from 14 to 21 endowed chairs  
5. Kick-off campaign for new engineering building(s)  
6. Successfully complete student success goals  
7. Position BCOE for next comprehensive campaign | 1. # of annual donors  
2. Annual $$ raised  
3. # of endowed funds  
4. # of endowed chairs | BCOE Advancement AD SAA | BCOE MarCom  
BCOE Student Success; Professional Development  
University Advancement UCR Alumni Association |
## STRATEGIC GOAL II: Invest in the success of the people who teach, do research, work, learn, and live at UCR.

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| Grow federal and non-federal research funding | ● Support development of center-level proposals  
● Support training grant proposals  
● Formalize undergraduate research and internship opportunities  
● Introduce new courses that utilize the new makerspace(s) | BCOE will annually review existing curricula and advising with the goal of increasing 4-year graduation rates  
● Ensuring availability of technical electives and breadth course options every term  
● Assessing and potentially restructuring advising with transactional work shifting to enrollment services  
● Support and track undergraduate research and internship programs  
● Support student success programs, such as learning communities, learning workshops, career development workshops, etc. | 1. Improved 4-year graduation rates  
2. Increase of average units taken per term with a target 15 unit minimum  
3. # of students participating in undergraduate research, internship programs, success programs (learning communities, learning workshops, career development workshops) | Dean, Executive Committee, Chairs, Departments | Deans  
Honors  
IA  
Career Center  
ES  
Advising  
Faculty |
| Promote faculty and UCR nationally through media, awards, and national networks. [1] | | | | | |
| Improve Graduate student success & pipelines | Expand the M.S. & Ph.D. applicant pool and become more selective while growing | 1. Apply for more training grants  
2. Support student applications for individual fellowships | 1. # of training grant applications and awards  
2. # of fellowship applications and awards | Dean, Executive Committee, Chairs, Departments  
BCOE Dean, Executive Committee, Chairs | BCOE Faculty, Graduate Student Advising  
UCR Grad Division |
STRATEGIC GOAL III: Expand the visibility and scope of influence of UCR locally, nationally, and globally.

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<thead>
<tr>
<th>Objectives</th>
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<th>Action Items</th>
<th>Metrics</th>
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<th>Key Collaborators</th>
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<tbody>
<tr>
<td>Strengthen AAU membership candidacy (1)</td>
<td>Strengthen BCOE’s research leadership presence</td>
<td>Example Cross-cutting focus areas:</td>
<td>1. # of graduate students presenting at international conferences</td>
<td>BCOE Dean, AD RGE, AD SAA, Chairs</td>
<td>Faculty</td>
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<td>2. Track doctoral education outcomes (completion rates and job placements)</td>
<td>2. # of doctoral degrees awarded per faculty member annually and cumulatively</td>
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<td>3. # of doctoral degrees awarded per faculty member annually and cumulatively</td>
<td>3. # of postdoctoral appointments per faculty member</td>
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<td>4. Funding per faculty member</td>
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<td>5. Participation in campus-driven, interdisciplinary - based national centers.</td>
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<td>• Collaborate with national laboratories</td>
<td>6. Collaborate with national laboratories</td>
<td>BCOE Dean, AD RGE, VCRED</td>
<td>Faculty</td>
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<td>• Increase collaborations with industry</td>
<td>7. Increase collaborations with industry</td>
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<td>• Build critical mass in focus areas</td>
<td>8. Build critical mass in focus areas</td>
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AD RGE – Associate Dean, Research & Graduate Education
AD SAA – Associate Dean, Student Academic Affairs & Undergraduate Education
AD AP – Associate Dean, Academic Personnel