



**UCI** University of California, Irvine

Bright Past. Brilliant Future.





# UCI was born 50 years ago to advance an audacious goal:

improve society through globally preeminent research, life-enhancing discoveries, and a world-class education for the most talented people regardless of background.

The extraordinary faculty, students, and staff who arrived on the rolling hills of the expansive Irvine Ranch had a pioneering spirit. They were committed to creating one of “the truly great centers of higher learning in the land.” But rather than copy their way to the top, they embraced a spirit of innovation and experimentation that would not be possible at more established institutions.

Whether they were organizing a new campus or choosing a mascot, our founders understood that they would make the biggest difference by thinking differently.

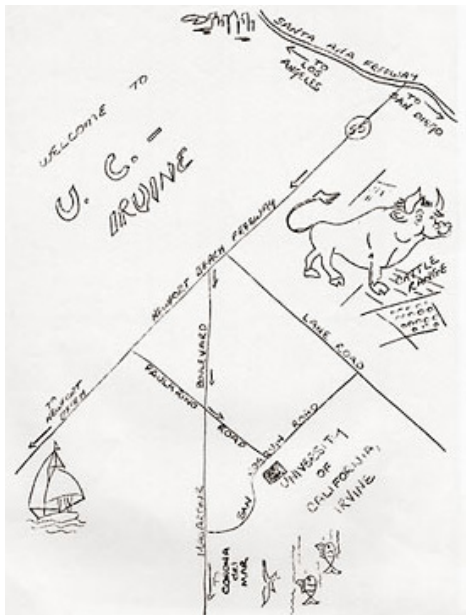
They exceeded everyone’s highest expectations.

There is tremendous pride in what we have accomplished in our first 50 years. But we know we have more to do: strengthen our contributions in research, education, and service; accelerate our ascendancy among globally preeminent research universities; and marshal our passions, skills, and ingenuity to further improve people’s lives. There is no interest in resting on our laurels or imagining merely incremental improvements. Our bright past is but a prologue.

As we set out to write the story of our next half-century, we will take ongoing inspiration from our trailblazing founders. We reach new heights of excellence and social impact by maintaining our culture of innovation and embracing the power of “different.” Such a mindset is especially important given that the models of support and expansion that served us well during our first 50 years no longer apply. We must be bold and creative in both our academic planning and our financial planning.

The future chapters of our history are rooted in continued growth with excellence. A vibrant and expanding institution – one that invests in new programs and people – is able to attract talented and diverse faculty and students in areas of strategic importance and societal need, with an eye toward making an even stronger difference in the world. Our growth will allow exploration of the vast frontiers of knowledge, from the world’s grandest challenges to the heart of regional imperatives. We will expand our capacity for high-impact research and leverage our excellence in creative expression, building on the strengths of our existing schools and departments while cutting across traditional structures.

Our relative youth and continued growth better prepare us for the evolving passions of a new generation. Our peers with established, longer histories were organized at a time when the landscape of inquiry and discovery was different. As the future of higher education transforms the nature of research and scholarship, we believe that our youthful flexibility presents a strategic advantage.



The students of this new generation – undergraduate, graduate, professional – will benefit from our rising national reputation and thriving campus life. We will continue to ensure that their educational experiences enrich their minds and spirits, enable them to achieve at the highest level of their potential, and open up the best opportunities for them to pursue their goals and have a positive impact on society.

We will become even more of a first-choice university for the most talented and ambitious students, regardless of background, complementing our outstanding academic environment with a culture of fun, championship athletic programs, and extracurricular activities that embody the unique Anteater spirit.

Our vision of preeminence will remain unshakably democratic, and our commitment to inclusive excellence will be systematic and pervasive. Diversity of experience and thought is a precondition for productive deliberation, an essential component of our fundamental scholarly and research mission. But more

than that, when we ensure access for and inclusion of people of all backgrounds and life stories, we make meaningful our shared commitment to a true opportunity society, in which the pathways to success must be open to everyone.

This ambitious strategic vision sets out a bold road map for growth and expansion, while being mindful of the need to develop new models of financial sustainability. It builds on UCI's strengths to make our university even better. It was developed with extensive participation by the university community, reflecting our fundamental commitment to shared governance, and honors the spirit of all those who contributed to our culture of innovation and excellence. It intends to meet the expectations of those who participate in the life of this great institution, based on four strategic pillars:

- **Growth That Makes a Difference:**  
Expanding Our Capacity to Improve Lives
- **First in Class:**  
Elevating the Student Experience to Prepare Future Leaders
- **Great Partners:**  
Making Regional and Global Connections That Enhance Our Mission and Serve the People
- **New Paths for Our Brilliant Future:**  
Forging Best Practices to Power the Coming Century



With this plan, we have a clear direction into the foreseeable future, even while particular strategies and metrics will be periodically reviewed and adapted to changing circumstances and new information. But the fundamental premise is immutable, echoing the moment of our founding: We will mobilize knowledge to serve the people, and we will educate the best and brightest regardless of background.

*We are proud of our bright past. Together we will forge our brilliant future.*





# The path to a brilliant future

## PILLAR 1: GROWTH THAT MAKES A DIFFERENCE

### *Expanding Our Capacity to Improve Lives*



In UCI's short existence, its scholars have made groundbreaking contributions in many areas of research – contributions that have changed both how we look at the world and how we act in the world. Professor F. Sherwood Rowland's Nobel Prize-winning exploration of the dangers of chlorofluorocarbon use, which ultimately led to the worldwide ban on CFCs and inspired national and global scientific inquiry into the effects of mankind's actions on our living planet, is one example of UCI's research leadership. The challenges facing our region and our world are many and complex. UCI must expand in strategic areas to meet societal needs and the evolving interests of our students.

#### Goal 1.1:

#### ***Expand the number and impact of UCI faculty***

Our faculty is key to the university's future reputation and impact, so this will be a critical area of growth. We will develop and implement special initiatives to retain our highly recognized and productive faculty; provide support and development opportunities for junior faculty; and strategically increase our research and teaching capacity by adding 250 additional faculty to our ranks. We will focus on hiring scholars who are pursuing work that builds on our existing disciplinary strengths and engages the community, are on extraordinary career trajectories of significant scholarship, contribute to inclusive excellence, and span disciplinary boundaries in creative ways.

