

**UCR**  
**2020**

THE **PATH** TO  
**PREEMINENCE**



*A Living Document to Guide our Future*

Cover photo: The Highlander Union Building – aptly called the HUB – is a focal point for student activities. UCR students recently passed a fee referendum to install solar panels on the HUB that will boost renewable energy on campus.

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# A MESSAGE FROM THE CHANCELLOR

*UCR 2020: The Path to Preeminence* expresses our strategic intent for the future growth and development of the University of California, Riverside. Our plan provides clear guidance and direction for the decade ahead, while at the same time allowing us to be nimble as we build on accomplishments and make adjustments in response to emerging opportunities and challenges. Consequently, we position it as a “living” document.

*UCR 2020* reflects the vision, aspirations, and hard work of more than 140 people – faculty, students, staff, alumni, and community leaders – who have contributed to its development, along with ideas and feedback garnered from the Academic Senate and other interested parties via the Web, Town Hall meetings, surveys, and other means. I am grateful to these individuals who toiled on behalf of the entire UCR community. This strategic plan has been made possible only because of the amazing achievements of the many individuals who have been part of the first 56 years of the campus’s development. Earlier planning documents, programs, and people – and the impact of their achievements – provide the stepping stones upon which this document, and UCR’s future, is based.

Our strategic intent is ambitious. Not everything will be accomplished immediately; some of our more far-reaching goals may take years to attain. We will need to invest our existing resources wisely, and garner new resources to fully realize the objectives identified in *UCR 2020*. We will not compromise our aspirations, nor will we lower our standards as economic fluctuations occur. In difficult economic times, our rate of ascension may slow, but the vision and goals will not be weakened. Our accomplishments will be characterized by excellence, as judged by others.

To those who have come before us, and to those whose work yet lies ahead, I express my gratitude for making the University of California, Riverside the excellent institution that it is and the preeminent university that it is becoming.



Timothy P. White  
Chancellor





## I. VISION: EXCELLENCE

The University of California, Riverside stands at a watershed: a highly regarded public research university on the verge of joining the nation's top-ranked. As we enter the next decade, our vision is to become a preeminent research university that epitomizes excellence in all that we do: advancing and communicating knowledge through research and creative activity; developing and inspiring the leaders for tomorrow's world; transforming communities, both locally and globally; and demonstrating that diversity is both a measure of excellence and a means of achieving it.

UC Riverside already has achieved excellence in many dimensions, but the excellence of today is not necessarily excellence as we define it for 2020. Our goal is excellence in service of people everywhere. Our brand of excellence enriches lives, not only through the creation and dissemination of knowledge, but also through our dedication to an inclusive world view that values our differences and recognizes our common interests. Excellence is internalized in our values, our mission, and our approach to all that we do.

## UNIVERSITY OF CALIFORNIA, RIVERSIDE 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.

We define excellence as inclusiveness, boldness, and preeminence across our teaching, research, and service mission. It requires strong leadership and commitment, not only from our senior leaders, but also from faculty, students, staff, alumni, trustees, Regents, the Office of the President, and supporters.

Excellence is value-driven. Inherent in excellence is a dedication to civility, respect, and tolerance. Excellence thrives in a campus culture that embraces multicultural perspectives and scholarly exchange. In a top-tier research university, excellence means a focus on the intellectual and social development of our students, the scholarship and creative endeavors of our faculty, and the professional growth and development of our staff. For UC Riverside, it means a can-do spirit – reaching for heights that are just beyond our grasp, and succeeding.

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. We will reach for those measures of excellence and even surpass them, but we will not let them define us or confine us because we strive to be much more.

UC Riverside embodies the promise of our Golden State, harnessing its potential to transform lives. Our student body is among the most diverse in the nation. We have an opportunity – unique in the United States, if not the world – to demonstrate how diversity can stimulate vigorous intellectual exchange, influence research and creative activity, shape the curriculum in new ways, enhance our venerable tradition of engagement, and contribute to a healthy and vibrant campus climate for all.

### Living the Promise

In the spring of 2009, during the inauguration of its eighth chancellor, the University of California, Riverside embraced the theme of “living the promise.” Now, as the campus looks to its future, this theme comes into play with the development of *UCR 2020: The Path to Preeminence*.

Living the promise at UCR means realizing potential, both as individuals and as an institution. It means solving the issues of tomorrow through knowledge – its discovery, translation, application, communication, and preservation.

For our faculty, UCR provides an encouraging, supportive, and collegial environment in which to thrive. Faculty have the opportunity to realize their potential in research and creative activity and to



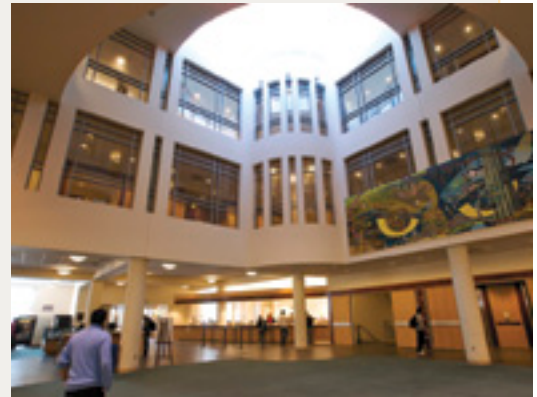
**UCR is a living laboratory for the exploration of issues critical to diverse, growing communities at home and abroad – air, water, energy, transportation, agriculture, arts, culture, health care, and more.**

## EXCELLENCE AND THE AAU

Throughout *UCR 2020*, the achievement of excellence is a guiding principle in all that we do. The Association of American Universities (AAU) is one measure of academic excellence. UCR selected attaining the profile of an AAU institution as a guidepost for academic excellence because the organization – today comprising 63 leading public and private research universities in the U.S. and Canada – focuses on metrics of importance to research-intensive universities, including funding for research and creative activity, research policy issues, and graduate and undergraduate education. Phase I indicators for membership in the AAU include:

- Competitively funded federal research support
- Faculty membership in the National Academies
- National Research Council program quality ratings
- Faculty arts and humanities awards, fellowships, and memberships
- Citations: The U.S. University Science Indicators

These metrics are consistent with those used by the UC Office of the President and the Board of Regents in evaluating campuses and making resource decisions, and are widely accepted by academia as bona fide indicators of excellence.



compete on the world stage. By charting a course to achieve even higher levels of achievement, UCR will increase extramural funding for research and creative activity, awards and honors, philanthropy, and both national and international recognition.

For our students, UC Riverside will increasingly become an accessible campus of choice because of its inclusive values and outstanding educational opportunities – a campus that provides a transformative experience in a living-learning environment that is engaged with, and responsive to, the needs of our larger communities. As UCR further strengthens its undergraduate and graduate programs, the campus will produce growing numbers of alumni who are civically engaged and prepared to live, work, and prosper in our increasingly interdependent global society.

For our staff, UC Riverside provides multiple paths for career development, a stimulating work environment that promotes healthful living, and an opportunity to play a vital role in accomplishing a worthy and meaningful mission. By serving as leaders both on the campus and in the community, staff will amplify UCR's impact in contributing to the social, cultural, and economic growth and well-being of the region.

For our community, locally to globally, UCR will take the special knowledge and skills available in the university and – through research and creative pursuits that translate into real-world applications – transfer that knowledge in ways that address current and future needs, and thus improve quality of life for all. UC Riverside's already welcoming, attractive, safe, and sustainable environment will be further enhanced. All activities of the university will include perspectives from every aspect of its diverse community, and will incorporate an international point of view.

UC Riverside is well on its way along the path to preeminence. *UCR 2020* provides a strategic roadmap for the coming decade that will enable the campus and its students, faculty, staff, alumni, and community to achieve their aspirations. The plan is both forward-looking and ambitious, in keeping with the campus theme and mission.

As one of ten campuses in the prestigious University of California system, UC Riverside aspires to stand among the nation's top tier of public research universities, as defined by the AAU. Already the campus has begun its ascent. The past two decades have brought rapid growth, during which UC Riverside has gained a national



and international reputation for achieving excellence with diversity. UCR will continue to build on that momentum by distinguishing itself through research at the frontiers of knowledge and through creative activity that crosses the boundaries of traditional disciplinary fields and makes possible new kinds of discovery and insight.

By upholding the standard of excellence for which the University of California is the world's model in higher education, UCR helps students, faculty, staff, alumni, and community to realize their potential. The campus also serves the collective good, in terms of bettering our community and the world around us. *UCR 2020: The Path to Preeminence* lays out the campus's strategic goals and vision for the next decade, as well as action steps to achieve those aspirations. The plan will serve as a framework for decision-making and the allocation of resources, and will provide inspiration and guidance as UC Riverside lives its promise.

## UCR's Distinctive Assets

UC Riverside has a number of distinctive assets that set it apart. These are the strengths upon which *UCR 2020* will build. They include:

**Excellence in Research and Creative Activity** – A number of UCR's departments, research centers, and individual faculty members have gained national and international recognition that brings renown to the campus. Today the campus has 6 members of the National Academies, 38 Guggenheim fellows, 57 Fulbright Scholars, 27 fellows of the National Endowment for the Arts, 12 fellows of the National Endowment for the Humanities, 16 Sloan fellows, two MacArthur "Genius" Awards, and 180 fellows of the American Association for the Advancement of Science. Many of these honors are AAU indicators. In addition, many faculty members are fellows in their respective professional societies. Also contributing to UCR's excellence are state-of-the-art facilities, including campus and systemwide libraries that make the world's academic publications accessible to faculty and students in an age of increasingly abundant materials and digitization.

**Land Grant Tradition** – The promise of the land grant university was first articulated by Abraham Lincoln in 1862, with the signing of the Morrill

Act. Lincoln said, "The land grant university system is being built on behalf of the people, who have invested in these public universities their hopes, their support, and their confidence." UC Riverside's heritage as a land grant institution has had a significant influence on the campus culture. Beginning with its roots in agriculture, UCR has established an ethos of developing knowledge to address real-world problems, and extending that knowledge for the benefit of society. The campus has received recognition for this work; in 2009, for example, *Washington Monthly* ranked UCR 16<sup>th</sup> in the nation for contributing to the public good.

Today the land grant culture imbues the entire campus. The culture of engagement now extends to virtually every part of campus, going well beyond the historic origins of agricultural research and extension, which also remain strong. The missions of UCR's two newest academic endeavors – the School of Medicine and School of Public Policy – are clearly focused on translational or applied research and outreach activities that will meet the needs of our region, state, and beyond.

**Diversity** – UC Riverside has developed a deserved reputation as a campus with a welcoming and supportive climate for a diverse student population. The August 2009 *U.S. News & World Report* Diversity Index placed UC Riverside fifth in the nation and first in California, meaning that

*By upholding the standard of excellence for which the University of California is the world's model in higher education, UCR helps students, faculty, staff, alumni, and community to realize their potential... bettering our community and the world around us.*

UCR students are more likely to encounter other students from racial and ethnic groups different from their own. UC Riverside is also the only UC campus to receive both the federal designation and federal funding as a Hispanic-Serving Institution; these funds support student success programs, particularly in the disciplines of science, technology, engineering and mathematics.

UC Riverside has strived to enhance these efforts, becoming a campus of choice for many underrepresented students, who remark on its welcoming atmosphere, sense of community, and strong academics as key factors in their decision to attend and graduate from UCR. As a result of this campuswide commitment, racial and ethnic gaps in graduation rates are among the smallest in the nation. Moreover, this positive campus climate – achieved over the course of many years – has had an impact not only on students, but on faculty, staff, and scholarship at UCR.

