Strategic Planning Overview

Timeline and Milestones Related to UCR Strategic Planning (2008-2018)
Over the last ten-year period, UCR drafted, launched, and made substantial progress on our strategic plan – *UCR 2020: The Path to Pre-Eminence*. The following sections provide an overview of key milestones accomplished since 2008, including important metrics used to track our institutional progress (see Tables 1 and 2). In response the WSCUC Review's Line of Inquiry (LOI) 3, this overview will attempt to clarify the extent to which UCR has engaged in a robust strategic planning process, monitored the plan's major accomplishments and challenges over time, as well as our preliminary plans for moving forward.

WASC Team Visit and Report (2008): In the WASC Capacity and Preparatory Review (CPR) Visiting Team's Report (Mar 12-14, 2008), the team noted: "The University of California, Riverside is currently without a meaningful strategic plan; however, Acting Chancellor Grey has begun a strategic planning process that will lay the groundwork for the campus and the next chancellor as they move to establish priorities and realize goals" (p. 18-19). At the time of this report, California was just beginning to experience the effects of the Great Recession, and was awaiting the appointment of a permanent Chancellor to formalize the strategic planning process.

New Chancellor Appointed (2008): Subsequently, in May 2008, the UC Board of Regents named Timothy P. White the eighth Chancellor of UC Riverside. Over the next two years, Chancellor White initiated and led a robust strategic planning process that involved broad administrative, faculty, staff, and student input.

New Strategic Plan Released (2010): In July 2010, UCR released the strategic plan *UCR 2020: The Path to Preeminence*, followed by a presentation to the UC Board of Regents in September 2010. The document included UCR's mission statement:

> The University of California, Riverside will transform the lives of the diverse people of California, the nation, and the world through the discovery, communication, translation, application, and preservation of knowledge – thereby enriching the state's economic, social, cultural, and environmental future.

The plan articulated four specific Strategic Goals:
    (1) Academic Excellence – Developing a Preeminent Research University for the 21st Century;
    (2) Access – Enhancing Opportunity for Graduate, Professional and Undergraduate Students;
    (3) Diversity – Serving as a National Exemplar for Diversity, Inclusion and Community;
    (4) Engagement – Shaping Our World.

In synthesizing these four goals, the strategic plan further stated:
> These are the values of excellence to which we hold our campus. So, too, will we hold ourselves to external criteria of excellence. These are the nationally and internationally accepted standards related to extramural funding, objective rankings, citations, and awards in both the national academies and in the arts and humanities. Consequently, we have selected the criteria

of the Association of American Universities (AAU) as a benchmark. Achieving the profile of an AAU member institution is an important goal because the criteria used to judge AAU membership represent a valid measure of what it is to be an academically excellent research university.

Additionally, the plan outlined the various components necessary to achieve the strategic goals, such as financial resources, personnel, infrastructure, and philanthropy. However, UCR and the state of California were in the midst of the Great Recession, which limited the campus's ability to make immediate progress on the strategic goals, while launching and securing state funding for the new School of Medicine.

New Professional Schools Launched (2012): In keeping with Strategic Priority 1.6 ("Investing in Professional Schools") and the campus desire to achieve higher levels of academic excellence and access, the Schools of Public Policy and Medicine were formally launched in 2012. For the School of Medicine (SOM), preliminary accreditation from the Liaison Committee on Medical Education (LCME) was delayed for one year due to California's budget challenges; but in October 2012, the SOM received preliminary accreditation and began to recruit the 2013 inaugural class.

Interim Chancellor Appointed (2012): In 2012, Chancellor White announced his resignation from UCR, in order to assume the role of Chancellor of the 23-campus California State University system; and the UC Board of Regents named Jane Close Conoley as Interim Chancellor.