#### Strategies

- Strategically grow UCI's research and teaching capacity by 250 additional faculty over the next five years
- Systematically acknowledge, reward, and retain our best current faculty by using salary incentives to keep UCI competitive with outside offers; establish campuswide and school-based committees to nominate candidates for major awards, fellowships, academies, and other honors; and maintain a supportive campus climate
- Extend innovative and high-impact hiring procedures to recruit extraordinary individuals or teams whose presence will have a catalytic effect on UCI's reputation and impact
- Develop new interdisciplinary faculty hiring programs that make the most of existing strengths in one or more units and have promise for significantly elevating the profile of these areas
- Develop alternate academic personnel review pathways for interdisciplinary faculty



## Bright Past. Brilliant Future.

### Goal 1.2:

#### ***Increase research expenditures to over \$500 million annually***

Levels of research funding are a basic measure of the quality and impact of research universities, and although we are doing well, we have room for significant expansion in this area. We will increase our funded research efforts across the academy. In support of our broader vision to have a high impact on regional economic development, UCI will pay close attention to growing research in areas of health and human well-being; convergence science and engineering; and team science with high public impact.



### Strategies

- Building on and attending to various disciplinary models of research, substantially increase the number of grant proposals submitted by UCI faculty
- Streamline grant, contract, and partnership submission processes
- Substantially increase pre- and post-award administrative support for funded research, including advanced writing and editorial skills for preparing grants
- Incentivize multi-collaborator grant and contract initiatives
- Maintain our collaboration with the UC system to educate state and federal legislators about increasing needs for grant funding to support research
- Build new research facilities that will support faculty in the relevant schools and disciplines



### Goal 1.3:

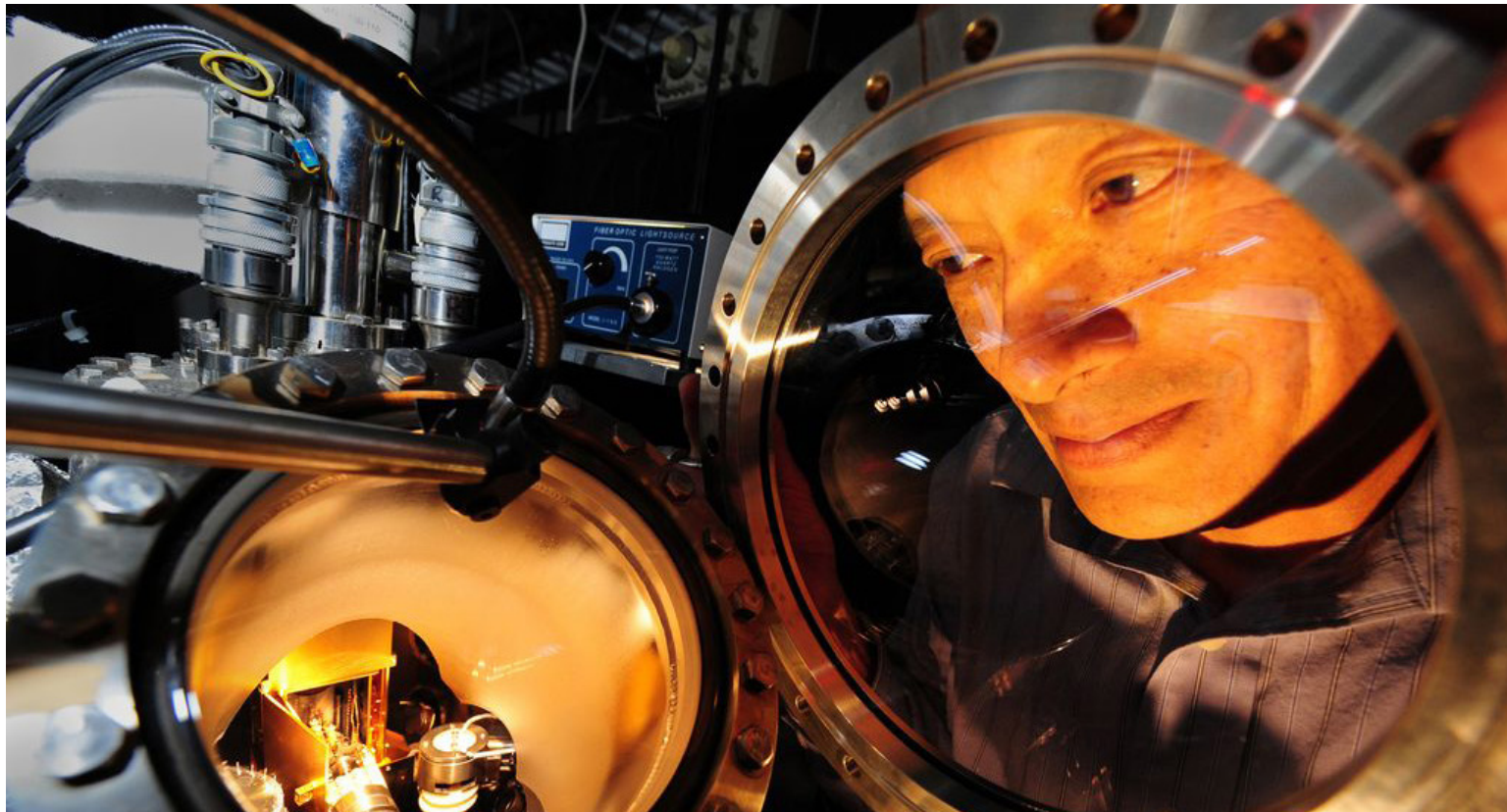
#### ***Expand the quality and impact of UCI Health***

Our health enterprise is a cornerstone of our community. UCI will continue to be the place that brings to the region the future of medicine and health promotion. We will grow our health footprint to be more competitive with our aspirational peers in the Association of American Universities. We will integrate more interdisciplinary research and practices and expand our presence in the greater community to enhance the quality and impact of UCI Health.

### Strategies

- Develop a new strategic plan for the UCI Health combined enterprises
- Establish new schools of nursing, pharmacy, and population health to train and produce academic leaders in these health science fields
- Expand the health enterprise for broader clinical impact in the region
- Optimize the synergy between the clinical and academic missions in an effort to leverage the strategic goals of the main campus in support of UCI Health





#### Goal 1.4:

#### ***Create appropriate programs and structures to facilitate interdisciplinary, problem-based scholarship and teaching, especially for convergence science***

Major advances come from assembling diverse minds and expertise from all corners of the frontiers of knowledge. UCI has a long history of arriving at solutions through the interaction of different paths of inquiry; indeed, our campus was designed with the goal of fostering collaboration across all disciplines. We will enlarge upon this tradition by ensuring that faculty and students in converging fields can work together in more focused and systematic ways.

