

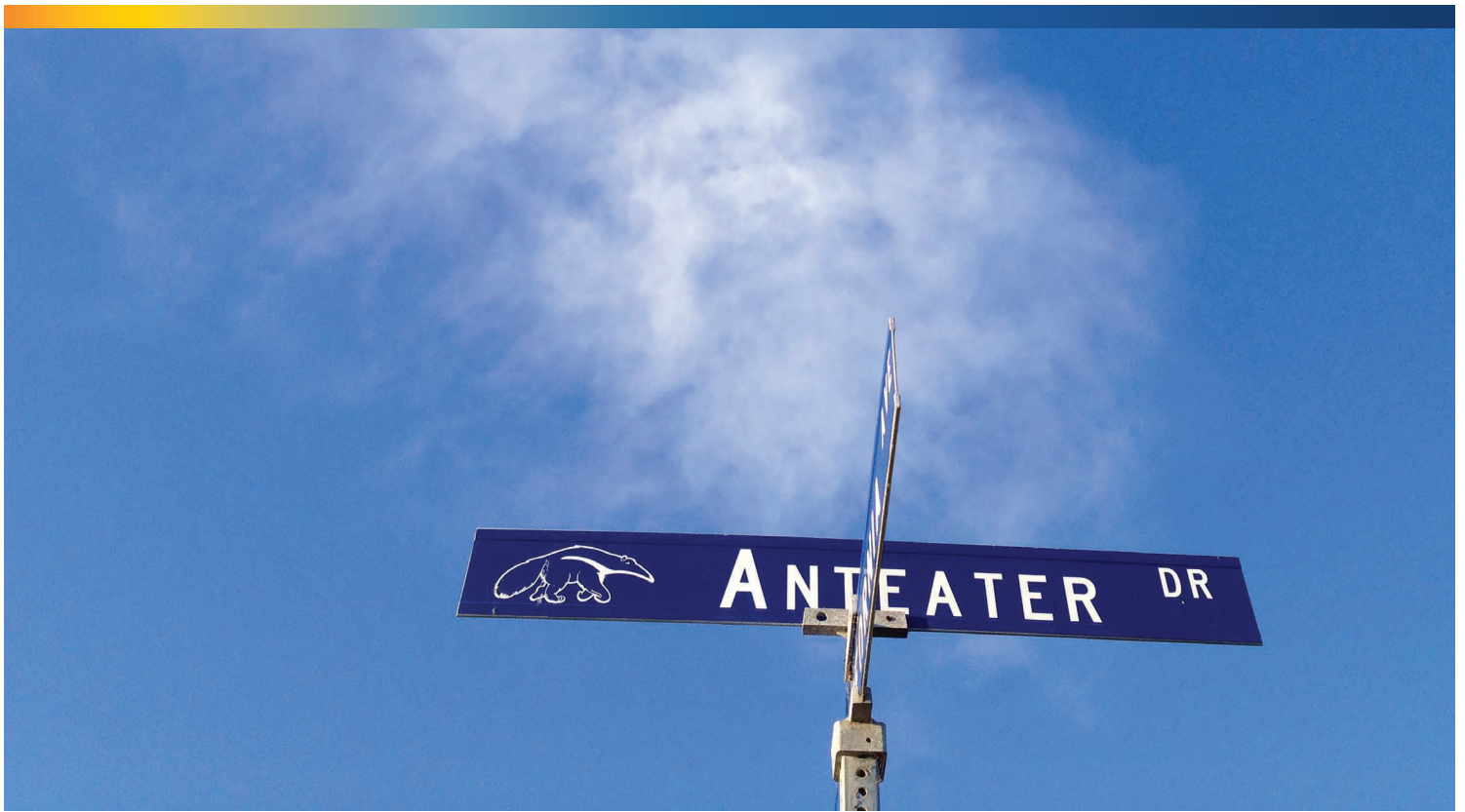


UCI University of
California, Irvine

Strategic Plan

Bright Past. Brilliant Future.

Spring 2023



In 2016, UCI released a bold, new strategic plan to build upon campus strengths and to realize our brilliant future. Developed over months of campus consultation, the plan is based on four 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

We remain committed to the overarching vision of this [strategic plan](#). But over the past seven years, many of the specific goals within these pillars have been accomplished,

and many strategies relevant at that time require adjustment and refocus in consideration of new circumstances and opportunities.