Permanent Chancellor Appointed (2013) – In August 2013, the UC Board of Regents appointed Kim. A Wilcox as the ninth Chancellor of UC Riverside. During his inauguration, Chancellor Wilcox expressed his admiration and commitment to the UCR 2020 strategic plan. Guided by the strategic plan and bolstered by the state's economic recovery, Chancellor Wilcox would work to expand student enrollment, faculty, and campus infrastructure.   Chancellor Wilcox further noted that UCR's Long Range Development Plan (LRDP) projected a student enrollment of 25,000 students by 2020, and that the campus needed to provide adequate faculty and infrastructure to effectively serve UCR's growing student body.

Graduation Rate Task Force (2013-14): Consistent with Strategic Priority 2.B.1 ("Enhancing Student Success") and Governor Brown's focused attention toward improving UC-wide graduation rates, UCR Provost Dallas Rabenstein appointed a Graduation Rate Task Force to initiate discussions on how to improve undergraduate retention and graduation rates. In January 2014, the task force issued its report, including 33 recommendations; and the campus immediately began to implement the task force's recommendations.

Physical Master Plan (2014-15): The strategic plan noted that, "strengthening UCR's infrastructure will be transformative in supporting campus strategic initiatives and promoting both academic excellence and administrative effectiveness and efficiency…Thus, decisions related to the campus's long range development plan, capital projects, funding for deferred maintenance, facilities upgrades, and information technology must be integrated with execution of the strategic plan." Accordingly, the campus initiated a Physical Master Plan planning process, consistent with the strategic plan's growth aspirations – in terms of infrastructure and capital projects, and with broad campus and community

engagement. In 2015, the campus released the Physical Master Plan Study, which helped to identify priorities for new construction and strategic renovation across all facility types.

New Provost Appointed and Faculty Hiring Plan Launched (2015): In 2015, UCR named Paul D'Anieri as Provost and Executive Vice Chancellor for the campus. Provost D'Anieri initiated a process to hire up to 300 new UCR faculty as another major step toward achieving the profile of an AAU institution and to support the university's growing student enrollment. As part of this faculty hiring plan, a cluster hiring approach was implemented to reflect UCR's strategy 1.5: "Identifying and Hiring in Areas of Strategic Priority", including for example, From Genomics to Harvest, Next Generation Technologies, Renewable Nature, and Revitalizing Communities.

Comprehensive Fundraising Campaign Launched (2016): *UCR 2020* stated that "the strategic plan is a critical step in raising the bar for philanthropy, and a prerequisite for an organized, comprehensive fundraising campaign." In fall 2016, UCR launched the public phase of its first-ever comprehensive fundraising campaign, Living the Promise. The campaign's goal is to raise $300M by 2020, with priorities aligned with the *UCR 2020* strategic plan.

New Provost Appointed and Campus Conversations Conducted (2016-17): In December 2016, Provost D'Anieri resigned from his position; and Cynthia K. Larive was initially named Interim Provost and later appointed permanently in October 2017. From January through June 2017, UCR engaged in a series of Campus Conversations to solicit input on a host of issues related to campus growth, infrastructure, human resources, student success, and communications. In addition, the Academic Senate conducted several faculty surveys and provided input regarding faculty hiring, research support, and campus infrastructure, which have helped to inform campus priorities. These forms of campus engagement were consistent with Strategy 3.6: Assessing and Addressing Climate outlined in the strategic plan: "To assure a healthy climate, UC Riverside will regularly monitor climate issues among students, faculty, and staff. This will include both formal surveys and informal opportunities to engage dialogue on issues of concern. While it is recognized that some factors influencing climate take time to change, this will provide campus leadership the input necessary to first understand emerging issues and then to address them."