#### Strategies

- Develop opportunities to address significant societal challenges – particularly those related to health, energy, food, climate, and water – through the convergence of research from traditional academic fields, such as medicine, biology, physical science, engineering, and information and computer science (known as convergence science)
- Invest in academic and administrative structures that promote interdisciplinary practices, including productivity benchmarks and protocols for allocating resources
- Accelerate faculty hiring in academic areas with the highest potential for establishing UCI's footprint in convergence science
- Create a campuswide program for faculty who aspire to offer exploratory or innovative convergence science and other interdisciplinary courses
- Educate UCI faculty, staff, and administrators about implicit biases that may create barriers to building diverse and interdisciplinary teams
- Promote team science as an area of excellence at UCI
- Build a large, donor-supported research and education building devoted to the convergence of science and engineering

### Goal 1.5:

#### ***Develop, support, and promote new comprehensive research initiatives that shed light on social problems and address regional and global grand challenges***

Our excellent programs in social and behavioral sciences, humanities, education, law, and business bring solutions to the problems that affect communities across the globe. How we build beneficial societies and promote a fair, just world remain pressing matters of public concern. We will engage and lead local, national, and international academic communities in disciplinary and interdisciplinary research, scholarship, and creative activities that help us better construct just, free, peaceful, thriving communities.



#### Strategies

- Support faculty across all areas of campus in the exploratory phases of high-risk, transformative, interdisciplinary, and international research on pressing social issues
  - Ensure that faculty growth in social and behavioral sciences, humanities, education, law, and business is appropriately balanced relative to the increasing student body
  - Establish and sustain seed funding programs to promote comprehensive research initiatives that promise to chart new territory in these disciplines
  - Grow academic, professional, and self-supporting programs in a way that maintains the integrity of UCI's teaching mission and does not compromise our ability to pursue aggressive research
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### Goal 1.6:

#### ***Make pervasive the place of art, culture, creative expression, and humanistic inquiry within our research and education missions***

UCI has an unshakable commitment to enriching lives and illuminating important questions through art, creative expression, and critical inquiry. Such a focus reinforces the sheer joy of creation and discovery that is at the heart of all academic pursuits, while highlighting the unique contributions of these practices to our understanding of the world and our place in it. Persistent interactions with artistic expression, historical and cultural knowledge, and philosophical exploration enhance the creative impulse in all disciplines, strengthen communities, and ensure that we remain focused on fundamental questions of value, meaning, and purpose.

#### Strategies

- Grow arts engagement initiatives to more prominently spread UCI arts events and performances across campus and throughout the region
- Increase opportunities for arts and humanities scholars to engage and collaborate with colleagues campuswide on research and academic initiatives
- Pursue opportunities to develop art collections and exhibition spaces to house them, and identify and secure new performance venues
- Use visiting scholar programs to bring prestigious and highly visible thinkers to campus and to engage them with UCI on a continuing basis

## PILLAR 2: FIRST IN CLASS

### *Elevating the Student Experience to Prepare Future Leaders*



Our students are at the very heart of everything we do. As a comprehensive research university, the knowledge we create in all disciplines impacts our students' scholastic, co-curricular, and career development experiences. Undergraduates learn about and participate in research in their courses and in independent studies. Graduate students contribute even more broadly by supporting faculty research, conducting their own groundbreaking studies, and mentoring undergraduates. We will continue to strive to be a sought-after destination for the most talented and ambitious students – reflecting all backgrounds and life experiences – who see that UCI is where they can reach their full potential and do their best work. We will embrace innovations in pedagogy that improve the quality of learning and provide the support necessary to ensure outstanding outcomes for all students.

Their experiences inside and outside the classroom will connect them to the UCI community for life, enrich their minds and spirits, prepare them for productive lives, and empower them to make the strongest possible contributions to our world.

#### Goal 2.1:

#### ***Expand the student body and make UCI a first-choice campus for students***

Motivated, academically prepared undergraduate and graduate students with diverse backgrounds, perspectives, and knowledge shape UCI's vibrant campus culture. Increasing the size of our student body will enable us to serve a larger and more diverse set of students and establish a foundation for overall expansion. We will ensure that UCI attracts the best students at all levels to form an exceptional student body and then prepare them for their future endeavors by encouraging intellectual engagement. Student body expansion also drives growth in the alumni base, which broadens our impact locally and globally.

#### Strategies

- Expand the student body while continuing to enhance student experiences and learning outcomes
- Continue efforts to reach a population of 25 percent graduate students; grow and focus on increasing the number and quality of Ph.D. students in particular
- Recruit and retain all the most talented students regardless of background
- Commit to yearly improvements in recruiting students who have also been accepted at other preeminent colleges and universities
- Lead the nation in use and generation of evidence-based teaching approaches in higher education; find the right balance between research and teaching faculty to enhance our teaching and research missions
- Ensure that all students gain exposure to and skills in a range of potential career options, both within and outside the academy
- Utilize the Campuswide Honors Program, scholarships, financial aid, mentorship, and shared values to make UCI a first-choice institution for prospective students



## Goal 2.2:

### ***Foster excellence in teaching and learning***

Our strong commitment to excellence in teaching will position UCI as a leader among the research institutions of the Association of American Universities. UCI will develop the necessary infrastructure to encourage and train faculty to incorporate their own research, as well as research in education and pedagogy, into their teaching so all students derive maximum benefit from learning at a research university. UCI will become a leader in the formulation and implementation of novel approaches to prepare our students for making strong and positive contributions to the world.