Consequently, in January 2022, Provost and Executive Vice Chancellor Hal Stern charged a group of faculty members and administrators from across campus to refresh our plan to guide strategic time and resource investment decisions over the next five years.


For more than half a year, the steering committee – chaired by the Vice Provost for Academic Planning and Institutional Research – reviewed and discussed how best to update the plan. In June 2022, the committee circulated the plan to the broader

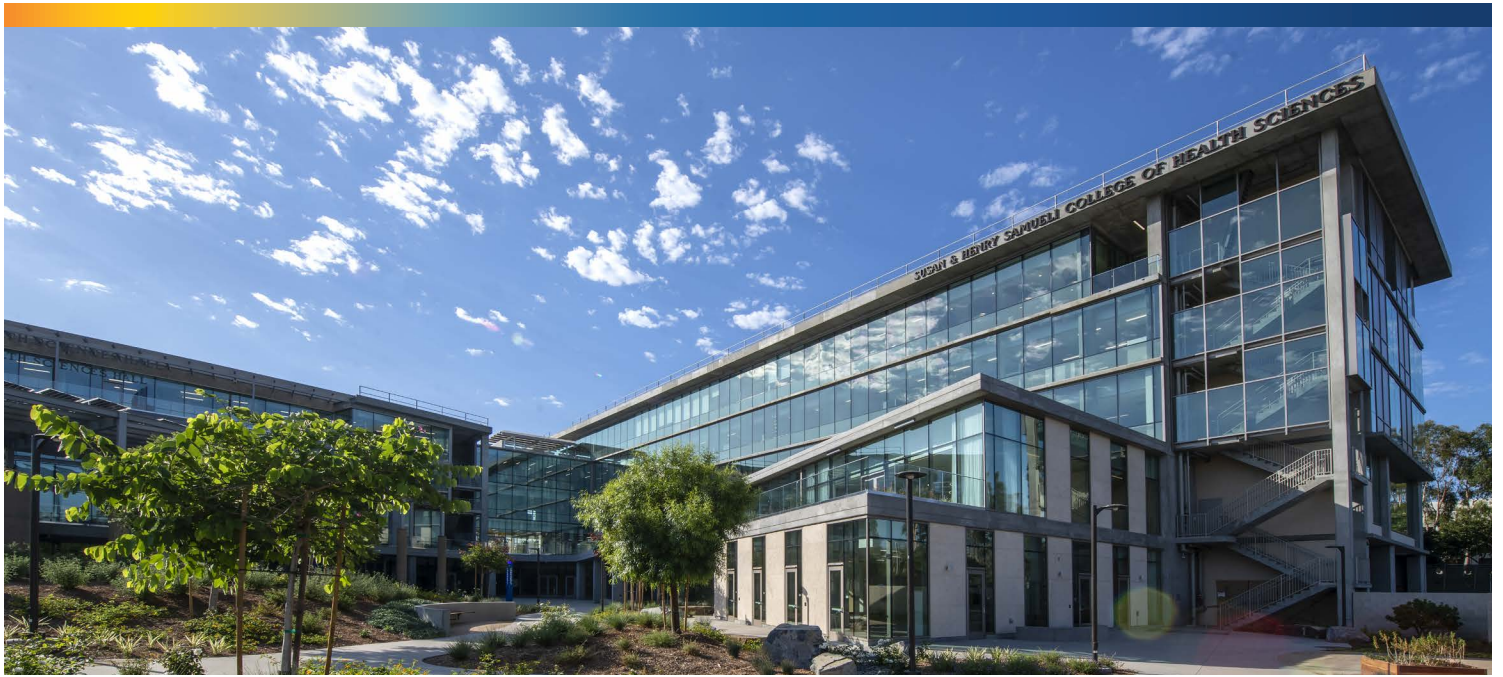
campus community with a request for input and feedback. Many good, new ideas were proposed and will be pursued, irrespective of whether they are referenced in this document. Our approach mirrors the one adopted in the original plan, which focused on identifying approximately 20 of the most important priorities to guide decision-making over the next five years. And as always, alongside this document, schools and programs are expected to develop and to implement their own strategic plans.

Beyond the need to set new goals and to make adjustments, the steering committee focused on **leveraging UC Irvine's distinctive strengths. These include our interdisciplinary collaborations, our spirit of innovation, our reputation for advancing social mobility, our unique position within one of the country's most lively and diverse regions, and our unshakeable commitment to inclusive excellence encompassing a broad range of intersectional identities and experiences.** We are confident that UC Irvine is well-positioned to be an exemplar for how best to combine traditional measures of academic and research excellence with a commitment to serving all people and advancing the well-being of our region, our state and our world through the creation and transmission of new knowledge.