Several Strategic Milestones Achieved (2017) – By fall 2017, the campus had made substantial progress toward the UCR 2020 strategic goals, particularly in the areas of student success, faculty hiring and excellence, research funding, and philanthropy; see Table 1. As an example, UCR was recognized by the APLU with the Project Degree Completion Award for significantly improving graduation rates and achieving near parity in graduation rates across racial and socio-economic groups. Moreover, UCR set a record for fall student enrollment with 23,278 students, and was on track to meet the 2020 goal of 25,000 students. In regard to the Physical Master Plan, several major capital projects were initiated, under construction, or completed (e.g., Glen Mor Housing, Multidisciplinary Research Building 1, Student Success Center, the Barn, Mobility Hub, and North District). Major renovations had also begun in classrooms, lecture halls, and laboratories across the campus. Chancellor Wilcox regularly presented on these milestones during town hall-style presentations to the campus (link to presentations in 2014, 2015, 2016, and 2017) and annual reports and budget discussions with the UC Office of the President (see Appendix 1, for example).

Planning for Next Strategic Plan (2018): Over the past few years, UCR has made significant strides toward achieving *UCR 2020's* strategic goals, and the campus remains committed to achieving most, if not all, of them. Since the release of the strategic plan in 2010, UCR has in fact achieved the profile of several current AAU institutions; see Table 2. Table 2 describes UCR's performance on AAU primary and secondary indicators, as compared to a group of peer institutions identified during the strategic planning process. This year also marked the fifth year of Chancellor Wilcox's tenure at UCR (link to Chancellor's five-year report), and coincided with the WSCUC re-accreditation report submission and team visit. Together, these documents reflect upon progress made toward the *UCR 2020* plan, and set the stage for the next strategic planning process. In his five-year report, the Chancellor stated:

> We are fast approaching the year 2020, the nominal end date for our current strategic plan, and Provost Larive is already preparing for our next campus plan. In the coming months, she will be consulting with the campus on the nature of that plan and how to proceed in its creation. We have a bit of a leg-up in that effort, in that we are currently undergoing our Western Association of Schools and Colleges (WASC) reaccreditation process. The campus self-study for that review has been submitted, and we expect our site visit this fall.

> It is also nearing time to revise our Long Range Development Plan, which guides the future physical growth of the campus. Since finalizing the last plan in 2005, we have not developed the west side of Interstate 215 to the extent originally anticipated as we wanted to better preserve those lands for posterity and use for Agricultural Operations…While we have some broad notions of the future of the campus, there is much to consider in terms of the ratio of buildings to green space, traffic and pedestrian flow, and, of course, parking and multi-modal transportation. The next rendition of the LRDP will help us plan for all of these.

> …Finally, we must continue what we have started, and that is maintaining and growing one of the best public research universities in the world, leading the way on student success, and ensuring a sound fiscal base for the future. UCR is redefining the notion of a research university for the 21st century: one that is student-centered, has the highest academic standards for students and faculty alike, and is deeply committed to the well-being and future success of everyone on campus and in the surrounding community. There are few, if any, other universities that can make that claim.

Table 1: Strategic Milestones Achieved, 2007-2017

STRATEGIC AREAS	FY 07-08	FY 12-13	FY 17-18
Student Enrollment Strategy 2.B.3: Managing Enrollment; 2005 LRDP	17,187	21,005	23,365
Ladder-Rank Faculty Strategy 1.5: Identifying and Hiring in Areas of Strategic Priority	646	653	813
Total Contracts and Grants Strategy 1.1: Increasing Extramural Grant Funding	104.7M*	$93.5M	$148.6M [1]
Philanthropy Planning and Executing a Comprehensive Campaign (p. 35)	13.6M**	$20.8M	$35.6M
	Fall 2001 cohort	**Fall 2006 cohort**	**Fall 2011 cohort**
Six-Year Graduation Rates Strategy 2.B.1: Enhancing Student Success	64.6%	66.2%	75.0%

Note: ([1]) Represents a preliminary number as awards are still being processed.