#### Strategies

- Fund a center for engaged instruction that provides support for implementing cutting-edge pedagogical practices, which includes: faculty-graduate learning communities for evidence-based teaching, research on teaching and learning to promote excellence in pedagogical practices, online resources to provide information to faculty and graduate students, establishing pedagogical liaisons in each school, and assessing and clearly articulating student learning outcomes
- Support academic initiatives that enhance student learning and research, which includes: expanding successful

current programs that assist faculty in developing new programs, fostering international collaborations, and assessing and modifying the portfolio of programs to ensure they are effective and meet the needs of students

- Engage faculty in improving all aspects of graduate student development and experience by institutionalizing and acting on evaluation outcomes, helping faculty mentor students and support their career goals, providing data-driven insights into improving graduate training, and promoting the use of standardized advising tools
- Enhance the role of lecturers with security of employment in identifying and implementing best teaching practices by clarifying their tenure and promotion reward structure and establishing an LSOE central resource center
- Enhance academic advising for all students by creating a robust network of support among academic advisers, departments, and the central campus, utilizing best practices and developing cooperative plans for student success
- Establish best practices for the evaluation of teaching through better systems for peer and student review, as well as for analyzing teaching portfolios and pedagogical modes
- Enhance pedagogical training for graduate students and postdoctoral scholars by developing teaching excellence certificates, implementing mandatory teaching assistant training, developing a postdoctoral pedagogical fellows program, and establishing and building on partnerships with community colleges and California State University campuses to foster teaching and mentoring opportunities

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### Goal 2.3:

#### ***Utilize modern technological tools to create the most effective learning environments***

UCI embraces a technologically enhanced education strategy that goes beyond online courses and leverages all forms of innovation to enhance student experiences. We will develop a comprehensive plan for deploying technology in a way that best supports our diverse internal and external constituencies. In addition, we will use student analytics to improve learning, decrease time to degree, increase graduation rates, and close gaps between race/ethnicity, first-generation status, and income groups.

##### Strategies

- Become a national leader for high-quality online education by establishing metrics that ensure successful student outcomes that faculty apply to their own teaching and through assessments
- Incorporate technological innovations and global connections into traditional on-campus teaching by providing resources for online education training, standardizing support for educational technologies, and using digital platforms to bring top lecturers and researchers into the classroom
- Provide facilities, software and other tools that accommodate in-person and technology-based instruction

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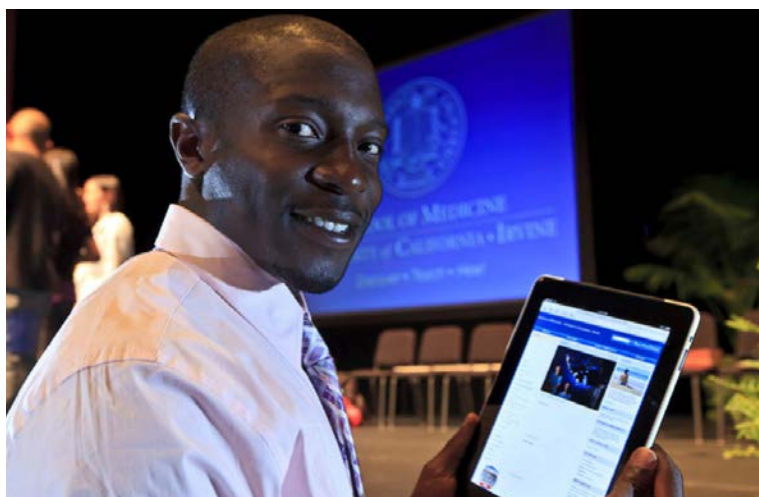
### Goal 2.4:

#### ***Integrate student life with educational experiences***

Our university has a fundamental role in supporting the intellectual, personal, social, and professional development of all students, spanning research, academic, and co-curricular environments. We will integrate internships, leadership experiences, mentorship, learning communities, and other student life experiences to equip our students with life skills such as complex problem-solving, critical thinking, working in diverse teams, and communication.

##### Strategies

- Drive greater student participation in research and creative activities through the expansion of lower-division training opportunities, senior capstone experiences and mentor programs
- Strengthen relationships among teaching assistants, research assistants, and undergraduates through enhanced TA training, utilizing graduate students as resident advisers and mentors
- Develop undergraduate self-learners and independent scholars through explicit training in first- and second-year courses; support graduate students' transition to independent research, career immersion programs, internships and collaborative programs
- Develop students' cognitive skills and intellectual virtues, including but not limited to sustained focus, creativity, collaborations and peer learning, and cross-fertilization across disciplines, traditions, and cultures
- Develop a culture that connects the research university academic experience with success in continued study and future careers; establish programs and processes that help students prepare for professional success, which includes improving access to Career Center information and services, providing career resource information for faculty to share with students, connecting students with alumni mentors, and evaluating graduate student success as part of faculty merit reviews





- Expand mentorship programs beyond the student-adviser relationship by creating a mentorship registry for different academic career tracks, building accountability regarding the quality of mentoring, and establishing formal evaluation and feedback mechanisms
- Establish learning communities in which faculty, postdoctoral scholars, and undergraduate and graduate students collaborate, share experiences, and practice around major areas of student research and study
- Expand existing resources, programs and services for families and other support networks to drive greater engagement, with particular attention to those with students who are first-generation, underrepresented, international, undocumented, veterans, or parents
- Ensure that UCI Intercollegiate Athletics and the Club Sports Program are sufficiently robust to foster a unifying spirit that transcends cultures and instills pride in UCI; develop the role of athletes as ambassadors to the community
- Foster a greater sense of community among graduate students through new or expanded programs, including Diverse Educational Community and Doctoral Experience, the Graduate Resource Center and other spaces that encourage peer interaction
- Provide appropriate mental health resources for students and establish a balance between clinical and preventive care programs such as coping skills training and individual and group counseling opportunities
- Support the development of students' 21st-century literacy proficiencies (information, data, visual/image literacy, and global competencies) by providing instructional space integrated with library support and assessing undergraduate learning outcomes
- Provide all students and UCI community members with sports and fitness opportunities for personal wellness and development
- Create a 24/7 academic and social experience by increasing evening and weekend programming that attracts students, faculty, alumni, and community members to the campus; explore the feasibility of free or reduced-fee parking for evening and weekend activities, including sports and arts/performance events



## Goal 2.5:

### ***Ensure that UCI's educational opportunities are an engine for social mobility, impact, and positive innovation***

Access to higher education can be the greatest asset in bridging the economic and racial disparity experienced by many underserved communities within the state and around the world. We are committed to providing support and resources to ensure the success of students from all backgrounds. We will enrich student experiences and promote better opportunities for students after they graduate by enhancing inclusive excellence.