The new goals enumerated in this refreshed plan will be infused with the conviction that our culture and climate must be one where all students, staff and faculty can thrive and achieve at the highest levels of their aspirations.

Moreover, this commitment will motivate us to reach out to corners of our community that traditionally have not yet benefited from what our great research university has to offer.





Pillar 1: Growth That Makes a Difference

Expanding Our Capacity to Improve Lives

Under “Growth That Makes a Difference,” our strategic plan committed to:

- Expanding the number and impact of the UC Irvine faculty.
- Increasing research expenditures to more than \$500 million annually.
- Expanding the quality and impact of UCI Health.
- Creating appropriate programs and structures to facilitate interdisciplinary, problem-based scholarship and teaching, especially for convergence science.
- Developing, supporting and promoting new comprehensive research initiatives that shed light on social problems and address regional and global grand challenges.
- Making art, culture, creative expression and humanistic inquiry pervasive in our research and educational missions.

While the pandemic slowed the pace of our planned growth of 250 new faculty members, we have been remarkably successful in accomplishing many of these goals. Notably, in fiscal year 2020-2021, UCI received the most external funding in campus history – \$592 million in grants and contracts.

UCI Health continues to expand both its physical footprint and research impact, with

the Susan & Henry Samueli College of Health Sciences building and the Sue & Bill Gross Nursing & Health Sciences Hall opening in 2022. Since 2016, two programs transitioned to become formal schools: the Sue & Bill Gross School of Nursing and the School of Pharmacy & Pharmaceutical Sciences.

UCI will be hiring more than one dozen faculty members across campus in three

clusters focusing on environmental health disparities, infrastructure equity and poetic justice as part of the Black Thriving Initiative Cluster Hiring Program.

We have built the new Susan & Henry Samueli Interdisciplinary Science & Engineering Building to facilitate interdisciplinary scholarship and teaching. We have created a world-class Team Scholarship Accelerator Lab to support and facilitate interdisciplinary collaborative research. Our campus formed the Center for Complex and Active Materials, a new NSF Materials Research Science and Engineering Center. We have cultivated a campus culture of world-class sustainability.

Our academic initiatives program has funded faculty teams addressing global challenges including improving precision health through artificial intelligence, fueling the development of new knowledge and insights into the dynamics of infectious diseases and drug resistance, and ending family violence.



The new Susan & Henry Samueli Interdisciplinary Science & Engineering Building facilitates interdisciplinary scholarship and teaching.



And thanks to the generosity of our community, we are building the Jack and Shanaz Langson Institute and Museum of California Art, which will house two important collections of California art: The Irvine Museum Collection and The Buck Collection. Langson IMCA will offer unparalleled arts and cross-curricular experiences for the campus, region and beyond.



Over the next five years, we are committed to advancing growth to make a difference in the following ways:

- **Adjusting the overall goal for new Senate faculty** by adding 25 on top of the 175 we have hired to date and ensuring that the resulting faculty reflect the talents and perspectives of a more diverse set of backgrounds and life experiences than our existing faculty.
- **Continuing the build-out of the Susan & Henry Samueli College of Health Sciences** and ensuring its integration with our clinical enterprise and biomedical research expansion, which will include the new UCI Health – Irvine complex and the Falling Leaves Foundation Medical Innovation Building.
- **Identifying a set of interdisciplinary research and scholarly themes** – inclusive of our schools and disciplines – for development into a focused set of highly regarded and

nationally recognized areas of campus strength, with climate change and environmental sustainability as one already-recognized area of strength and special impact.

- **Promoting the quality of our nationally recognized graduate programs** and creating a pathway whereby more of them are viewed as among the most highly regarded in the nation.
- **Increasing the target for overall research awards** to more than \$800 million annually and investing in the critical research infrastructure to facilitate this growth.
- **Developing new targets for student enrollment** with attention to the appropriate balance between in-person instruction and distance-learning options.



Pillar 2: First in Class

Elevating the Student Experience to Prepare Future Leaders

Under “First in Class,” our strategic plan committed to:

- Expanding the student body and making UC Irvine a first-choice campus for students.
- Fostering excellence in teaching and learning.
- Using modern technologies to create the most effective learning environments.
- Integrating student life with educational experiences.
- Ensuring that UC Irvine’s educational opportunities are an engine for social mobility, impact and positive innovation.
- Building on the success of the Campuswide Honors Program by considering a new honors college.