**Community Support** – UC Riverside has earned tremendous support throughout the Inland Southern California region. Our elected officials at the local, state, and federal levels recognize the value of the university and promote the interests of UCR’s students, programs, and research. Community and business leaders are strong and loyal advocates for UCR, fully embracing new initiatives and planned

growth for the campus. Community members regularly and actively participate in a variety of activities, including the development of this strategic plan. Town-gown relations are strong, as faculty, staff, and administrators from UCR participate on a number of community boards and task forces. UCR students volunteer many hours annually in the region’s schools, parks, hospitals, clinics, community centers, and other projects. This vital, two-way exchange has been beneficial for both the campus and the community.

**Committed Faculty, Staff, and Administrators** – UC Riverside has remarkably committed and loyal faculty, staff, and administrators. Although their perspectives and roles differ, these groups share a common sense of purpose and long-term goals for the campus. Student surveys consistently rank UCR’s faculty and staff as “friendly and helpful,” as well as accessible. Although rapid growth has occurred in recent years, in many ways the campus has retained a small campus feel, with a strong sense of community. Even as enrollments have climbed, surveys indicate that UCR has gained ground in terms of the extent to which students from all groups feel respected on the campus. UC Riverside stands out among the UC campuses for these dimensions of campus climate. UCR will be vigilant and proactive in sustaining this defining characteristic going forward.

**Eminent and Supportive Alumni** – UCR’s 80,000 alumni are located across all 50 states and more than a dozen countries. They include a Nobel laureate, a two-time Pulitzer Prize winner, a former Poet Laureate of the United States, a U.S. Ambassador, and numerous government officials, judges, university presidents, physicians, scientists, entrepreneurs, and educators. The UCR Alumni Association is committed to partnering with the campus on its path to preeminence. The association regularly honors UCR’s distinguished alumni, aids in recruiting the best and most promising students, and mentors students once admitted.

**Opportunity for Growth with Excellence** – As a campus that is growing in size and stature, UC Riverside has the opportunity to do so with all the hallmarks of excellence. As it develops, UCR strives to achieve a desirable balance between undergraduate and graduate students, becoming increasingly selective; expand and redirect resources to achieve excellence in select areas of academic strength; attract



**As they embrace the powerful tools and technologies of the future, UCR’s libraries will be an even more essential partner in research, teaching, and the quest for knowledge.**

and retain outstanding faculty who will contribute to our teaching, research, and service missions; grow our international programs; and build the infrastructure and resources to support our academic enterprise.

## Context: Regional to National

Inland Southern California (also referred to as the Inland Empire) is a vast geographic area covering 17 percent of the state's land mass – an area larger than 10 states of the Union. The region is home to approximately 11 percent of California's population – a population greater than 22 states. Historically an agricultural region, today the Inland Empire's relatively inexpensive land prices, large supply of vacant land, and network of highways and railroads have made the region a major shipping hub for bringing goods to market. Going forward, the Pacific Southwest will remain a vibrant hub for trade, technology, and transportation, while strengthening other knowledge-based sectors.

UCR is a robust economic engine for the region and state; a recent analysis indicated the campus had a \$1.1 billion economic impact in California. Regionally, \$332 million, or 57 percent, of UCR's direct spending took place in the Inland Empire. The campus is the largest employer in the city of Riverside and the tenth largest in the region.

A recent study of the Public Policy Institute of California (PPIC) stated that the challenges facing the Inland Empire in the coming years are primarily in the areas of employment, education, and civic participation. To that list, community leaders would add health care and the environment. UC Riverside has a role to play in each of these areas. First, through the chancellor, the campus is providing leadership to a regional federation that has the goal of lowering the region's substantial high school drop out rate and encouraging more young people to enroll and persist in college. These efforts will raise the region's educational achievement level, thus providing more skilled workers for higher paying jobs. This, in turn, will attract more high technology businesses to the area. In addition, UCR's increased focus on professional and graduate education will benefit a region in dire need of practitioners in a variety of professional fields.

The California Department of Finance projected that the Inland Empire will grow by

*Inland Southern California has approximately half of the physicians per capita of the state average, making it among the most medically underserved areas in the state.*

30 percent by 2020, more than double the state average. By 2015, Latinos will become the new majority. The study pointed out the challenge of encouraging Latinos and other ethnic groups to actively engage in local democratic processes. With UCR's success rate in attracting – and graduating – Latino and other underrepresented students, the campus will play an important role in ensuring fuller civic participation by these groups.

Inland Southern California has approximately half of the physicians per capita of the state average, making it among the most medically underserved areas in the state. An even greater shortage exists among primary care physicians, with less than half those required to meet the current need. The situation is compounded by the fact that more than 40 percent of the region's current physicians are age 55 and older, meaning they are nearing retirement. Limited or lack of access to health care has profound impacts on the health of the area's diverse and growing population. UCR's new School of Medicine will not only help to address this need, it will serve as an important economic driver for Inland Southern California.

Finally, with rapid growth come myriad environmental challenges. With its expertise across a broad range of environmental areas – water, air quality, biodiversity, conservation, transportation, public policy, resource economics – UC Riverside is already actively involved in solving regional problems. Indeed, the region provides a living laboratory for faculty and students to engage in research on important environmental issues.



## II. THE PATH TO PREEMINENCE UCR'S STRATEGIC GOALS

To fulfill its vision, UC Riverside has identified four overarching strategic goals, in keeping with the campus's guiding principles. They are: academic excellence, access, diversity, and engagement. Each is important, and the synergies that emerge comprise the path that will lead UCR to its aspirational future.

UC Riverside will achieve preeminence by fulfilling these strategic goals. Each goal and its concomitant strategies will engage UCR's people and programs – excellence in research and scholarly activity, graduate and professional education, and undergraduate education; UCR's context – the community and climate within which the campus will grow and prosper; and UCR's resources – budget, infrastructure, and advancement activities. A set of working papers, referenced throughout the plan, provides additional detail and support.

UCR's strategic goals build upon the campus's current strengths and its distinctive role in the UC system, and are aimed at taking the campus to the top tier among public research universities. *UCR 2020* is ambitious and, given the uncertainties of forecasting multi-year resource acquisitions, will require establishing and choosing among priorities in order to achieve the goals as resources allow. Choices will have to be made, and it will not be possible to support all programs and initiatives equally or at the same time. Nevertheless, UC Riverside will neither waver in its aspirations, nor retreat from their pursuit.

- **ACADEMIC EXCELLENCE**
- **ACCESS**
- **DIVERSITY**
- **ENGAGEMENT**

## STRATEGIC GOAL #1:

# Academic Excellence – Developing a Preeminent Research University for the 21<sup>st</sup> Century



UC Riverside will attain new heights in academic excellence by advancing research in all its forms. In the life and physical sciences, health, education, and engineering, this means excellence in the basic research that advances our fundamental knowledge and the applied research that addresses societal needs. In the creative and performing arts, it means excellence in cultivating a sense of the aesthetic and enriching our lives, often with a global orientation. In the humanities and social sciences, it means excellence in the scholarly activities that lead to discovery, deepen or expand thought, or interpret our world through a multifaceted, multicultural lens. It also means sustaining excellence in the core disciplines, from which interdisciplinary programs develop.

Much of this scholarly activity will include an international dimension – through expanded research collaborations with colleagues around the world, student exchanges, studying the art and culture of other societies, or addressing issues that affect our global society. Similarly, research and creative pursuits will be influenced and enriched by the diverse perspectives brought to the campus by UCR’s students, faculty, staff, and stakeholders. An enhanced international profile will reap many benefits for the campus, including improved faculty and student recruitment.

As a research university, UC Riverside is distinguished by its commitment to achieving excellence in its research and creative activity. Academic excellence requires programs that are at the forefront of their respective fields, as well as creative activity that transcends traditional disciplinary boundaries and garners national recognition. Underpinning the six areas listed below, and equally important for the future of

the campus, are scholarly endeavors related to fundamental research and creative activity. The life and physical sciences, mathematics, engineering, education, the humanities and social sciences, the creative and performing arts – these areas are fundamental to the future of the university and will be financially supported accordingly. By achieving a high profile for its research and creative activity, UCR will enhance undergraduate and, especially, graduate education; attract and retain the best faculty; and garner grants, awards, and recognition for its people and programs. These advantages are described in greater depth in the working paper, “[Excellence Matters](#).” (See Appendix E.)

To reach new frontiers in academic excellence, UCR will pursue the following strategies:

**Strategy #1.1: Increasing Extramural Grant Funding** – Through a variety of avenues, UC Riverside will invigorate the grant and contract activity of its already productive faculty, leading to an increase in extramural funding. The campus’s goal is to triple its current level of competitive grant funding over the next decade. This will require providing additional support to enhance the efforts of existing faculty. This alone is not sufficient, however; increasing extramural funding will also require growing the number of faculty through strategic recruitments. The Office of Research will be galvanized to serve as a catalyst and facilitator for bringing together faculty, thus increasing campus efforts to obtain large center, graduate training, and other multi-investigator grants. Increased collaborations, nationally and internationally, will offer additional opportunities. UCR will create a culture of seeking external funding in academic units where grants are available but comparatively low

relative to disciplinary norms at peer institutions. This will be achieved in part by increasing the service orientation of the Office of Research to assist in the identification of opportunities and the development of successful grants.

**Strategy #1.2: Fostering Interdisciplinary Centers** – Centers and institutes allow UCR to respond quickly to new, emerging initiatives, by creating a critical mass and positioning the campus to be at the cutting edge. They also provide invaluable means of enhancing research and creative activities by cutting across departmental boundaries and unifying faculty with common interests, making an imprint on UC Riverside’s future. Indeed, some centers will extend beyond the campus borders to include cooperators across the state, nation, and world. To provide structural support for research and creative activity, UCR will foster the establishment of strong interdisciplinary centers, while at the same time conducting the evaluations necessary to sunset centers that are no longer necessary or provide insufficient return on investment. Through establishment and support of centers, synergies will be created, visibility and reputation will be enhanced, and opportunities for major research grants will be

expanded. Educational programs will benefit as increased funding provides additional support for graduate students and postdoctoral fellows.

**Strategy #1.3: Optimizing Organizational Structure in Support of Research and Creative Activity** –

Critical mass is an important factor in achieving national and international stature. As part of its effort to optimize resources and increase impact, UC Riverside will evaluate opportunities to achieve critical mass through strategic consolidation of existing departments or programs, particularly where overlap occurs. Campus leadership will encourage faculty-led initiatives to reorganize among broad disciplinary areas and to bring together small departments that could readily be combined to enhance intellectual stimulation and gain greater national prominence. This will also reduce unnecessary administrative costs, allowing the campus to redirect those resources to academic and professional programs.

UCR’s most successful graduate programs are those that closely integrate graduate and professional education with research and creative activity, benefiting both students and the research enterprise. For programs that encompass multiple departments, this is often a challenge. The



**UCR’s Botanic Gardens support the research enterprise, engage the community, and provide an invaluable resource for teaching at all levels – as do many of the campus’s museums and collections.**

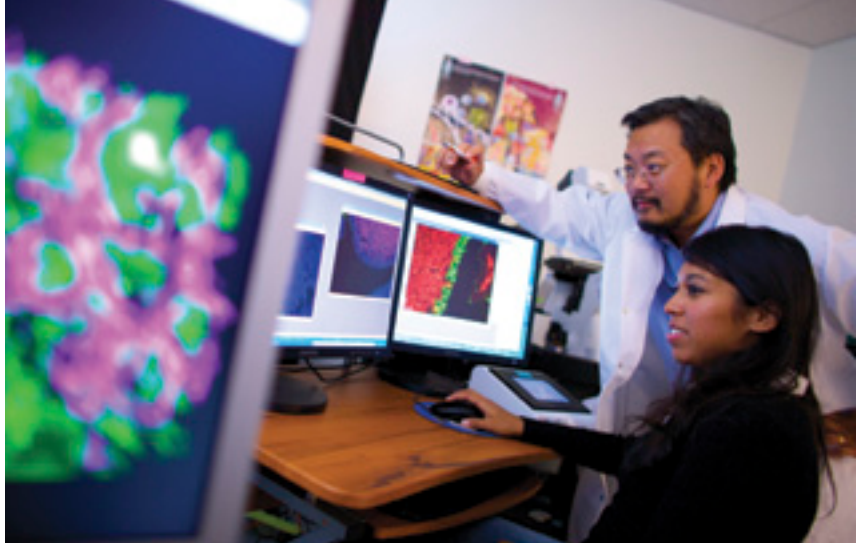
chancellor will appoint a task force to examine alternate models for interdepartmental graduate programs, with the goal of establishing a firmer structural foundation for interdisciplinary study that would promote centers of excellence for graduate and professional education.