## Strategies

- Provide support structures for all students regardless of background, which could include: mentoring and networking programs, analytics and comparative information to help students identify majors and enhance performance, increasing attainment of graduate-level grants and fellowships
- Complete UCI's transformation to a Hispanic-Serving Institution and an Asian American and Native American Pacific Islander-Serving Institution
- Expand access to research-focused education for a wide and diverse population, including increasing the number of minorities and women receiving advanced degrees in underrepresented disciplines and building a UCI workforce that mirrors the diverse composition of the student body
- Establish and maintain a positive and inclusive campus climate through a variety of educational and extracurricular experiences, which may include a robust array of student organizations, cultural and resource centers, and nontraditional paths of study
- Increase the number of students who go on to graduate programs, primarily by enhancing undergraduate research activities
- Educate faculty on nontraditional forms of student preparation, utilizing data-driven information and analysis
- Enhance current Summer Bridge and summer-start programs by: increasing summer housing opportunities, enhancing academic support for students in summer programs, integrating the summer programs, and developing effective online enhancements
- Build on our relationships with minority-serving institutions – including Historically Black Colleges and Universities, Hispanic Serving Institutions, and Asian American and Native American Pacific Islander Serving Institutions – to continue strengthening pipelines into our graduate and professional programs
- Clarify our academic and social expectations of students through a written statement, enhanced advisement opportunities and greater utilization of mentoring
- Broaden opportunities for students to develop leadership skills, through both on-campus student programs and external employment, internships and volunteer opportunities



## Goal 2.6:

### *Build on the success of UCI's Campuswide Honors Program by considering a new honors college*

Our distinguished Campuswide Honors Program promotes high standards of scholastic excellence and personal growth by combining the qualities of a liberal arts college with the unique opportunities offered by a major research university. The CHP provides UCI's top students – an academically and socially diverse group – with a challenging and rewarding educational experience. In order to attract the most ambitious undergraduate students, we will build on the success of the CHP by considering developing a nationally recognized honors college.

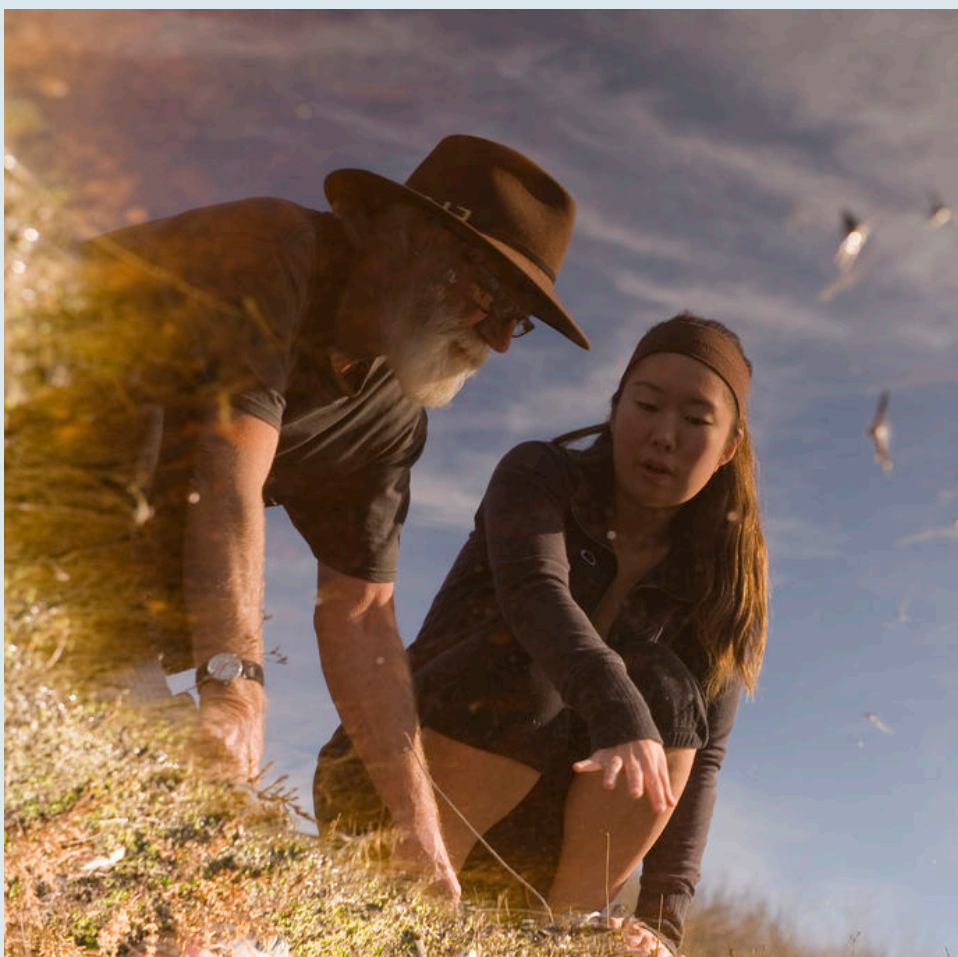
#### Strategies

- Explore ways to augment and strengthen our current honors program, including improving student outcomes and diversity, enhancing co-curricular experiences, promoting the program's prestige, and increasing the space, housing, and number of students, faculty, and courses
- Explore options to more effectively integrate students with strictly sequenced majors into the CHP
- Strengthen current connections between the CHP and departmental honors
- Develop specialized programs around existing campus strengths (sustainability, water) and/or interdisciplinary topics
- Develop a vision for transforming the CHP into a nationally recognized honors college

## **PILLAR 3: GREAT PARTNERS**

### *Making Regional and Global Connections That Enhance Our Mission and Serve the People*

A core mission of UCI is service to the community. Effective service requires deeply inclusive community engagement – the exchange of information, ideas, and resources – to benefit both the university and the community. This engagement broadens our intellectual capital and leverages our social capital, allowing us to provide leadership in and solutions to diverse societal issues such as resource management, technology, healthcare, education, and social inequality. UCI, already aligned with the world's leading research universities and recognized for addressing matters of great importance, embraces engagement through its excellent teaching, translational research, alumni participation, community outreach, and creative activity. We are committed to accomplishing much more. By lifting engagement up to a new level, meeting people where they are and valuing their expertise, we will serve as a model for the nation.





### Goal 3.1:

#### ***Build an engagement culture***

UCI was founded on the principle that engagement among disciplines would lead to innovation and discovery in unimagined ways. As we turn our attention to pressing social needs, we will further nurture a culture of collaboration between our academic community and those community partners who share our interests and goals.