We have made outstanding progress on these goals over the past five years. Since our strategic plan was released in 2016, we have increased total enrollment by nearly 5,700 to our current level of more than 37,000 students. We have been remarkably successful with making UC Irvine a first-choice campus; we received more than 143,000 applications for fall 2023 (a 45 percent increase over 2016), setting a new record and continuing to solidify UC Irvine's position as one of the most desired schools in the country. Additionally, UC Irvine was for the fifth consecutive year the top UC choice for in-state, first-generation students, with 45 percent of our California-resident applications coming from those who will be the first in their generation to attend college.



We received more than 143,000 applications for fall 2023 (a 45 percent increase over 2016 application levels), setting a new record.

Our new Division of Teaching Excellence & Innovation trains faculty in new pedagogical techniques through its Active Learning Institute, and we have constructed a state-of-the-art active learning facility in the Anteater Learning Pavilion.

Outside the classroom, we provide students with opportunities to engage in educational life experiences that will prepare them to become future leaders. These include conducting research through the Undergraduate Research Opportunities Program, becoming an entrepreneur at our ANTreprenuer Center, and interning in Sacramento or Washington, D.C. through our Office of Civic Engagement.





The campus' low-income and Pell Grant enrollment and favorable graduate outcomes have led to our recognition twice as the No. 1 university doing the most for the American Dream from *The New York Times* and the No. 1 best college in the U.S. from *Money* magazine. And now we are building on the historical success of the Campuswide Honors Program with the expanded Campuswide Honors Collegium. Over the next five years, we are committed to elevating the UC Irvine student experience in the following ways:

- **Accelerating our efforts to make UC Irvine a top choice** for students of all backgrounds.
- **Diversifying pedagogical options** for students who seek a balance between traditional in-person instruction and high-quality online, distance learning or technology-enhanced educational opportunities.
- **Establishing national leadership in the research** and practice of data-informed student success by building on the UCI Measuring Undergraduate Success Trajectories project, the Comprehensive Analytics for Student Success initiative and other resources to further improve overall student outcomes and eliminate achievement gaps among various cohorts.
- **Developing high-quality and universally designed innovative technologies** that will enhance academic advisement, student engagement and student support services, including holistic student support and career pathways.



Pillar 3: Great Partners

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

Under “Great Partners,” our strategic plan committed to:

- Building an engagement culture.
- Creating a powerful “Anteater-for-life” ethos that promotes ideal and sustained student and alumni participation.
- Becoming a stronger partner with community organizations.
- Partnering with Orange County to develop a national model for how to live responsibly and well in the 21st century.
- More broadly communicating and translating UCI’s discoveries and innovations.

Pillar 3: Great Partners

Over the past seven years, we have strengthened our engagement with Anteater alumni and advanced our local, national and global connections. Now under the

umbrella of University Advancement & Alumni Relations, the UCI Alumni Association supports over 40 regional, affinity, academic, international and industry chapters.



Faculty across the campus are engaging in translational research that benefits our community. The UCI Orange County Educational Advancement Network engages in actionable scholarship to positively impact academic outcomes in the diverse communities of Southern California. The campus is launching the Leveraging Inspiring Futures Through Educational Degrees program, which will enable the campus to extend educational opportunities to

incarcerated students. The Program in Public Health conducts research in federally qualified health centers with the goal of scaling up sustainable, equitable healthcare technologies. The interdisciplinary Solutions that Scale initiative strives to be a campus, regional and global nexus for climate change solution activities. It aims to provide and create comprehensive solutions in three arenas: education and research, public policy, and corporate/industry.



To date, investments in – and returns from – campus-based startups have totaled more than \$34 billion, and have contributed \$5.4 billion to the economy of Orange County.

Through Beall Applied Innovation, UC Irvine is empowering innovators, entrepreneurs, faculty researchers and the community to create the groundbreaking ideas and businesses of tomorrow. To date, investments in – and returns from – campus-based startups have totaled more than \$34 billion, and have contributed \$5.4 billion to the economy of Orange County.

UC Irvine has partnered with academic institutions around the world to enhance our

research and teaching missions. Over the past seven years, more than 20,000 joint publications have included collaborators outside of the U.S. In addition, each year about 1,500 undergraduate students enhance their education through research or study outside the U.S. These exchange programs change lives and deepen international understanding.