Finally, careful consideration will be given to existing UCR colleges and schools to ensure the administrative structure is optimal for providing leadership to research and creative activity, graduate programs, and community engagement. *UCR 2020* calls for faculty to undertake further analysis of issues related to size and complexity of the colleges, with the objective that form will follow function. A working paper on “[The Size and Shape of UCR 2020](#)” (see Appendix E) discusses the optimal size of the campus, the organization of schools/colleges/departments, the role of research centers, and the number and size of graduate programs.

**Strategy #1.4: Building the Infrastructure in Support of Research and Creative Activity** – For UC Riverside to achieve the profile of an AAU member, the campus must accelerate development of its infrastructure in support of research and creative activity and achieve higher levels of success. This includes ensuring that the campus has state-of-the-art facilities and equipment, ranging from performance studios to laboratories, from greenhouses to vivaria, from research museums to germplasm collections, from information technology to instrumentation. The UCR libraries will become an even more essential partner in research, teaching, and scholarly communication by ensuring that faculty and students have access to world-class resources within and beyond their collections, in all formats, and at the time and place of need – all critical components of the library of the future.

Faculty will obtain federal funding to help strengthen the infrastructure, particularly as it supports centers and special programs. Fundraising will assist in generating the resources necessary to build the research infrastructure.

Another aspect of the research infrastructure



**UCR has earned a reputation for incubating groundbreaking ideas and translating them into actionable solutions. UCR geneticists, biologists, psychologists, anthropologists, entomologists, and engineers are developing new approaches for improving health care in the 21st century.**

is the Office of Research, as well as other administrative services that support the research enterprise. To enhance, catalyze, and celebrate research, these operations must be re-designed to meet federal reporting requirements, streamline extramural accounting, and provide the services needed to support UCR’s faculty in developing and administering grants. A working paper on “[Research Infrastructure and Support](#)” (see Appendix E) delves into this issue more fully.

**Strategy #1.5: Identifying and Hiring in Areas of Strategic Priority** – Through careful examination of UCR’s existing strengths, faculty leadership, and ability to address regional, state, national, or global concerns, the chancellor identified the following strategic priorities. Each is broad enough to encompass multiple clusters of research and creative activity. Seed funding will be provided to encourage groups of faculty to come together and develop proposals that will enable them to leverage resources and establish innovative areas of excellence within these broad themes. Over the course of the next 10 years, UCR will also require additional faculty and staff within these broad strategic areas, building on comparative and competitive advantages and creating the critical mass necessary for national and international preeminence. The following

descriptions include some of UCR's areas of strength within each of these priority areas:

- **From Genomics to Harvest: The Basic Science, Cultivation, and Production of Plants and Food** – UCR's earliest research contributions came in the area of agricultural science, which remains central to the campus's reputation for academic excellence. Today, UCR scientists contribute to the basic science of gene regulation, stand at the forefront of invasive species research, conduct ground-breaking research in plant stress, and advance agricultural production in arid and semi-arid climates.
- **Next Generation Technologies: New Materials, Phenomena, and Devices** – UCR researchers are centrally involved in creating the next generation of electronics and memory devices that will continue California's role as a leader in electronic and computer technologies. Areas of research in which UCR is a world leader include spintronics, along with graphene and carbon-based electronics.

- **Mind and Body: Advances in the Study of Human Health and Well-Being** – From the humanities to public policy to the sciences and engineering, UCR has a wealth of expertise related to human health and well-being. Faculty conduct research on the covariates of physical and mental well-being, the reduction of health risk factors, and the mechanisms of disease. The emerging School of Medicine will provide additional opportunities for collaboration and research in such areas as population health, disease prevention and treatment, health care disparities, health policy, and the development of scientific knowledge to spur innovations in health care delivery and the treatment of disease.
- **Renewable Nature: Environment, Energy, and Sustainable Development** – Sustainability-related research at UCR includes air pollution, water quality and quantity, biodiversity and population dynamics, agricultural sustainability, sustainable suburban development, transportation and alternative fuels, solar energy, public policy related to financial and social sustainability, and climate change.
- **Revitalizing Communities: Impact in Education and Social Policy** – UCR impacts its community through education: faculty conduct research that improves learning for all students, develops policies and practices that reduce the educational achievement gaps of disadvantaged students, and investigates the impacts of home languages, family structure, social networks, and classroom environments. UCR's study of social policy ranges from criminology to regional social services, from immigration to regional housing, from financial sustainability to Native American nations.
- **New Voices and Visions: The Global Studio of the Creative and Performing Arts** – UCR's creative and performing arts have a distinctive global orientation, in keeping with the diversity enjoyed on the campus. Through creative writing, music, theater, and the arts, UCR probes and challenges the way human



The creative and performing arts at UCR attract and nurture a diverse community of internationally recognized artists, authors, performers, and scholars who explore other cultures and the human experience.



beings experience their world and develop new forms of expression and vision, while broadening our culture. Together, the creative and performing arts form a natural center for UCR's efforts to create a new future.

- **“Innovation Incubator”** – Not all UCR faculty members work in one of the strategic priority areas described above. The campus will foster the contributions of these faculty members by making seed funding available to faculty members who come together to propose collaborative activity in novel areas of high promise that are not covered within the six strategic priorities. Thus, these “innovation incubators” will allow new initiatives and strategic priorities to emerge.

Investment in new areas of strategic priority will not be made at the expense of strong departments or units. Indeed, UCR will continue to invest in excellence, including core departments, recognizing that new centers of excellence will emerge only with outstanding faculty in these disciplines. The areas of strategic priority and the process for supporting them are described more fully in the working paper, [“Strategic Priority Areas.”](#) (see Appendix E.)

**Strategy #1.6: Investing in New Professional Schools** – The addition of new professional schools will significantly enhance UCR's research profile, while providing new opportunities for our students. In 2008, the UC Board of Regents approved the establishment of two new professional schools at UC Riverside: the School of Medicine and the School of Public Policy. Establishment of these two schools has been slowed, to differing degrees, because of the current economy, but each remains a top priority for the campus. The School of Medicine is essential for both the health of Inland Southern California's diverse and growing population and for the economic development of the region. It will also provide tremendous research synergies for the campus, where more than 100 faculty already conduct



**With exquisite precision, researchers at UCR's state-of-the-art nanofabrication facility engineer new materials that will revolutionize silicone-based electronics, computing, and communications.**

health-related research and students receive the first two years of medical education before going to UCLA to complete their medical degrees.

The School of Public Policy will be distinguished by an integrated social-environmental focus. The school will focus on a range of policy issues, particularly those associated with population growth and movement and the social systems that enhance health, education, employment, and cultural development. It will also study how demographic and other societal changes create stresses on the physical and biological environment, and how to accommodate these changes in ways that maintain and enhance the health of the environment.

Within the *UCR 2020* horizon, UCR will consider additional professional schools that build upon existing strengths and serve regional needs. See the working paper, [“Emerging Professional Schools at UCR: Synergies, Needs, and Opportunity Costs.”](#) (See Appendix E.)



## STRATEGIC GOAL #2:

# Access – Enhancing Opportunity for Graduate, Professional, and Undergraduate Students



To provide access to opportunity for graduate, undergraduate, and professional students, UCR must reach beyond the traditional benchmarks of accessibility to ensure that all qualified students, despite educational or economic disadvantage, have the opportunity to realize their potential through a quality education at UCR.

UC Riverside is committed to upholding its role as articulated in the California Master Plan for Higher Education, which created a system that combines exceptional quality with broad access for students. Under the Master Plan, UC is designated the state's primary academic research institution and is to provide undergraduate, graduate, and professional education. Helping qualified students gain access to a UC education is a fundamental value of UC Riverside. Not only does this allow students to achieve their personal potential, so too does it benefit the state and nation through a highly educated workforce that contributes to California's economic, social, and multicultural success.

Access alone is insufficient; UC Riverside also focuses on providing high-quality academic programs and support services to ensure our students' success. Excellence also requires having sufficient ladder-rank faculty to mentor and teach students at both the undergraduate and graduate levels. Through a commitment to access as well as student success, UCR will attract highly motivated and high-achieving students, both those who reflect the diversity of our state and those who offer an international perspective. The campus will also improve retention and time to degree and increase students' satisfaction with their UCR experience. All of these are transformative and critical in the campus's rise to preeminence.

### A. Graduate and Professional Education

An important measure of a top-tier research university is the size and quality of its graduate and professional programs. Enhancing UC Riverside's reputation, expanding its research enterprise and extramural support, and attracting and retaining the most talented faculty all require a large contingent of the best and brightest graduate students, as well as postdoctoral scholars. UCR's vision for 2020 encompasses strategic growth of both academic and professional graduate programs to help the campus achieve an AAU profile. This growth will be based on excellence. To attain this goal, UCR will develop centers of excellence in research and graduate training, characterized by cutting edge research of national and international prominence, linked whenever possible to the most pressing issues facing the Pacific Southwest.

Promoting excellence in graduate education goes hand-in-hand with increasing diversity. In an increasingly global community, it is essential that the next generation of scientists, leaders, and scholars combine cultural sensitivity with mastery of their fields. A diverse environment enhances the relevance and legitimacy of UC Riverside as a public institution; it provides heterogeneous views to expand creativity and problem-solving ability; and it is essential for educating the next generation of ground-breaking thinkers who must be able to lead in an increasingly multicultural society.

To achieve excellence in graduate education, UCR embraces the following strategies:

**Strategy #2.A.1: Growing Graduate and Professional Enrollment** – To achieve the profile of an AAU institution, UCR will increase the

## CRITERIA FOR EXCELLENCE IN GRADUATE AND PROFESSIONAL EDUCATION

UCR's criteria for excellence encompass both the reputation of a graduate or professional program and its ability to deliver a quality graduate education – while also dovetailing with the characteristics of an AAU profile.

Reputational criteria include:

- Faculty who are acknowledged leaders in their field, as indicated by publications, citations, awards
- Achievement of faculty critical mass and breadth within those programs
- The quality and diversity of students applying to and entering the program
- The number of students attaining a terminal degree
- Visibility of students in terms of publications, presentations, awards
- National rankings

Criteria related to delivery include:

- Well-articulated goals for graduate education
- A sense of community, including active faculty mentoring
- Level and duration of student support
- Student placement
- Infrastructure, including facilities that support research and creative activity as well as amenities that support quality of life
- Rate of completion within normative time



proportion of graduate and professional students to 18-20 percent of the total student population in the next decade. Although UCR's graduate population has achieved impressive gains in enrollment, the numbers have been outpaced by dramatic growth in the campus's undergraduate student body. Shifting the balance will also require careful and more strategic management of undergraduate enrollment. Growth in academic graduate programs will be targeted to those with demonstrated records of excellence based on objective metrics. At the same time, the number and percentage of professional graduate students will be increased through expansion of existing programs, launch of the recently approved Schools of Medicine and Public Policy, and examination of the feasibility of additional professional schools.

