The Planning Process

- Initiated to develop a unifying vision and shared goals for the campus at a critical turning point in our history

- More than 10,000 campus and community members participated

- Led to creation of 5 goals and 13 strategies
What We Heard

Core Values:

• UC San Diego must remain distinctive
• Public service is a core principle
• The norm in teaching, research and patient care is excellence
• Diversity, equity and inclusion are critical for all to succeed
• Collaborative / interdisciplinary activity leads to discoveries that advance / enrich society
• UC San Diego needs more of a presence in our region, especially south of Interstate 8
Our Mission and Vision

Mission: We will transform California and a diverse global society by educating; generating and disseminating knowledge and creative works; and engaging in public service.

Vision: Student-centered, research-focused, service-oriented public university
Goal 1:

Delivering an educational and overall experience that develops students who are capable of solving problems, leading and innovating in a diverse and interconnected world.
Goal 1: Strategies

• Provide coordinated and comprehensive academic, professional and career advising across all colleges, departments and units

• Rethink curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement

• Strengthen the connection between academic and high-impact, co-curricular experience
Goal 1: Early Actions Taken

- Strengthening partnership between Career Services Center and Alumni & Community Engagement
- Reviewing graduation rate data and curriculum requirements, and working with faculty to decrease time-to-degree
- Renovating lab space
Goal 2:

Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives.
Goal 2: Strategies

- Identify emerging and future trends and strategic thrusts to increase our impact and enrich society
- Attract, retain and grow our top-quality and diverse faculty body
- Grow a high-quality, cost-effective, and diverse graduate program
- Evolve structures and processes to identify trends for investment, and foster innovation, risk-taking and collaboration
Goal 2: Early Actions Taken

- Identified four research themes:
  - Understanding and Protecting the Planet
  - Enriching Human Life and Society
  - Exploring the Basis of Human Knowledge, Learning and Creativity
  - Understanding Cultures and Addressing Disparities in Society
Goal 2: Early Actions Taken

• Hiring 80 net new full-time faculty over 3 years, including 20 joint positions to spur multi-disciplinary research

• Newly established centers:
  - Center for Aerosol Impacts on Climate and Environment
  - Center for Brain Activity Mapping
  - Arthur C. Clarke Center for Human Imagination
Goal 2: Early Actions Taken

- Investing in 100 seed grants for interdisciplinary projects that pair faculty with students
- Established Graduate Student Growth and Excellence Initiative
- Implementing best practices to improve outreach, recruitment and selection of diverse faculty
Goal 3:

Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship.
Goal 3: Strategies

- Enhance financial sustainability through new revenue and efficient use of existing revenue

- Identify new models for excellent services that prioritize delivery to our stakeholders while addressing regulatory, compliance and reporting requirements
Goal 3: Early Actions Taken

• Reviewed & reorganized administrative structure
  - Hired VC - Advancement
  - Recruiting VC - Chief Financial Officer

• Evaluating existing revenue sources, and reviewing current budget and resource allocation model

• Expanding Master’s programs across campus
Goal 3: Early Actions Taken

- Establishing a Standing Committee on Service- and People-Oriented Culture, which will assess:
  - Employee training and development
  - Processes and policies
  - Current technologies
  - Financial systems and reporting
  - Organizational and performance controls
Goal 4:

Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally.
Goal 4: Strategies

• Strengthen community engagement and public service to increase awareness of UC San Diego’s impact and role locally and globally

• Improve access to high-quality patient care by:
  − Targeting strategic growth
  − Advancing integrated service delivery
  − Expanding geographic footprint
  − Implementing new approaches to patient care
Goal 4: Early Actions Taken

• Investing in CREATE STEM Success Initiative to broaden our engagement

• Investing in Alumni and Community Engagement activities

• Expanding UC San Diego Extension through new locations, partnerships and enhanced web presence
Goal 5:

Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all.
Goal 5: Strategies

• Evolve our university culture by requiring actionable initiatives and measurable outcomes that enhance equity, diversity and inclusion

• Expand existing programs and implement new approaches that result in accessible and affordable learning for all
Goal 5: Early Actions Taken

- Created (and expanding) Chancellor’s Associates Scholars Program
  - Gompers Preparatory Academy
  - Lincoln High School
  - The Preuss School UC San Diego
  - San Diego City College
  - Southwestern College
  - Reality Changers
  - Imperial Valley

- Re-launching UniversityLink
  - Transfer guarantee program that helps low-income students
Continuing Our Commitment

- Strategic Plan is a living document that will guide our future decisions and priorities

- Open dialogue will continue

- Success will be measured by our accomplishments and the societal impact that results from achieving these goals
Thank You.