We remain committed to these ambitious goals. Over the next five years, we will strengthen our existing partnerships and establish new ones that enhance our mission in the following ways:

- **Building on the model of the UCI-OC Alliance** by engaging with a broader set of regional community members who have special interests in supporting the success of our students.
- **Expanding local partnerships** that help the campus be of greater service to the Orange County community.
- **Ensuring that UC Irvine is contributing to innovative business development** and workforce preparation within the regional innovation ecosystem.
- **Expanding our partnerships with national efforts**, such as the Alliance of Hispanic Serving Research Universities, to build new pathways to graduate education and the professoriate for historically underrepresented students.
- **Maintaining international collaborations** that advance global knowledge and contribute to the intellectual and cultural fabric of the campus while also defending principles of academic freedom, research integrity, transparency and our ethical and legal obligations to our federal sponsors.
- **Enhancing community connections** to the campus by inviting more people from the surrounding area to engage with UC Irvine Athletics, Claire Trevor School of the Arts performances and exhibitions, and the work of the Langson Institute and Museum of California Art.



Pillar 4: New Paths for Our Brilliant Future

Forging Best Practices to Power the Coming Century

Under “New Paths for Our Brilliant Future,” our strategic plan committed to

- **Developing a sustainable financial plan.**
- **Making fundraising a central feature of our academic planning and leadership culture.**
- **Bolstering and positioning staff to more effectively support the academic mission.**
- **Expanding, building and maintaining an excellent physical infrastructure.**
- **Ensuring a high-quality, ubiquitous, secure and robust information technology infrastructure.**

We stand behind these goals and have made significant progress. The University of California recently reached a five-year compact agreement with the State of California and a new cohort-based tuition model began in fall 2022, providing a greater level of predictability for campus planning efforts.

Since 2016, we have launched 15 new professional programs to meet employer demand for highly educated, diverse talent with master’s degrees in fields including data science, human-computer interaction & design, and innovation & entrepreneurship.

Pillar 4: New Paths for Our Brilliant Future



During that same period, campus research funding has increased from \$395 million to more than \$590 million in contracts and grants. Our [Brilliant Future Campaign](#), the most ambitious fundraising effort in school history, has reached over 63,000 engaged alumni and raised more than \$1.5 billion.

The vision and generosity of UC Irvine leaders and philanthropists has allowed for vital campus expansion, including construction of the innovative Anteater Learning Pavilion, Susan & Henry Samueli Interdisciplinary Science & Engineering Building and several housing projects to benefit undergraduate and graduate students.

The new UCI Health – Irvine complex will include a 144-bed acute-care hospital with an emergency department, ambulatory surgery center, National Cancer Institute-designated Chao Family Comprehensive Cancer Center and the outpatient Joe C. Wen and Family Center for Advanced Care.



Over the past seven years, we have reorganized our human resources operations into a partnership model. A central team – with expertise in workforce planning, organizational effectiveness, talent management, total rewards, HR technology and data, policy and compliance, and workforce relations – now collaborates with HR business partners in academic and administrative units to provide enterprise-wide strategic planning and support.

Since the release of the strategic plan, we have made significant investments in our technology infrastructure. These include strengthening the resilience of our campus systems, developing collaborative strategies for institutional use and partnership around data, and creating an enterprise function to drive the strategic use of technology and data in support of the institutional mission.



We stand behind these goals. Over the next five years, we will deepen our commitment by:

- **Adjusting our cost structures** according to current and projected budget conditions and more closely tying resource allocations to strategic priorities.
- **Enhancing the campus' reputation as an employer of choice** by embracing “work reimagined” and more flexible options, and by expanding staff opportunities for professional development and career advancement.
- **Assessing our current physical infrastructure and space needs** in light of increasing interest in remote work and online instruction, with an eye toward reimagining the built environment of the future.
- **Addressing accessibility challenges** in our physical infrastructure, learning environments and online communications to better serve students, employees and visitors with disabilities.
- **Ensuring that our information** technology infrastructure is robust, resilient and agile to address the security risks of the digital era and providing the framework for ethical practices around personal privacy, data security and business continuity.



Conclusion

Let us take the next steps to expand our capacity to transform lives, elevate the student experience and prepare future leaders, build the partnerships that enhance our ability to serve the people and forge

best practices to sustain our efforts. We take these new steps to ensure that we continue to build a more brilliant future for the UC Irvine community, for our region and for our world.