**Strategy #2.A.2: Increasing Graduate Student Diversity** – Emphasis will be given to attracting academically stronger and more diverse graduate

students. While the focus will remain on attracting high quality domestic and international students, UC Riverside will also stimulate interest in research and creative activity among its diverse undergraduate population, encouraging talented students who might not otherwise do so to pursue graduate education either at UCR or other institutions. Special bridge programs can be crucial in attracting diverse undergraduates to consider graduate school, and critical to their success once they have enrolled. In addition, UCR will strengthen relationships with feeder schools, using special recruiting events to leverage our comparative advantage in diversity at the undergraduate level to grow our population of underrepresented students at the graduate level.

**Strategy #2.A.3: Increasing Graduate Student Support** – Graduate student financial support will be funded at a level that enables UCR to provide multi-year support packages that can close the

competitive gap with other institutions. By competitively funding graduate and professional students, UC Riverside will improve the quality and visibility of its graduate programs. This will enable the campus to compete for the very best graduate students, which in turn works hand-in-hand to attract and retain top quality faculty. UCR will provide stable graduate student financial support that is adequate relative to the cost of attending the university, and packages equivalent to or better than those offered by institutions competing for the same pool of high quality students.

To reach this goal, UCR faculty will be incentivized to generate additional student support through extramural research funding. This will strengthen the culture of supporting graduate students through faculty grants. Students also will be encouraged to seek funding through fellowships and other sources of support. In addition, the campus will increase efforts to obtain graduate training grants. An important focus will be to increase philanthropy targeted at graduate fellowships.

## **B. Undergraduate Education**

UC Riverside is ideally positioned to offer a premier undergraduate experience that embraces its commitment to excellence, diversity, access, and engagement. The campus is committed to developing challenging standards in the learning environment, based on high expectations and cumulatively building upon students' skills and understanding. The goal is to create an academic culture that rings of preeminence, while encouraging students to live the promise.

**UCR provides international experiences for its undergraduate students, empowering them to navigate, thrive, and lead in an increasingly competitive, multicultural, and global community.**



UCR is committed to the proposition that every student should expect inspirational instruction and personalized faculty mentorship; accessible academic support programs and student services; opportunities for intellectual engagement, including international experiences and undergraduate research and creative activity; experiential learning and career exploration; and the training to become a leader of California and the world. In reciprocal partnership, UC Riverside expects every student to dedicate himself or herself to full engagement in the university to achieve the intellectual, personal, and social development that will ensure success as a student and, after graduation, as a world citizen.

All students will benefit if UCR is able to increase the percentage of international undergraduates from its current level of less than one percent to a goal of 6-10 percent. This will not be done at the expense of seats that would otherwise go to state-funded California residents. Growing the number of international students and offering additional opportunities for UCR students to study abroad are both means of providing diverse perspectives and experiences for UCR's already diverse undergraduate student body, preparing all students for our increasingly global society.

The actions identified below are designed to create a “great start for a strong finish.” By achieving this strategic goal, UCR will improve undergraduate persistence and time to degree; increase GPA at graduation; decrease the number of entering students requiring preparatory math and writing; improve the percentage of students continuing to graduate or professional school and, ultimately, their career of choice; and enhance the prestige and visibility of alumni profiles, career success, and impact.

In addition to the strategies described below, UCR will explore the possibility of other actions to increase excellence in undergraduate education, such as ignition seminars and capstone experiences. See the report of the subcommittee on [Excellence in Undergraduate Education](#).

**Strategy #2.B.1: Enhancing Student Success –** UCR will continue its emphasis on student success through three approaches: improved academic advising, expansion of first-year learning communities, and affording students the opportunity to participate in research and creative activities. The campus will provide high-quality, proactive, developmental academic advising by both faculty and staff to achieve best practices, as recommended by the National Academic Advising Association. Developmental advising focuses on the dynamics between the student and the campus environment, promotes the importance of the whole person, and works at the individual student’s personal life stage of development. Through such an approach, UCR will quickly and accurately determine students’ needs and connect them with appropriate resources suited for each individual situation.

## OUTCOMES OF EXCELLENCE IN UNDERGRADUATE EDUCATION

An examination of UCR’s comparison AAU institutions shows that each prioritizes excellence in undergraduate education and offers its students and faculty an array of opportunities for intellectual, personal, and professional development. UCR will make a major investment of effort – time, resources, and a paradigm shift that intensifies the campus’s academic culture – to make the desired transformation to preeminence.

By accomplishing this, UCR will increasingly:

- Become a premier school of choice for talented high school graduates and community college transfer students
- Engage in admissions processes that ensure access and bolster an already vibrant and diverse intellectual community
- Support undergraduate students in maximizing their achievement through inspirational instruction, allied resources, individualized mentorship, and opportunities in research and creative activity
- Provide exciting opportunities for intellectual exploration and career development
- Encourage students to think as global citizens and gain international experiences, enabling them to recognize other cultures and their own role in the world
- Understand and accept regional responsibility in the call to shape future leaders of California, the nation, and the world





**As a Chancellor's Distinguished Lecturer, Nobel laureate and UCR alumnus Richard Schrock said, "I chose UCR because of the opportunity to do undergraduate research."**

UCR will build on current successes to make participation in first-year learning communities available to all interested freshmen, providing comprehensive academic support to improve student success and persistence. Learning communities offer an innovative approach for engaging undergraduate students in the classroom and connecting them to the university by purposefully designing clusters of courses that foster small group peer learning and faculty connections. Students within each cohort form relationships with one another and create a small community within the large university setting. Through participation in learning communities, students have more contact with faculty, achieve higher levels of effort and engagement with their coursework, and are more involved in campus activities outside of class.

The opportunity to participate in undergraduate research or other creative activities provides a unique and powerful experience for students – one that will serve them well in future careers. UCR already provides many such experiences for its undergraduates. Through honors programs, faculty mentoring, and capstone

## **IMPACT OF LEARNING COMMUNITIES AT UCR**

UCR has seen measurable success in pilot efforts with learning communities in several of its schools and colleges. For example, in a recent UCR study – controlled for a host of demographic and situational characteristics such as high school GPA, SAT scores, income, gender, and ethnicity – an analysis of 2006 and 2007 cohorts showed that, on average, participation in a learning community significantly increased participants' first-year retention rates. A separate evaluation controlling for gender, on-campus residence, high school GPA, transfer units, and enrolled units found that participants in learning communities consistently reported higher levels of engagement in their coursework, and were more likely to know about and utilize academic resources. These findings and others suggest that such learning communities serve an important role in supporting a successful transition to campus and improving student academic performance from the inception of undergraduates' careers.



**UCR attracts diverse, high-achieving students – many of them first generation college-goers – and provides a quality education that allows them to achieve their dreams.**

experiences, students will be afforded ample opportunities to conduct hands-on research or engage in a creative endeavor that will add depth of understanding to their classroom learning. Again, achievement of this goal requires having sufficient faculty to provide such opportunities.

**Strategy #2.B.2: Realigning Admissions Criteria and Recruitment** – UCR is developing a more discerning, strategic, and comprehensive review of undergraduate applications to make the campus more selective. At the same time, UCR will maintain its commitment to diversity and access, and expand its use of transfer programs to ensure sufficient preparedness in admitted students. With these collective ambitions in mind, the campus will develop a clearer sense of what is expected of students and a more careful evaluation of applicants. The comprehensive review process at UC Riverside will be revised to take more information into account in the admissions process, including but not limited to student leadership and other forms of civic engagement. UC Riverside will begin more active efforts to recruit high-achieving

students from diverse backgrounds by providing scholarship aid and direct contact with faculty early in the application process. By attracting students with strong academic profiles, the campus will increase the value of a UCR degree, create more excitement and interest among current students, help to create future leaders for the state, and decrease the cost of support services.

**Strategy #2.B.3: Managing Enrollment** –

UC Riverside will engage in strong and strategic enrollment management, balancing enrollment pressures with resource constraints that limit course offerings, with the objective of ensuring that students make timely progress toward degrees. As UCR becomes more selective in undergraduate admissions, it will make a coordinated effort to match student demand for courses with the supply. The campus will appoint a task force to recommend how qualifications for admission should vary across schools and colleges, and departments within colleges. Quarterly discussions will take place among the deans and those responsible for registration and enrollment management to evaluate supply and demand for courses. Decisions will be made based on student numbers; projected student movements within and between colleges, as well as withdrawals; and consideration of any budgetary constraints.

**Strategy #2.B.4: Creating Honor Experiences for High-Achieving Students** – UCR will develop distinctive honors programs to attract and challenge high-achieving students. In recent years UC Riverside has built a strong and highly successful program aimed at student success. A logical outgrowth of these efforts is the establishment of distinctive honors experiences to attract high achieving students and add an extra dimension to their undergraduate education. Individual schools and colleges will be encouraged to establish their own honors opportunities such as faculty-mentored undergraduate research opportunities or combined programs that allow students to earn both a Bachelor's and Master's degree in five years. Going forward, UCR will conduct an in-depth, evidence-based analysis of the possible establishment of a University Honors College, including a comprehensive business plan.



## STRATEGIC GOAL #3:

# Diversity – Serving as a National Exemplar for Diversity, Inclusiveness, and Community



UC Riverside is a national exemplar for diversity. The campus endeavors to build upon this vital strength. By extending our pursuit of excellence with diversity to include not only people but ideas, perspectives, learning opportunities, programs, and experiences, UCR produces truly global citizens prepared to prosper in an international and multicultural environment.

An important element in achieving this culture of diversity and inclusion is a concept termed “campus climate.” Recently, the climate workgroup of the Regents’ Study Group on Diversity offered this definition of campus climate: “Campus climate is a measure – real or perceived – of the campus environment as it relates to interpersonal, academic, and professional interactions. In a healthy climate, individuals and groups generally feel welcomed, respected, and valued by the university. A healthy climate is grounded in respect for others, nurtured by dialogue between those of differing perspectives, and is evidenced by a pattern of civil interactions among community members.” In defining climate, UC Riverside adds the physical environment, which can foster and facilitate social and professional interactions among members of the campus community.

For a richly diverse campus such as UC Riverside, a healthy climate is key to positive academic outcomes. Students’ experiences are enriched by interaction with others whose backgrounds and perspectives are different from their own. Faculty scholarship and teaching are influenced by this same diversity of experiences and ideas. Staff are empowered to know that their jobs support the delivery of a high quality 21<sup>st</sup> century

education and the development of new knowledge.

Building on this richness, UC Riverside will be a dynamic and inspirational place of learning and intellectual stimulation, and a positive and satisfying place to work for all students, faculty, staff, and administrators. The campus will be a place where new and innovative ideas and freedom of speech are welcomed and fostered, a beacon for diversity and global engagement of education.

**Strategy #3.1: Expanding Opportunities for Intellectual Stimulation** – To create a stronger sense of community and enhance intellectual

To create a sense of community and enhance intellectual exchange, UCR is offering more musical, theatrical, and cultural entertainment on campus and beyond.



and cultural exchange, UCR will endeavor to offer more musical, theatrical, and cultural entertainment, including inviting prominent individuals to participate on panels or in lecture series on topical issues representing diverse perspectives. These events will attract not only members of the campus, but the neighboring community as well, fostering an environment of rich intellectual dialogue. Reciprocally, the campus will work with the city and business community to provide more off-campus reasons for students to stay in town, furthering the campus's goal to become more residential and providing economic opportunities for local businesses and the city.

**Strategy #3.2: Strengthening the Sense of Community** – Five strategies will be employed to invigorate camaraderie and a sense of well-being in UCR's diverse community. First, and most importantly, UCR will provide a safe and respectful environment for students, employees, and guests of all backgrounds and beliefs. Second, professional development will be made available for faculty and staff, not only allowing for personal growth, but benefiting the institution by building skills among its employees. Third, UCR will seek additional avenues for providing recognition to deserving students, faculty, and staff, creating a sense of

satisfaction to those whose efforts are recognized, and providing incentives for others to live up to their potential. Fourth, campus leadership will continue to provide open and frequent communications, in the form of e-mails, Town Hall meetings, videos, and social media. Finally, the campus will promote opportunities for social interaction, from brown bag lunches to departmental retreats, including those that bring together faculty and graduate students.