Source: * Sponsored Programs FY 2008 Annual Summary Report. ** Corporate Financial System CFRU1511

Table 2: UC Riverside and Peer Institutions (identified in the 2020 Strategic Plan)

AAU Membership Criteria	Phase I Indicators			Phase II Indicators		
	Federal Research Expenditure (x1,000) (FY2016)	National Academies Members	Faculty Awards (2015)- National Rank	Doctoral education (research degrees) (FY2015)	Undergraduate 6-year Grad Rate (Fall 2010 Entering Cohort)	Faculty Counts for Normalization (Fall 2015)
University of California-Riverside	**$70,489**	**9**	**90**	**239**	**72.9%**	**682**
- UCR 2020 Goal	$198,000	30	25	400	75.0%	1100
University of California-Irvine	$177,779	31	29	393	87.2%	1159
University of California-San Diego	$604,298	116	19	529	87.2%	1226
University of California-Santa Barbara	$116,775	53	54	346	82.3%	803
University of Arizona	$262,989	25	76	524	59.9%	1512
Iowa State University	$125,397	9	98	322	74.4%	1333
University of Kansas	$140,002	7	58	336	63.4%	1414
Tulane University	$89,087	1	127	135	83.3%	621
University of Missouri-Columbia	$108,674	7	76	416	68.3%	1138
Stony Brook University	$118,549	12	67	350	72.4%	1028
University of Oregon	$66,850	9	58	159	71.9%	745
UCR Rank Among Comparison Group of 11 (green cells equal to or lower than UCR)	**10**	**6**	**9**	**9**	**6**	**10**

AAU Phase I Indicators (primary indicators of institutional breadth and quality in research and education)

1. **Competitively funded federal research support:** The Membership Committee uses National Science Foundation (NSF) research expenditure data, excluding formula-allocated USDA research expenditures and American Recovery Reinvestment Act (ARRA) expenditures. Funding for the Agriculture Food and Research Initiative (AFRI), a competitively funded USDA research support program, is included in the Phase I research support indicator.
2. **Membership in the National Academies (NAS, NAE, IOM):** The National Academies' membership database maintains the current institutional affiliation of its members.
3. **Faculty awards, fellowships, and memberships:** The Membership Committee gathers data on faculty awards, fellowships and memberships as an additional assessment of the distinction of an institution's faculty. Additional appropriate awards, fellowships, and memberships will be added to this list as they are identified.
4. **Citations:** Thomson Reuters InCitesTM citations database provides an annually updated measure of both research volume and quality and will provide a valuable complement to the indicators listed above.

AAU Phase II Indicators (provide additional important calibrations of institutional research and education programs)

1. **USDA, state, and industrial research funding:** Though these three sources of academic research support fund important, high-quality research, they are treated as Phase II indicators since they are generally not allocated through competitive, merit-review processes. Competitively funded USDA research programs, such as AFRI, that can be separately identified in reported data are included in Phase I data.
2. **Doctoral education:** The Committee uses number of research/scholarship Ph.D.s granted annually, using Department of Education IPEDS (Integrated Postsecondary Education Data System) data. These data are treated as Phase II indicators to de-emphasize the quantitative dimensions of Ph.D. programs and avoid sending an unintended signal to institutions to increase Ph.D. output.
3. **Number of postdoctoral appointees:** The Committee uses NSF-compiled data from institutions on postdoctoral appointees, most of whom are in the health sciences, physical sciences, and engineering. Postdoctoral education is an increasingly important component of university research and education activities that the committee believes should be tracked in AAU membership indicators. However, because postdoctoral activity is highly correlated with university research and because self-reported postdoctoral data are less uniform than data on federally funded research, postdoctoral appointees are treated as a Phase II indicator.
4. **Undergraduate education:** The Committee assesses the institution's undergraduate programs to determine that the institution is meeting its commitment to undergraduate education. Recognizing that differing institutional missions among research universities dictate different ways of providing undergraduate education, the committee will be flexible in this assessment. A number of measures have been suggested, including some that focus on input and others that look primarily at output variables. These are at this time imperfect, but may provide some guidance to the committee in making its judgments on this topic.