#### Strategies

- Expand our existing strengths in engaged teaching and learning, community-based research, and co-curricular programs
- Promote opportunities for disciplines to cross-pollinate on-site and off-site for research, teaching, and broad community engagement
- Create a strong faculty culture of meaningful community and public engagement by collaborating with the Academic Senate on ways to elevate the impact of interdisciplinary research, service, and teaching as part of the merit and promotion processes
- Develop scholarly programs with international perspectives and participate in meaningful academic initiatives and scholarly collaborations such as publications and presentations abroad
- Enhance emeriti faculty engagement in student research, teaching, lectures, and other activities with community impact
- Utilize emerging technologies, including making visual enhancements to communications

### Goal 3.2:

#### ***Create a powerful Anteater-for-life ethos that promotes ideal and sustained student and alumni participation***

UCI creates powerful opportunities for students and alumni to participate in mutually beneficial partnerships, diverse networks, and service. We will create unique experiences to foster a strong culture and network to positively affect the lives of current and future alumni.

#### Strategies

- Promote intercollegiate athletics, club sports, and other innovative competitions such as e-sports as critical factors in enhancing student experiences and engaging our alumni
- Create global networks and other connection opportunities for our students and alumni
- Strengthen alumni engagement by: ensuring we have accurate and accessible data and tailored communications; exploring new concepts in degree renewal and lifelong learning; promoting participation in campus events such as lectures, performances, and sports; and creating market-leading career programming and support for our alumni
- Draw attention to the clear value of a UCI degree and UCI's place in the community by: engaging alumni and the community in raising UCI's rankings and reputation; creating a clear value proposition in which UCI invests in the lives and careers of its alumni and stewards their time, talent, and treasure when they give back; and creating structures to support on-campus and community volunteering
- Instill a culture among faculty and staff that values external constituents and activities, including alumni, parents, businesses, and community organizations
- Make it easier for community members to visit campus during evenings and weekends







### Goal 3.3:

#### ***Become a stronger partner with community organizations***

UCI began as a unique institution designed to respond to real-world questions regardless of disciplinary boundaries, serving as a leader in understanding, acting on, and teaching engaged scholarship. We will expand our many community engagement programs by creating a centralized campus environment for learning best practices, coordinating and recording our efforts, and intentionally and strategically growing our partnership activities with government, nonprofits, and businesses.

### Strategies

- Develop an engagement resource center to provide services, information, and coordination of meaningful volunteer opportunities, on- and off-campus, for students, faculty, and staff
- Become a trusted partner with business by increasing integrated public-private partnerships, leveraging the activities of Applied Innovation, fostering entrepreneurship and regional economic development, and cultivating opportunities for student internships and alumni employment
- Become an even better partner with national, state, and local government, increasing elected officials' understanding of UCI's value and driving greater engagement with faculty, students, staff, and alumni
- Drive collaboration with nonprofit organizations through access to UCI researchers, alumni, students, and physical spaces

### Goal 3.4:

#### ***Partner with Orange County to develop a national model for how to live responsibly and well in the 21st century***

UCI, which has an impressive history of positive and valuable regional impact, has the potential to serve as a national and international model for university-community partnerships. We will build on our core strengths – including a strong research hospital, emerging international expertise in the dynamics of water systems, identification as a leader in sustainability among American universities, K-12 education and wellness initiatives in the region's schools, and a world-renowned faculty – to improve the well-being of all our neighbors.



### Strategies

- Partner with Orange County in developing a sophisticated water conservation model that will provide a paradigm for 21st-century water management nationally and internationally
- Partner with regional agencies and businesses to develop new, more sustainable models for energy production, delivery, and consumption, including traffic efficiency and pollution control
- Implement an ethos of sustainability for students, faculty, and staff supported by clear processes and simple implementation strategies

- Make UCI a favorite destination for the Orange County community through joint public/campus events, the provision of public spaces for the exchange of ideas, greater faculty involvement in regional service, and the expansion of arts engagement initiatives
- Enhance the learning environment for Orange County citizens through dynamic engagement across the full educational spectrum, utilizing UCI Extension for online and remote learning, engaging the K-12 system with an emphasis on underserved communities, and undertaking an educational needs assessment of the county's citizens

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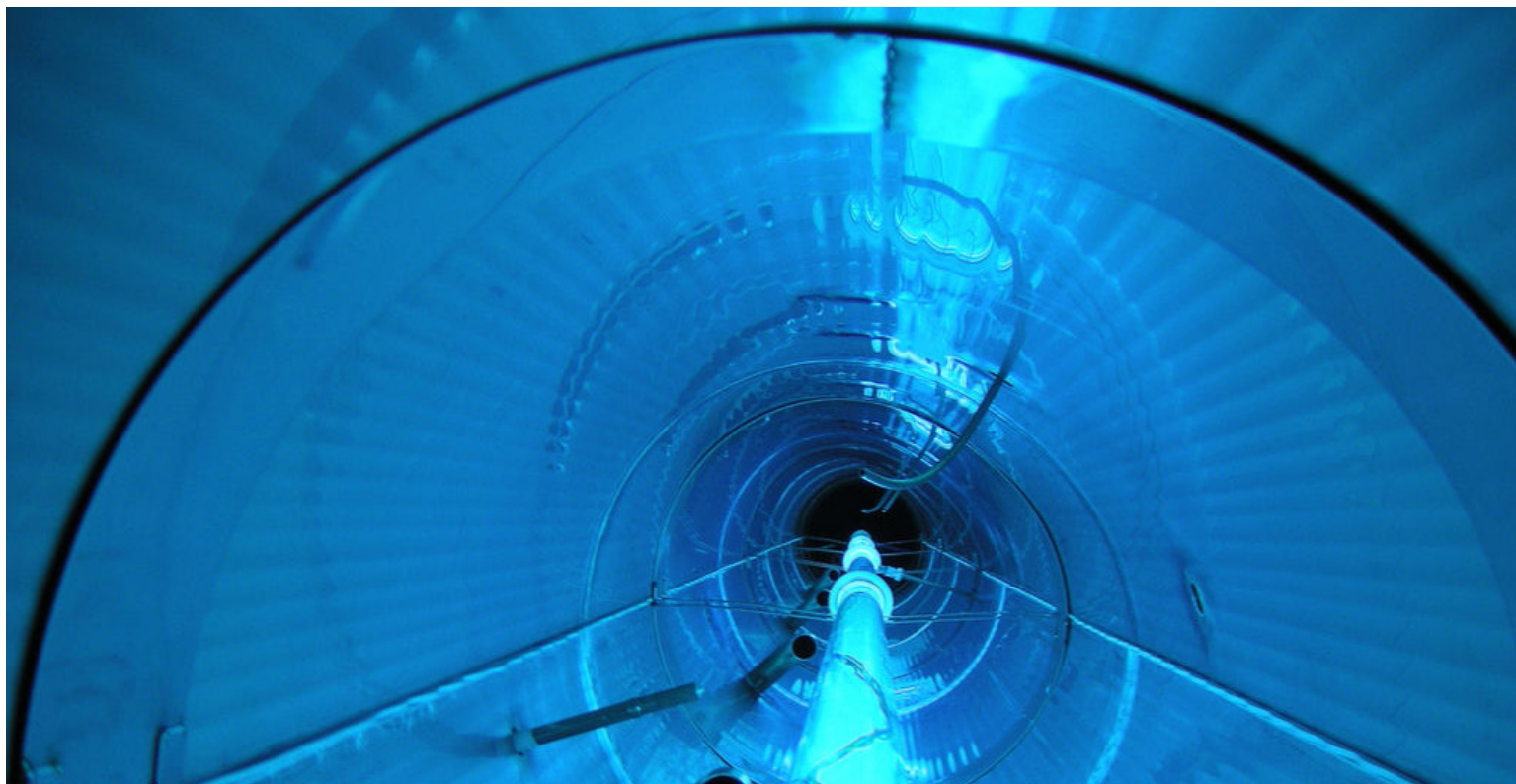
### Goal 3.5:

#### ***More broadly communicate and translate UCI's discoveries and innovations***

We have many successes to share with our communities locally and around the world. We will have many more. UCI will build greater awareness of our accomplishments and impact through continuous, dynamic, and ambitious campaigns. We owe it to the people of California to tell the full story of the profound and positive effect we have when we educate undergraduates, prepare the next generation of scholars and professionals, explore the frontiers of science, address pressing social challenges, engage fundamental questions of morality and human value, devise new clinical practices, unleash new forms of creative expression, and forge partnerships with our communities.

#### Strategies

- Communicate the strengths of UCI and its impact in the world by building a clear and strong identity, leveraging all forms of media, and showcasing UCI's value – with special emphasis on health and life-enhancing research – to community leaders and constituents
- Expand the visibility and accessibility of UCI's scholarly output by increasing knowledge of and access to the research and educational resources produced by our faculty and students, utilizing multiple channels, such as open access publishing, data sharing, and contributions to open source educational initiatives
- Strengthen our international presence and engagement by expanding: leadership visits to important geographies; exchanges and partnerships with international universities; satellite offices; international speakers and events; travel grants; visiting scholars; participation in world issues; and representation on education and research policymaking groups







## **Pillar 4: NEW PATHS FOR OUR BRILLIANT FUTURE**

### *Forging Best Practices to Power the Coming Century*

In the 50 years since UCI's founding, public policy toward higher education has gradually changed. Significant decreases in state support have led to a new financial reality for the UC system. In order to accomplish our goals in this new environment and realize the ambitious vision outlined above, UCI needs to ensure its strong financial footing, mobilize community support, promote staff engagement with our mission, and develop creative plans to establish an infrastructure that will support us moving forward.

#### Goal 4.1:

#### ***Develop a sustainable financial plan***

To escalate our national and international leadership, continue our excellence in research and teaching, and respond to global grand challenges, we will develop a financial plan with sustainable and diverse sources of revenue, along with the agility needed to reallocate resources to meet emerging needs. Through deliberate fiscal planning and optimized business processes, UCI will remain focused on its mission.

#### Strategies

- Align resources with strategic priorities to expand innovation and impact, ensure student success, and enhance community and global engagement
- Diversify revenue streams, which may include: additional self-supporting graduate programs, more funded research, increasing intellectual property licensing and technology transfer, increasing enrollment of nonresident students, and adding revenue-generating labs and professional development opportunities
- Generate a sustainable, long-term ratio of risk to investment return
- Invest in administrative, financial and academic frameworks to increase efficiencies and grow and strengthen scholastic programs and services across campus
- Effectively utilize debt financing to support infrastructure development needs



#### Goal 4.2:

#### ***Make fundraising a central feature of our academic planning and leadership culture***

The campus has always benefited from philanthropic support from people of goodwill in the region and throughout the world. The completion of a \$1 billion fundraising campaign was a historic accomplishment. However, our existing levels of philanthropic support will not be sufficient to allow us to achieve our high ambitions. Needs that were traditionally addressed by public resources, including infrastructure and research funding, will now require strong and even transformative support from donors, foundations, and corporate sponsors. The leadership culture on campus must recognize the central role played by external support and make the necessary investments of time and resources to nurture this support for our faculty, students, and staff.

#### Strategies

- Double average annual giving to the campus over the next two years (FY 2015=base)
- Invest resources to support fundraising and strategic communities, both centrally and locally, to levels that are adequate to dramatically increase giving to the campus
- Ensure that all campus leaders are committed and prepared to mobilize support from donors, foundations, and corporate partners
- Develop systems and metrics of success that allow for ongoing assessment of progress in fundraising
- Support the efforts of the UCI Foundation to engage in its own strategic plan to assess what changes are needed to ensure greater campus opportunities for fundraising
- Calibrate our expectations of support – for students, endowed chairs, center and school namings, and other transformational gifts – to levels appropriate for our ambitions





#### **Goal 4.3:**

#### ***Bolster and position staff to more effectively support the academic mission***

UCI staff members provide essential support for faculty and students, enabling those groups to focus on advancing our academic mission. With aspirations to expand academic programming, faculty, research, and enrollment, we will recalibrate staffing levels and develop and implement programs to encourage our most experienced and productive staff to remain committed to UCI.