**Strategy #3.3: Increasing Diversity of Faculty, Graduate Students, and Staff** – Creating a people-centered environment also involves purposeful understanding of the importance and power of diversity. While UC Riverside has achieved a remarkably diverse undergraduate population, the same is not yet true for graduate students, faculty, and staff. Efforts will be made to increase diversity in these groups as well, including not only race, ethnicity, and gender but also inclusion of groups from various religious beliefs, disabilities, sexual identities and orientations, and political views. Diversity, however, is about far more than the numbers. It is about diversity of ideas, programs, and perspectives, including a vibrant mix of domestic and international graduate and undergraduate students. A diverse campus promotes diversity in research and creative activities, becoming a part of the learning

experience as well as scholarship for our students and faculty. UCR will take diversity to a higher level by providing interactive experiences that allow members of its community to work amicably and effectively together.

**Strategy #3.4: Enhancing a Sense of Place** – Modern, attractive, functional, and sustainable facilities play a critical role in recruiting and retaining strong faculty, students, and staff; enhancing research productivity; and improving campus climate. They are essential for the success of the



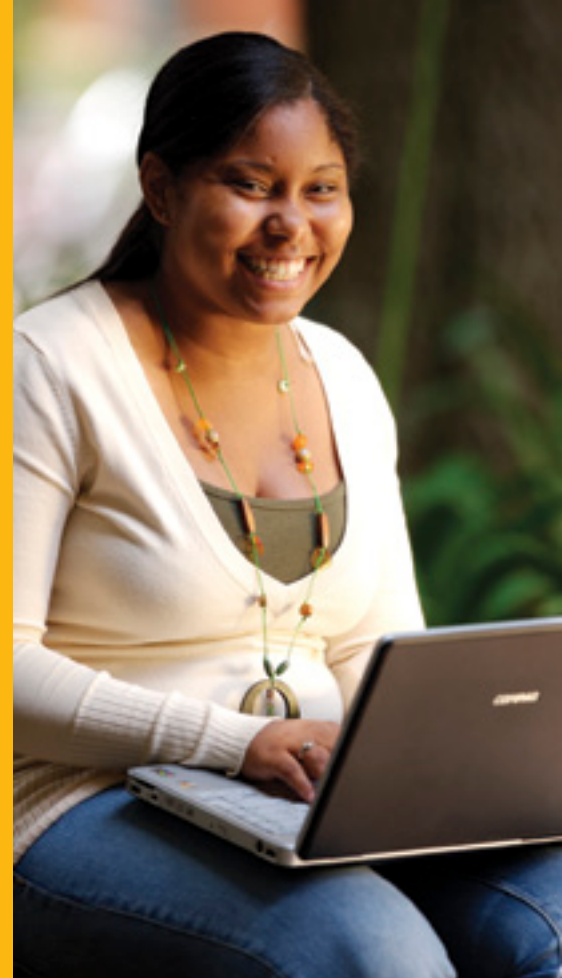
**UCR staff members pioneered the Making Excellence Inclusive Program. Participants complete capstone projects, which further the campus's goal of creating a diverse, multicultural, and welcoming environment.**

*For a richly diverse campus such as UCR, a healthy climate is key to positive academic outcomes.*

performing arts as well as intercollegiate athletics, recreation, and intramural sports. Aesthetics, accessibility, and functionality of the physical climate are the foundation, both literally and symbolically, for campus climate. Thus, plans for new and renovated facilities must be consistent with *UCR 2020*. In keeping with UCR's Long Range Development Plan, the impact on climate of any changes or additions to the physical campus will be considered from the initial planning stages, in a process that will be completely transparent. Campus planning will consider attractive gathering places to encourage interactions among students, faculty, staff, and visitors. Visitors will be made to feel welcome through simplified parking availability and clear signage, as well as accessibility for people with disabilities. The campus will be an inviting destination for members of the community. The goal of all capital projects will be to enhance and support UCR's teaching, research, and service endeavors, with an unwavering focus on green facilities and sustainable practices.

**Strategy #3.5: Enhancing the Quality of Life for Students** – Attracting a diverse cadre of top undergraduate, graduate, and professional students and enhancing their experience at UC Riverside depends not only on their formal academic training, but on quality of life issues as well, including both social opportunities and family friendly policies. UCR's policies and long range planning will take into account the needs of students and their families. Affordable on-campus housing will be provided, as an effective tool for both student recruitment and community building. As child care is also an important issue for many students and their families, priority will

**UCR measures success through students who go on to fulfilling, relevant careers and lives, and through faculty and staff who enable the campus to break new ground. UCR's proudest outcome is people who use their UCR advantage to make a difference.**



be given to providing access to campus-based facilities. Students will continue to serve on the chancellor's cabinet, giving them a voice in policy decisions that affect their future and well-being.

**Strategy #3.6: Assessing and Addressing Climate** – 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. Any evidence of concern – particularly those incidents that threaten UCR's Principles of Community – will be immediately investigated and addressed. To continually remind members of the campus of their personal responsibility, each fall the chancellor will re-issue UCR's statement on respect. Campus leadership – at all levels – will model this behavior.



## STRATEGIC GOAL #4: Engagement – Shaping our World



UC Riverside will foster a rich campus culture of engagement by partnering with our diverse community, from the regional to the global level, and by applying UCR's assets to matters affecting quality of life, including education, economic and community development, athletics, arts and culture, agriculture, and the environment.

As the only land grant public research university in the region, UC Riverside bears a responsibility to engage with its communities in ways that maximize the impact of its contributions, advance the social good, and solve pressing problems. Through its responsibility as a public trust, the campus mobilizes teaching, research, and public service efforts to improve the economic prosperity and quality of life of the citizens of Inland Southern California and the state, nation, and world. The campus aspires to deepen its existing partnerships – regionally, statewide, nationally, and internationally – by utilizing the knowledge, creativity, and commitment of its students, faculty, staff, and alumni to support a better quality of life.

**Strategy #4.1: Establishing New Alliances** – UCR will build on existing partnerships and establish new alliances with business, government, education, arts, civic organizations, and other groups that are productive and mutually beneficial – alliances that contribute to an environment of co-learning and co-creation of knowledge. Through new and expanded collaborations, public accountability, and networking with partners, UCR will strengthen its respected position for active participation in societal issues. This requires engaging partners in shared decision-making. The campus will actively listen to all stakeholders and reach out to partners that have not previously been engaged, seeking those that reflect the ethnic and cultural diversity of Inland Southern California. In engaging the issues, the

campus will also seek national and international partnerships that have the potential to enhance scholarship for our faculty and learning experiences for our students, while leveraging UCR's impact.

**Strategy #4.2: Creating Meaningful Engagement Opportunities for Faculty and Students** – UC Riverside will encourage and support projects that benefit and involve the community, while teaching students things they would not learn in the classroom. Every undergraduate student should have the opportunity to be involved in a community engagement activity (e.g., service learning course, community engagement research project, structured volunteerism, internship, education abroad) that has a true academic component. Capacity for such learning experiences will be expanded by seeking

The campus  
mobilizes teaching,  
research, and  
public service  
efforts to improve  
the economic  
prosperity of the  
region and state.



## UCR IN THE COMMUNITY

### ARTSblock



A dynamic arts center in the heart of downtown Riverside, ARTSblock is an integrated complex of two museums – the UCR/California Museum of Photography and Sweeney

Art Gallery – and the Barbara and Art Culver Center of the Arts. ARTSblock is the result of a community partnership between UCR, the City of Riverside, and private philanthropy. It creates a vibrant arts presence and expands the arts corridor in Southern California, connecting Los Angeles to Palm Springs.

### Cooperative Extension

UCR gives back to the region, state, and nation through Cooperative Extension, whose mandate is tied to the welfare, development, and protection of California agriculture, natural resources, and people. Cooperative Extension is a non-formal educational program offered by land grant universities throughout the U.S. to help people use research-based knowledge to improve their lives.

### Federation for a Competitive Economy (FACE)



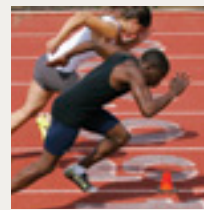
This new partnership connects higher education, K-12 education, government, media, health care, labor, business, and community-based organizations in

Riverside and San Bernardino counties. The goal is to build a climate that promotes and improves educational opportunities for all students and to prepare a workforce with the skills to compete in a global economy.

### Graduate School of Education and Local Schools

The Graduate School of Education's active involvement in regional schools directly benefits UCR students and thousands of K-12 students each year, through intervention research, professional development of teachers, a research-based teacher credential program, and the field experiences of graduate students studying to be school psychologists and undergraduate future teachers.

### Intercollegiate Athletics



UCR's athletics program features 17 sports in Division I of the NCAA, providing opportunities not only for student-athletes to compete, but

also for students to participate in spirit squads, band, sports medicine, and sports business. Athletics also develops pride and engagement in the community at large.

### Southern California Research Initiative for Solar Energy



The newly formed Southern California Research Initiative for Solar Energy serves as a regional focal point to advance new technologies, train

professionals for the industry, nurture new businesses, and assist commercial and residential energy users in identifying appropriate applications for solar energy.

### Undergraduate Research in the Community

This service learning program matches UCR students with interested community organizations, nonprofits, government agencies, and schools for faculty-mentored research and creative activities that have community involvement at their core.



### University Extension and Lifelong Learning

University Extension provides educational opportunities – many taught by professionals in the

community – that advance the careers and enrich the lives of community members, with more than 30,000 registrations per year. More than 300 community members provide home-stay living options for the international students who participate in UCR Extension each year.

grants to support projects that allow our students and faculty to engage with the community while participating in research, often in collaboration with local government, schools, and community organizations. Such service learning opportunities will combine rigorous academic expectations with contributions to the well-being of communities and the organizations that sustain them.

UCR will encourage and facilitate research and creative activity – by faculty as well as graduate and undergraduate students – that both engage the community and have relevance to community issues and needs. These efforts should be fully integrated into projects, particularly when seeking grants. In developing proposals, an engaged faculty will consider the needs facing the region, state, nation, or globe, and involve stakeholders in shaping the issues and solutions. Faculty will be

encouraged to invite volunteers from the community to share their unique knowledge in the classroom.

**Strategy #4.3: Building Institutional Capacity for Engagement, from Regional to Global – UC Riverside** will develop the organizational infrastructure necessary to facilitate a fully engaged institution. For many scholarly pursuits, the “community” may be the state, country, or other nations. Increasingly, UCR will build capacity to reach and make a difference to these distant partners. Initially, capacity will be strengthened by elevating the visibility of UCR’s current, even extensive, engagement activities through a consortium of existing campus expertise. This will leverage current activities to maximize impact, further stimulating a culture of engagement, updating the inventory of existing programs, identifying potential funding sources, and establishing an advisory body on community engagement.

## CRITERIA FOR ASSESSING POTENTIAL ENGAGEMENT PROGRAMS

These criteria reflect characteristics consistent with the vision of UCR as an engaged institution. They serve as guidelines, not rigid rules. They are intended to assure thoughtful deliberation and planning of programs and to serve as criteria for informing trade-offs when deciding among programs competing for resources. They are not a checklist of items that must all be met by a given program or activity.

### Proposed engagement activities will:

- Capitalize on unique characteristics and existing capabilities of UCR as a research university
- Reflect a campus-based commitment, not the ad hoc actions of individuals or individual entities
- Be of significant magnitude or scope of impact
- Have relevancy to societal needs
- Support and enhance another strategic direction

- Integrate economic and community development through UCR’s position as a research university
- Serve as a point of distinction for UCR and a model for other universities
- Foster collaboration across diverse entities with complementary strengths, internally and externally
- Contribute to and not diminish UCR’s reputation and brand
- Result in a clear mutual benefit to both the campus and the community it serves





### III. RESOURCES NECESSARY TO ACHIEVE STRATEGIC GOALS

To attain the four strategic goals outlined above, UC Riverside must diversify and expand its resources, including increased philanthropy; improve existing infrastructure; and utilize existing resources effectively and transparently. Only through proactive generation of additional resources and judicious stewardship of existing funds can the campus fulfill its vision.

Of paramount importance is UCR's need to diversify and expand its resources and to deploy them wisely. In particular, the campus must increase its relative level of support from non-state sources. Even so, resources will always be limited compared to the campus appetite, and the impact of this is magnified by the boom and bust cycle of California's economy. Thus, the campus will not be able to invest heavily and equally in all units. Decisions regarding resources will be guided by UC Riverside's vision of excellence. In this way, UCR will build on strengths; with strategic investment, strong programs will gain further national and international recognition, creating opportunities for new initiatives to emerge.



## Resources and Infrastructure

Strengthening UCR's infrastructure will be transformative in supporting campus strategic initiatives and promoting both academic excellence and administrative effectiveness and efficiency. Rapid growth has left the campus infrastructure challenged. 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.

*UCR 2020* provides a framework for the strategic deployment of resources. Adhering to this plan in terms of budget, infrastructure, and future campus and unit level planning is essential to achieving UCR's strategic goals. In utilizing its resources, UC Riverside will maintain, protect, and enhance the four strategic goals identified in *UCR 2020*: excellence, access, diversity, and engagement. In the context of planning, a fifth principle will also be embraced: transparency. Throughout its planning, decision-making, and allocation of resources, UCR will employ open communications and a process of transparency.

**Diversifying Resources** – UC Riverside will diversify and expand funding from all revenue streams, especially from private giving and contracts and grants. Such revenue enhancements from all units and fund sources are essential to the vitality of the campus. At the same time, UC Riverside must become less dependent on state support – not by reducing state funding, but rather by growing other revenue streams. Already described are strategies to increase extramural grant funding; strategies to increase philanthropy are outlined below. In addition to these activities, UCR will examine rates charged by auxiliary services to ensure that the accounting structures for these services fully recognize all costs and provide reserves for equipment maintenance and other infrastructure costs. Sales and service activities will likewise be evaluated and reshaped to be more entrepreneurial and less risk adverse, resulting in

revenues that could aid in the development and support of the campus's research and equipment infrastructure. Finally, opportunities for student-related revenue enhancements will be explored, including recruitment of more nonresident undergraduates without displacing California residents, self-supporting professional programs, and restructuring of preparatory programs.

**Increasing Administrative Efficiency and Effectiveness** – Administrative decisions related to resources will be rooted in an effort to support and facilitate the academic mission and the strategic plan. Through empowerment and delegation of responsibility, administrative layers and redundancies will be reduced, while complying with accepted audit practices. Small units will pool resources to jointly provide key administrative

**“We are content in knowing that UCR will continue to provide innumerable opportunities for others as it did for our children.”**

**The Frazier family donates funding for UCR students as a way of saying “thank you.”**





UCR's streamlined, centralized student registration and support services are an example of the campus's commitment to improve administrative efficiency and effectiveness, cut environmental waste, and improve customer service.

services. To the extent possible, faculty will be provided support for administrative tasks to maximize time spent on teaching, research, and service. The administrative model will be redefined to accept a low but economically insignificant level of risk when doing so can result in significant cost savings. The campus will also participate fully in systemwide efforts to create administrative efficiencies through pooled purchasing, sustainable practices, and elimination of waste. Information technology will play an increasing role in innovative pedagogy to enhance student success, improve collaboration and communications, stimulate leading edge research and creative activities, promote outreach, and increase efficiency and effectiveness in administrative operations. Information technology will be used to create smarter, more intelligent business systems; expand on-line training; and provide self-service functionality for students, faculty, and staff.

**Enhancing Transparency in Budgeting, Planning, and Resource Allocation** – Transparency is critical to the success of this strategic plan, particularly in planning and allocating resources. Transparency does not mean simply making raw data available; it means that information should be easily accessible,

by non-experts, to meaningfully answer critical questions pertaining to the implementation *UCR 2020* and the concomitant allocation of resources. Similarly, information must be available to assess the contribution of each of UCR's organizational units to the plan's successful implementation. To achieve these goals, UCR will annually update and make publicly available documents (or websites) that define the process of resource allocation, summarize the financial state of the campus, and define any acronyms, terminology, constraints on revenues, and formulas or assumptions behind allocation of resources. Procedures and decisions for capital or major project planning will be easy to determine, and such projects will be tracked longitudinally so that the cumulative impact of decisions and actions may be reviewed over time.

Broad buy-in to the strategic plan can only be achieved by transparency. UCR's efforts are described in a working paper, titled "[The Three Faces of Transparency at UCR: A Commitment to Intelligibility, Access, and Openness.](#)" (See Appendix E.) Through these efforts, the campus will assure adherence to the strategic goals set forth in *UCR 2020*.

## Advancement

UCR's advancement portfolio encompasses alumni relations, communications and marketing, and development. *UCR 2020* provides a clear, concise, and focused academic and strategic vision that will form the basis for the campus's advancement activities in support of UCR's strategic goals. The strategic plan is a critical step in raising the bar for philanthropy, and a prerequisite for a comprehensive fundraising campaign. It will guide UCR's advancement functions and ensure that they are organized optimally to respond to priorities and goals that emerge around students, faculty, research, and programs.

The core mission of advancement is to build enduring relationships that promote advocacy, visibility, and financial support for UC Riverside. Excellence will be measured by the extent to which advancement revolves around the depth, quality, and durability of relationships with external constituents. UCR's advancement program will strive to have engaged alumni; loyal and generous donors; vocal advocates; and a public that understands, supports, and endorses the

*The strategic plan is a critical step in raising the bar for philanthropy, and a prerequisite for an organized comprehensive fundraising campaign.*

value of a research university. The advancement operation will achieve a high level of integration and trust, both within the advancement staff and with campus partners. A sharp focus will be placed on the interests, passions, and goals of external stakeholders, while adhering to the highest standards of integrity, ethics, and collaboration.



**Philanthropists are drawn by programs that guide their passions and inspire their imaginations, such as the student use of embedded cameras to observe biodiversity at one of UCR's seven natural reserves.**

*A strong, vibrant advancement organization will accelerate excellence, raise stature, and invigorate the institution.*

**Building a Sustainable Culture of Philanthropy –**

To increase private support, UC Riverside will adopt the posture, language, and practices of the nation’s most successful fundraising universities – building an ecosystem of mutual respect, trust, and communication that cements the ties between UCR and those it touches. UCR’s culture of philanthropy will create a warm and inviting environment for

prospective students; treat current students as valued members of the family; work to keep alumni engaged, involved, and committed to the institution; treat donors and prospects with respect, while demonstrating value and impact in stewardship of their gifts; and constantly convey to the public at large the profound and distinctive value to society promised by a world-class research enterprise. Given UCR’s sense of community, the campus already has many of the critical prerequisites for further success.

UCR’s challenge will be to define the specific, high impact, leveraging changes that will produce loyalty, commitment, and engagement among internal and external stakeholders. These will be the stamp of a sustainable culture of philanthropy. The campus’s advancement operations will be strengthened in support of UCR’s aspirations. A strong, vibrant, and responsive advancement organization will accelerate excellence, raise stature, and invigorate an institution that is ready to assume its leadership position among the world’s greatest research universities.



**In the pursuit of new knowledge and a better life for all, UCR welcomes opportunities to partner with entrepreneurs, philanthropists, business affiliates, community leaders, policymakers, and other research enterprises.**



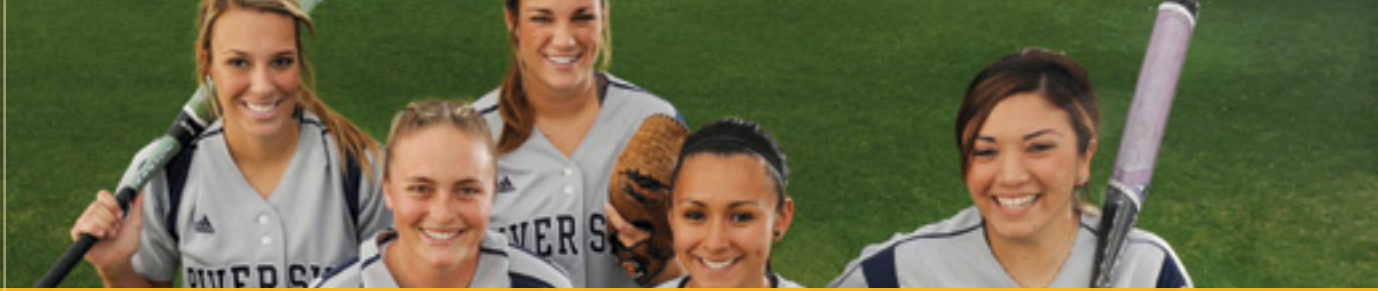
Through its research, teaching, and outreach programs, UCR is meeting tomorrow's challenges today. This track record of success has made UCR a place for philanthropic leaders to realize the life-changing impacts of their investments.

**Heightening UCR's National Profile** – By elevating its national profile, UC Riverside will increase federal and foundation support; become a recognized leader in the delivery of research, teaching, and service; and move toward attaining the stature of an AAU member institution. Marketing will aid in raising visibility as the campus attains preeminence. The current brand platform will be updated to reflect the strategic priorities reflected in *UCR 2020*, emphasizing those strengths and distinctions that set UCR apart. To successfully build the campus's reputation among academic opinion leaders, prospective students, faculty recruits, alumni, funders, legislators, and industry affiliates, UCR will sustain a strategic, disciplined, campuswide, and multi-year effort to reinforce consistent elements of its brand in a coordinated way.

UC Riverside will build bridges between the campus and major media markets, taking full advantage of the continually evolving social media as well as high quality video and multimedia content. The goal is to achieve a strong and unified UCR brand that will build equity, change opinions, and ultimately result in increased external investment in UCR. The campus will strive to increase media visibility, both qualitatively and

quantitatively, on a national and international level. UCR's advancement program will proactively drive key messages and ensure that innovation in any corner of the campus is identified, translated, prioritized, and made relevant to consumers of information in a highly competitive, increasingly global marketplace of ideas.

**Planning and Executing a Comprehensive Campaign** – A comprehensive fundraising campaign will be required to organize myriad initiatives under unifying headings that make the UCR story understandable, compelling, and provocative. Effort will be directed toward goals that coincide with *UCR 2020* and the academic, programmatic, and administrative goals of campus units. Objectives will be formulated to achieve balance among scholarships, fellowships, endowments, capital, and other needs and to deploy fundraising resources in appropriate proportion. UCR will seek expansion of annual giving; prospect pipeline breadth, depth, and quality; and effective, strategic prospect development. Launch of the School of Medicine is a key initiative that will receive thoughtful consideration and disciplined focus, without impinging on the goals of other campus needs.



## IV. NEXT STEPS ON THE PATH TO PREEMINENCE

*UCR 2020* is intended to be a living document, one that evolves with the campus. Dynamic evolution of the plan over the decade of its horizon will enable UC Riverside to react to changing circumstances, new opportunities, and unforeseen challenges as they arise over time.