#### **Strategies**

- Evaluate gaps in staff support and create a plan for increased hiring or reallocation of resources where needed, particularly for research, technology, and areas of strategic expansion
- Partner with Human Resources and UCI Extension to develop and implement innovative efficiencies, including modernizing administrative processes and incentivizing staff ideas and contributions
- Partner with Human Resources and other staff organizations to develop programs for staff professional development, career progression, and increasing staff engagement in campuswide activities
- Establish policies and systematic processes to ensure staff salaries are competitive and meritorious work is rewarded
- Institutionalize programs to regularly assess and address quality-of-workplace issues

#### **Goal 4.4:**

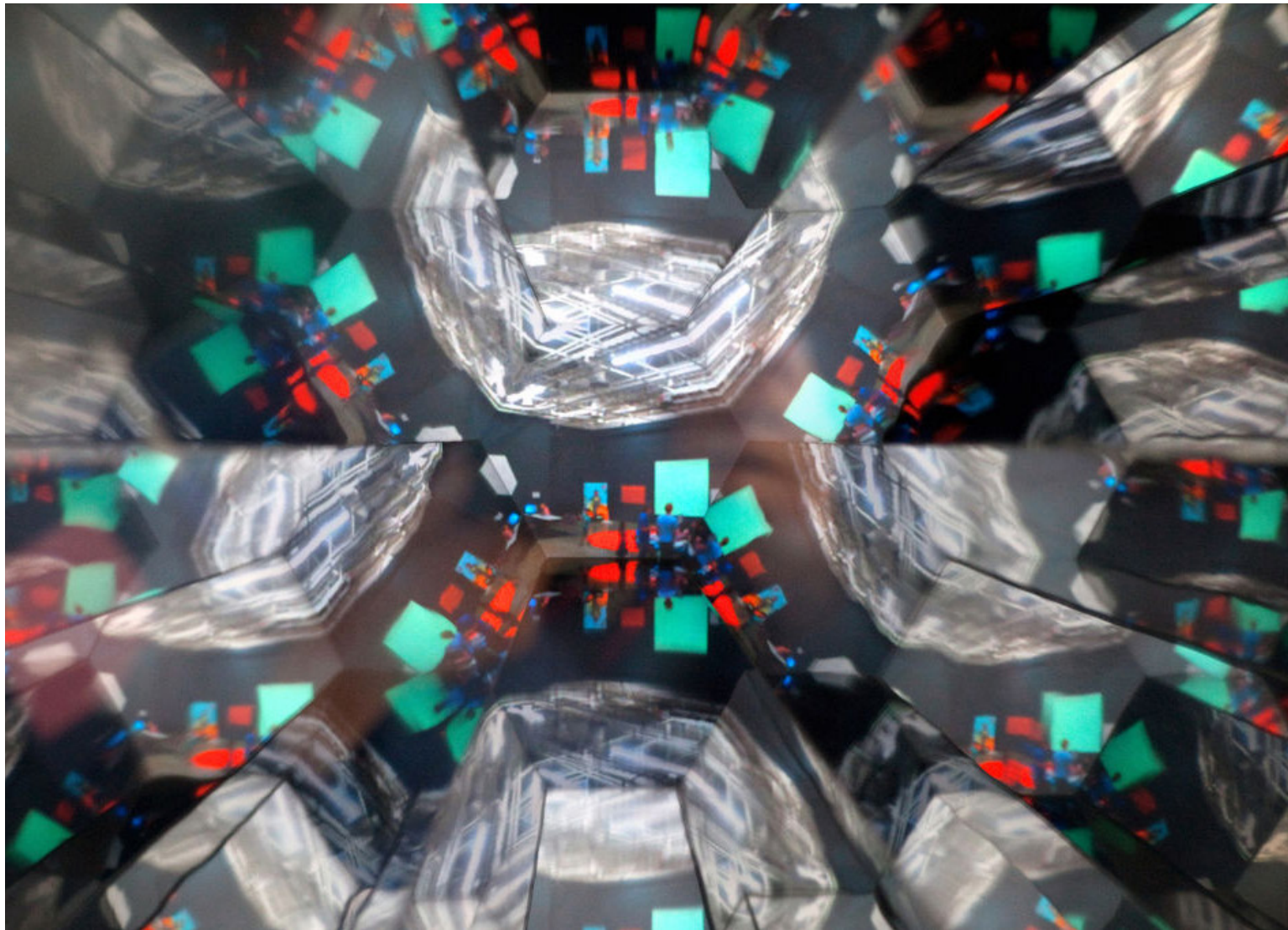
#### ***Expand, build, and maintain an excellent physical infrastructure***

UCI is committed to innovation and impact through strategic expansion. To meet the requirements of our strategic initiatives, including targets identified in the campus's Long-Range Enrollment Plan, we will maximize the efficient use of existing space and build new facilities to support growing areas of the campus. Our infrastructure will support growing programs, populations, learning and research environments, and multiple levels of engagement.

#### **Strategies**

- Add space capacity and facilities to meet unmet and future demand
- Allot a sustainable percentage of capital investments to facilities renewal
- Maximize the value of off-campus spaces, including University Research Park, North Campus, and the Orange County Great Park
- Develop University Hills as warranted to accommodate faculty and staff growth
- Address accessibility challenges in facilities to better serve students, employees, and visitors with special needs
- Strengthen UCI's campuswide parking, traffic management, and public safety plans to accommodate campus growth and accessibility





#### Goal 4.5:

#### ***Ensure a high-quality, ubiquitous, secure, and robust information technology infrastructure***

As a 21st-century university, UCI will invest in a modern and robust technology infrastructure to facilitate collaborative research, effective teaching, and broad communication. We will provide faculty, staff, students, and alumni with the opportunity to interact across multiple platforms with campus, local, and global communities.

#### Strategies

- Provide resources and standardize support for educational technologies
- Ensure pervasive support across multiple platforms, including mobile devices
- Leverage external and cloud services to manage costs and maximize flexibility
- Make tools and services available to facilitate and enhance the local and international Web presence of campus units and research groups
- Develop systematic assessment protocols and implementation processes to ensure we adjust our cyber infrastructure as technologies evolve
- Leverage central resources to maximize capacity for a robust network of internal and external services and information



# Conclusion

As we look toward the future of this great university, global preeminence is our destiny. Our students, faculty, and staff are some of the best in the world. Facilities and geographic location are enviable. The pioneering spirit and pursuit of innovation that drove the birth of our campus are now woven into the fabric of our culture.



This plan helps us channel our legacy and set the path toward a luminous tomorrow. By growing strategically, advancing our students' success, forging connections with our community, and building strong financial and structural support, we unfurl UCI's potential to become an even more powerful force that saves lives, tackles societal problems, and embraces knowledge and discovery.

Transforming lives and solving great problems – an inspirational mission for an inspiring institution.

So let us leap into our brilliant future, galvanized by the enterprising character of our founders and focused on our unique talents that make this world a better place.

*Fiat Lux*