In implementing *UCR 2020*, it is essential that existing campus resources as well as new revenues be allocated in an agile fashion that optimally promotes the plan's goals. To enable this flexible allocation of resources, it is equally essential that all campus units create plans, vision documents, and metrics that describe and quantitatively measure how each organization is contributing to the successful implementation of its own plan as well as the campus strategic plan. Unit and department specific plans and metrics will be evaluated regularly to ensure that campus organizations are deploying resources in a way that will achieve their goals and contribute to UCR's vision. To be effective, unit efforts must be closely aligned to *UCR 2020*.

The Chancellor and Executive Vice Chancellor and Provost (EVC/P) will have primary responsibility for implementation of *UCR 2020*. To aid in oversight, a strategic planning implementation advisory committee will be appointed, to be chaired by the EVC/P. The committee's objective will be to aid in the realization and achievement of goals, milestones, metrics, and benchmarks. During the implementation process, a business plan will be developed to identify and model both the costs and resources available to carry out identified goals and strategies. Further, the implementation advisory committee will ensure that UCR's budget process is closely aligned to *UCR 2020*, in accordance with evolving circumstances and needs. An important function of the committee will be to utilize all available mechanisms to assure transparency throughout the implementation process, allowing ample opportunities for feedback by stakeholders.

Proper stewardship of resources will require establishing priorities among strategic goals and

actions, allowing the campus to choose wisely in investment of existing resources and to prioritize as new funds become available. The "[Implementation of UCR 2020](#)" (see Appendix E) working paper describes more fully the role of the implementation advisory committee and next steps in assuring that the strategic plan is put into action.

In addition, the implementation advisory committee will utilize surveys and collect data from a variety of sources to evaluate progress and identify new areas of strategic investment.

The next decade will be an exciting and transformative time for the University of California, Riverside. UCR is poised for further greatness. With its stellar faculty, diverse and talented students, dedicated staff, committed leaders, successful alumni, and supportive community, UC Riverside is setting its course for a bright and ambitious future. *UCR 2020: The Path to Preeminence* provides the framework and strategies to allow the campus and its many stakeholders to live the UCR promise.





## APPENDIX A

# UCR'S STRATEGIC PLAN: WHAT IT IS AND IS NOT

The vision and driver for UC Riverside's strategic plan is excellence. We want to be excellent both by our own standards and by those of independent, widely accepted entities such as the AAU. The primary purpose of *UCR 2020*, our strategic plan, is to lay out strategies to achieve excellence along the criteria that we – and they – have developed.

*UCR 2020* must be strategic, not tactical and operational. Thus, the plan does not provide as much detail as some would like, but rather will provide a framework that will guide our decisions in the future. As an analogy, a strategic plan tells us that Yosemite is north and west of Riverside. A tactical plan provides turn-by-turn directions on how to get there. *UCR 2020* will provide overall direction; it will be up to us to interpret, as the time and miles go by, the best way of getting where we want to go. This is important because the strategic plan will be a living document, flexible enough to adapt to changing circumstances.

A strategic plan is forward-looking and forward-leaning. It does not dwell on the past, nor does it ponder the present – except as the platform from which we will launch our future aspirations. A strategic plan draws a line in the sand and says, “We go forward from here.” Thus, *UCR 2020* is not a place to look for mention of the successes achieved to date by a specific program or department; rather a program or department should use *UCR 2020* to consider how it will contribute to the campus's future.

A courageous and aspirational strategic plan generates tensions. This is to be expected. Indeed, it is welcome, as universities do not

evolve in a straight line; rather, they grow in fits and starts. Universities in equilibrium are no longer growing. To remain dynamic, areas of investment must change over time. The strategic priorities identified in *UCR 2020* are not intended to encompass every aspect of what we are doing in this great university, nor do they represent the sole areas in which we will invest. Rather, priorities arise from existing strengths, emerging opportunities, and societal needs.

Just as *UCR 2020* will not tell us every road to take between here and Yosemite, it will not tell us where to invest every dollar in the future. Investments will be both strategic and opportunistic – hence the inclusion of an “innovation incubator” among the strategic priorities, to enable new ideas and initiatives to emerge. One beauty of a strong strategic plan is that it provides enough direction to get us where we want to go, but enough flexibility to choose an alternative route along the way if road conditions dictate or if a unique opportunity presents itself.

Decisions related to resources and tactics will be made during the implementation process, guided by both the strategic plan and the academic and administrative plans developed by other campus units.

UCR is at a watershed moment. As an experiment station for more than a century and a UC campus for more than 50 years, we are ready and poised for transformative change. It will require energy. It will require risk. But UCR's leadership, faculty, staff, and students are capable of a great leap as we summon the will to do so.





## APPENDIX B

# STRATEGIC PLANNING SUBCOMMITTEES AND CHARGES

### **Steering Committee:**

- To coordinate the activities of the eight subcommittees.
- To coordinate the preparation of the final strategic plan.
- To ensure that the value of the strategic plan is greater than the sum of the parts derived from subcommittee recommendations, including giving due consideration to overall coherence, focus and impact.

### **Academic Excellence:**

- To focus on achieving academic excellence in our colleges, schools, departments and centers, with recommendations for strategic investment in existing areas of excellence and identification of departments and programs (including potential new areas of strength) that are poised to achieve excellence.
- To examine existing organizational structures, including departments, colleges, interdepartmental programs, centers and institutes, and recommend appropriate organizational structures for a 21<sup>st</sup> century research university.

### **Excellence in Research and Creative Activity:**

- To make recommendations about how best to develop and strengthen research and creative activity, including core research and interdisciplinary research initiatives.
- To identify overarching areas of research excellence for strategic investment, areas that align with the national interest and funding opportunities and transcend departmental and college boundaries. Place a particular focus on

areas essential for AAU membership, such as competitively funded federal research support.

- To identify means of significantly increasing grant and contract support for UCR research, including major multi-investigator grants, so as to make the campus less dependent on state funding. Identify mechanisms to better support faculty in seeking extramural funding and to coordinate proposals for major center/initiative grants.

### **Excellence in the Delivery of Graduate Education:**

- To identify and promote best practices in graduate academic and professional programs.
- To determine the strengths and weaknesses of our departmental, interdepartmental, and interdisciplinary graduate programs; to consider the viability of existing graduate programs and to make recommendations regarding the structure and possible reorganization of graduate programs.
- To develop strategies for increasing the number, caliber, and diversity of the graduate student population, including the mix of graduate academic and professional school students.
- To make recommendations about graduate student recruitment, funding, experiences, and services.
- To identify means of increasing graduate student support.
- To recommend ways of enhancing and improving the graduate student experience.

### **Excellence in Undergraduate Education:**

- To focus on undergraduate education and programs, including:

- To focus on undergraduate education and programs, including the right mix of majors, modes of effectively delivering the curriculum, and the overall quality and distinctiveness of the educational experience.
- To make recommendations on admissions and enrollment management, access and affordability, enhancing student life, and bolstering student success, retention, and graduation rates.
- To identify innovative and creative initiatives to attract the best and brightest undergraduates to UCR while maintaining a diverse undergraduate student population (e.g. an Honors College?).
- To make recommendations for improving the first-year experience of UCR's diverse undergraduate students, with a particular focus on the transition from high school to college.

#### **Community Engagement:**

- To focus on community outreach and external relationships, including alumni, parents, advocates, business and community leaders, elected officials, and industry.
- To review and make recommendations on how UCR can contribute to the community in athletics, education, the arts, and economic development.

#### **Campus Climate and Community:**

- To review and make recommendations about the culture of the campus, including the intellectual and social climate, and for increasing the sense of community.
- To consider issues related to diversity. Is the climate on our campus welcoming, and can diverse views be exchanged in an atmosphere of civility and respect?
- To recommend avenues for improved communications among students, faculty, staff, and the administration.

- To recommend enhancements to the physical environment that foster a people-centered climate and sense of community, and to recommend processes for building climate consciousness into core functions.

#### **Advancement:**

- To make recommendations on aligning campuswide and unit-based advancement activities and attendant resources with the broader academic vision of UCR.
- To evaluate approaches to increasing and leveraging campus investments in relationship-building functions that promote external support and financial investment.
- To assess how to strengthen the UCR brand as a tool for generating increased advocacy and raising public perceptions of the University's stature at the state, national, and international levels.

#### **Resources, Budget Planning, and Infrastructure:**

- To make recommendations on ways for the campus to become less dependent on state funding.
- To evaluate and make recommendations on resource generation, cost structure, and achieving budgetary transparency.
- To examine and make recommendations on ways to increase the effectiveness and efficiency of the campus infrastructure, including administrative structure, business affairs, facilities, and services in support of the teaching, research, and service missions.



# APPENDIX C

## STRATEGIC PLANNING

### SUBCOMMITTEE MEMBERS

#### Steering Committee

**Chair:**

Dallas Rabenstein, Executive Vice  
Chancellor and Provost

**Vice Chair:**

Tony Norman, Chair, Academic Senate

**Committee Members:**

Timothy White, Chancellor

Gretchen Bolar, Vice Chancellor for  
Finance and Business Operations

Steven Brint, Professor of Sociology  
and Associate Dean for College of  
Humanities, Arts and Social Sciences

Christine Chiarello, Professor of Psychology

Sharon Duffy, Dean of UCR Extension  
and Professor of Education

Jay Farrell, Professor of Electrical Engineering

Peter Hayashida, Vice Chancellor  
for University Advancement

Yolanda Moses, Associate Vice Chancellor  
for Diversity, Excellence, and Equity  
and Professor of Anthropology

Veronica Ruiz, President, UCR Staff Assembly

Neal Schiller, Professor of Biomedical Sciences

Jerome S. Schultz, Distinguished  
Professor of Bioengineering

**Ex Officio:**

William Kidder, Assistant  
Executive Vice Chancellor

**Staff Support:**

Cynthia Giorgio, Associate Chancellor

#### Academic Excellence Subcommittee

**Chair:**

Timothy White, Chancellor

**Vice Chair:**

Steven Brint, Professor of Sociology  
and Associate Dean for College of  
Humanities, Arts and Social Sciences

**Committee Members:**

Mike Allen, Professor of Plant Pathology

Alex Balandin, Professor of Electrical Engineering

Joseph Childers, Dean of the Graduate Division

Gary Coyne, President, Graduate  
Student Association

Katie DeFea, Associate Professor  
of Biomedical Sciences

David Funder, Distinguished  
Professor of Psychology

Cynthia Giorgio, Associate Chancellor

Donna Hoffman, Professor of Marketing

Lizbeth Langston, Head, Information  
Services, Science Library

Cynthia Larive, Professor of Chemistry

Charles Louis, Vice Chancellor for Research

Timothy Lyons, Professor of Earth Sciences

Ernest Martinez, Associate  
Professor of Biochemistry

Juliet McMullin, Associate  
Professor of Anthropology

Victor Rodgers, Professor of Bioengineering

Bill Schmechel, Director, Research  
Integrity, Office of Research

Susan Straight, Professor of Creative Writing

**Staff Support:**

William Kidder, Assistant  
Executive Vice Chancellor

### **Excellence in Research and Creative Activity Subcommittee**

#### **Chair:**

Jerome S. Schultz, Distinguished Professor of Bioengineering

#### **Vice Chair:**

John Andersen, Professor of Psychology

#### **Committee Members:**

Christopher Abani, Professor of Creative Writing

Richard Arnott, Professor of Economics

David Bocian, Vice Provost for Academic Personnel and Distinguished Professor of Chemistry

Mitch Boretz, Technical Communications Specialist, BCOE

Xuemei Chen, Professor of Plant Cell and Molecular Biology

Chun Ning (Jeanie) Lau, Associate Professor of Physics

David Lo, Distinguished Professor of Biomedical Sciences

Garrett Milliron, Graduate Student

Rollanda O'Connor, Professor, Graduate School of Education

Alexander Raikhel, Distinguished Professor of Entomology

Dylan Rodriguez, Professor of Ethnic Studies

Wendy Saltzman, Associate Professor of Biology

Yunzeng Wang, Professor, School of Business Administration

Yushan Yan, Professor of Chemical and Environmental Engineering

Francisco Zaera, Distinguished Professor of Chemistry

#### **Staff Support:**

Bob Daly, Assistant Vice Chancellor, Strategic Academic Research and Analysis

### **Excellence in the Delivery of Graduate Education Subcommittee**

#### **Chair:**

Christine Chiarello, Professor of Psychology

#### **Vice Chair:**

Ken Baerenklau, Associate Professor of Environmental Sciences and Associate Dean of Graduate Division

#### **Committee Members:**

Guillermo Aguilar, Associate Professor of Mechanical Engineering

Xinping Cui, Associate Professor of Statistics

Cheryl Gerry, Financial and Administrative Officer, Chemical and Environmental Engineering

Jang-Ting Guo, Professor of Economics

Tiffany Lopez, Associate Professor of English

Tom Novak, Professor of Marketing

Robert Ream, Associate Professor, Graduate School of Education

Sarah Ryan, Graduate Student

Leonora Saavedra, Associate Professor of Music

Patricia Springer, Associate Professor of Genetics

Christopher Switzer, Professor of Chemistry

#### **Staff Support:**

Kara Oswood, Administrative Analyst, Graduate Division

### **Excellence in Undergraduate Education**

#### **Chair:**

Neal Schiller, Professor and Associate Dean of Biomedical Sciences

#### **Vice Chair:**

Victor Zordan, Associate Professor, Computer Science and Engineering

#### **Committee Members:**

Eugene Nothnagel, Professor of Plant Physiology

Martin Johnson, Associate Professor of Political Science

Deborah Willis, Associate Professor of English

**Bradley Hyman**, Professor of Biology and Associate Vice Provost, Undergraduate Education

**Gabriela Canalizo**, Associate Professor of Astrophysics

**Perry Link**, Distinguished Professor of Comparative Literature

**Bajis Dodin**, Professor of Management Science

**Thomas Stahovich**, Associate Professor, Mechanical Engineering

**Barbra Wallace**, Director, CNAS Undergraduate Advising Center

**Jessica Maldonado**, President of ASUCR

**Ann Frenkel**, Assistant University Librarian for Research and Instructional Services

**David Oglesby**, Associate Professor of Geophysics

**Staff Support:**

**Patsy Oppenheim**, Assistant Vice Provost, Undergraduate Education

**Advancement Subcommittee**

**Chair:**

**Peter Hayashida**, Vice Chancellor for University Advancement

**Vice Chair:**

**Stephen Cullenberg**, Dean of College of Humanities, Arts and Social Sciences

**Committee Members:**

**Reza Abbaschian**, Dean of Bourns College of Engineering

**Tom Baldwin**, Dean of College of Natural and Agricultural Sciences

**Steven Bossert**, Dean of Graduate School of Education

**Ring Carde**, Distinguished Professor of Entomology

**Bryce Davis**, Graduate Student

**Phyllis Guze**, Associate Vice Chancellor, Health Affairs

**Julie Hall**, Associate Director of Development, Athletics

**Daniel Kim**, UCR Alumnus

**Bryan Lopez**, Undergraduate Student

**LaRae Lundgren**, Assistant Vice Chancellor, Enrollment Management

**Bette Quinn**, Assistant Dean of the Graduate Division

**Laurie Maguire**, UCR Alumnus

**S. Karthick Ramakrishnan**, Associate Professor of Political Science

**Richard Smith**, Professor of Finance

**Staff Support:**

**Margene Mastin-Schepps**, Director of Marketing, Strategic Communications

**Resources, Budget Planning, and Infrastructure Subcommittee**

**Chair:**

**Jay Farrell**, Professor of Electrical Engineering

**Vice Chair:**

**Mary Gauvain**, Professor of Psychology

**Committee Members:**

**Mike Adams**, Professor of Entomology

**Christopher Bardeen**, Associate Professor of Chemistry

**Monica Carson**, Associate Professor of Biomedical Sciences

**Peter Chung**, Professor of Finance

**Swane Gordon**, Graduate Student

**Matthew Hull**, Associate Vice Chancellor, Resource Management and Analysis

**Ruth Jackson**, University Librarian

**Jocelyn Millar**, Professor of Entomology

**Lisa Nguyen**, Undergraduate Student

**Holly Preble**, Assistant Dean of Development, College of Natural and Agricultural Sciences

**Charles Rowley**, Associate Vice Chancellor, Computing and Communications

**James Sandoval**, Vice Chancellor for Student Affairs

**Jonathan Turner**, Distinguished Professor of Sociology

**Michael Vanderwood**, Associate Professor, Graduate School of Education

**Staff Support:**

**Karim Zahedi**, Executive Officer,  
Chancellor/EVC/Provost Office

**Campus Climate and Community Subcommittee****Chair:**

**Yolanda Moses**, Associate Vice Chancellor  
for Diversity, Excellence, and Equity  
and Professor of Anthropology

**Vice Chair:**

**Veronica Ruiz**, President, UCR Staff Assembly

**Committee Members:**

**Susan Allen-Ortega**, Assistant Vice  
Chancellor and Dean of Students

**Sarah Chollar**, Graduate Student

**Thomas Cogswell**, Professor of History

**Kevin Esterling**, Associate Professor  
of Political Science

**Rickerby Hinds**, Associate Professor of Theater

**Frank Hiroyasu**, Undergraduate Student

**Jodie Holt**, Professor of Botany and Plant Sciences

**Janet Lucas**, Executive Associate Director, Athletics

**Shankar Mahalingam**, Professor  
of Mechanical Engineering

**George Marcoulides**, Professor,  
Graduate School of Education

**Manuela Martins-Green**, Professor of Cell Biology

**Jorge Silva-Risso**, Associate Professor of Marketing

**Adrienne Sims**, Director, Women's Resource Center

**Stefano Vidussi**, Associate  
Professor of Mathematics

**Marilyn Voce**, Associate Vice  
Chancellor, Human Resources

**Gillian Wilson**, Associate Professor of Physics

**Staff support:**

**Brian Murphy**, Research Analyst,  
Office of Affirmative Action

**Community Engagement Subcommittee****Chair:**

**Sharon Duffy**, Dean University Extension

**Vice Chair:**

**Lars Walton**, Assistant Vice  
Chancellor of Advocacy, Government  
and Community Relations

**Committee Members:**

**Kathryn Barton**, Director of  
Communications, School of Medicine

**Craig Byus**, Dean of Biomedical Sciences

**Richard Cardullo**, Professor of Biology

**Pamela Clute**, Executive Director, ALPHA Center

**James Cuevas**, JJC Project Management Group

**Carla Essenberg**, Graduate Student

**Irma Flores**, The Flores Group

**Jonathan Green**, Executive  
Director, UCR ArtsBlock

**Kyle Hoffman**, Assistant Vice Chancellor,  
Alumni and Constituent Relations

**Stan Morrison**, Director of Athletics

**Lizette Navarette**, Youth Coordinator,  
Office of the Mayor, City of Riverside

**Carolyn Stark**, Executive Director,  
UCR Palm Desert Graduate Center

**David Stewart**, Dean of School  
of Business Administration

**Marylynn Yates**, Professor of  
Environmental Microbiology

**Staff Support:**

**Eilleen Milam**, Assistant to the  
Dean, University Extension

**Sarah Sharp-Aten**, Assistant Dean, Student  
and Facility Services, University Extension



## APPENDIX D

# UCR 2020: METHODOLOGY AND TIMELINE

*UCR 2020: The Path to Preeminence* is the product of ten months of work by nearly 150 people, including faculty, staff, students, administrators, alumni, and community leaders, who served on eight subcommittees formed around the key areas that are reflected in the strategic plan. They are:

- Academic Excellence
- Excellence in Research and Creative Activity
- Excellence in the Delivery of Graduate Education
- Excellence in Undergraduate Education
- Advancement
- Resources, Budget Planning and Infrastructure
- Campus Climate and Community
- Community Engagement

As described below, hundreds of additional stakeholders – again, representing faculty, staff, students, administrators, alumni, and community leaders – also provided substantial input into the plan, during three separate public comment periods.

The process began when the Executive Vice Chancellor and Provost convened a strategic planning kick-off meeting on September 29, 2009. Each of the eight subcommittees was charged with addressing specific issues (see Appendix B). Each was asked to develop, by October 15, a brief paper on the attributes of excellence for its respective area. These became important guiding pieces for the plan’s overarching vision of excellence.

In addition, a steering committee was appointed, consisting of the heads of each of the subcommittees and the Vice Chancellor for Finance

and Business Operations. The EVC/Provost chaired the steering committee; the head of the Academic Senate served as vice chair. Over the next ten months, the steering committee actively coordinated the work of the eight subcommittees and provided oversight to the preparation of the strategic plan.

From the end of September through mid-January, the subcommittees met on a weekly or biweekly basis, gathering and reviewing data, discussing issues, and interviewing stakeholders, as appropriate for their respective areas. In January the subcommittees delivered first drafts of their reports. The steering committee extensively reviewed these reports for consistency, overlap, and potential gaps. The steering committee also identified emerging themes that required additional investigation or discussion. These became the basis of several working papers.

On March 1, 2010, the EVC/Provost released the first draft of *UCR 2020* to the campus and community, along with each of the subcommittee reports. Stakeholders provided substantive feedback by the March 29 deadline. During this period, various committees of the Academic Senate reviewed and commented on specific reports. The campus community at large provided additional input at a strategic planning listening session, held on April 6.

In early April, steering committee members plus vice chairs of the subcommittees participated in a retreat, during which they reviewed the feedback that had been received and recommended changes to be incorporated into the second draft of *UCR 2020*. This group also reviewed and revised a

set of eight working papers developed to address cross-cutting themes or issues that emerged from the subcommittee reports. The working papers include:

- Excellence Matters
- Research Infrastructure and Support
- The Size and Shape of *UCR 2020*
- Transparency
- Strategic Priority Areas
- Implementation of *UCR 2020*
- Professional Schools
- The History of UCR

The diagram below illustrates how the working papers act as a connecting layer between the subcommittee reports and the overall strategic plan.

On May 7, the EVC/Provost released the second draft of *UCR 2020*, along with copies of the working papers. This version represented a significant rewrite and restructuring of the plan, taking into account the input provided throughout the comment period.

Stakeholders from both the campus and community provided feedback on the second draft, as did committees of the Academic Senate. In early June the steering committee plus subcommittee vice chairs once again reviewed and incorporated the input that had been received. The EVC/Provost circulated a third, near-final version of the strategic plan in mid-June for one last comment period.

*UCR 2020* was completed and implementation began in summer 2010.

## Structure of the Strategic Plan







## APPENDIX E UCR 2020 WORKING PAPERS

- **Excellence Matters**  
<http://strategicplan.ucr.edu/documents/Excellence%20Matters.pdf>
- **The Size and Shape of UCR 2020**  
<http://strategicplan.ucr.edu/documents/The%20Size%20and%20Shape%20of%20UCR.pdf>
- **Research Infrastructure and Support**  
<http://strategicplan.ucr.edu/documents/Research%20Infrastructure%20and%20Support.pdf>
- **Strategic Priority Areas**  
<http://strategicplan.ucr.edu/documents/Strategic%20Priorities.pdf>
- **Emerging Professional Schools at UCR**  
<http://strategicplan.ucr.edu/UCR%202020%20Emerging%20Professional%20Schools.pdf>
- **Transparency**  
<http://strategicplan.ucr.edu/UCR%202020%20Transparency.pdf>
- **Implementation of UCR 2020**  
<http://strategicplan.ucr.edu/documents/Implementation%20of%20UCR%202020.pdf>
- **History of UCR**  
<http://strategicplan.ucr.edu/History%20of%20UCR.pdf>







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