UCI: Bright Past, Brilliant Future

UCI was born fifty years ago to advance an audacious goal few have ever considered: improve society through a system of globally preeminent research universities that create knowledge, unearth life-enhancing discoveries, and provide a world-class education to the most talented young 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 fifty years. But we know we have more to do: strengthen our contributions in research, education, and service; accelerate our ascendency among globally preeminent research universities; 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. Truly, 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 trail-blazing founders. We will 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 fifty years no longer apply. We must be bold and creative both in our academic planning and our financial planning.

From the strengths of our existing schools and departments we will continue to explore those areas on the frontiers of knowledge that cut across traditional structures, where we have unique opportunities to make important contributions focused on global grand challenges, regional imperatives, and the evolving interests and passions of a new generation of students and scholars who seek to explore large ideas. We will expand our capacity to do high-impact research while also leveraging our excellence in the arts, creative expression, and humanistic inquiry as integral elements of the UCI experience.

We will continue to ensure that the educational experiences of our students – undergraduate, graduate, professional – enrich their mind and spirit, 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, complementing our outstanding academic environment with a culture of fun, championship athletic programs, and extracurricular activities that embody the unique Anteater spirit. We will build on our nationally recognized reputation for ensuring that all of our students, regardless of background, have an outstanding record of success. We will
also find new ways to build on our existing spirit of innovation and experimentation in how we teach and structure academic experiences.

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 the access 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.

Our vision – developed with extensive participation of many members of the UCI community, and reflecting our fundamental commitment to shared governance – rests upon 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

### PILLAR 1: GROWTH THAT MAKES A DIFFERENCE – Expanding Our Capacity to Improve Lives

In our short existence, UCI’s 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 chlorofluorocarbons (CFC) use, which ultimately led to the worldwide ban on CFCs and which inspired national and global scientific inquiry into the effects of mankind’s actions on our living planet, is but 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**

A critical area of growth is our faculty, the key to our future reputation and impact. We will develop and implement special initiatives to retain our highly recognized and productive faculty; provide support and development for junior faculty; and strategically increase our research and teaching capacity by adding 250 additional faculty to our ranks. We will pay special attention to attracting and hiring scholars whose work builds on our existing disciplinary strengths and who are on extraordinary career trajectories of significant scholarship, who span disciplinary boundaries in creative ways, and whose work engages the community.

**Strategies**

- Strategically grow UCI’s research and teaching capacity by 250 additional faculty
• Systematically acknowledge, reward, and retain our best current faculty by using salary incentives to keep UCI competitive with outside offers; establish campus-wide and school-based committees to nominate candidates for major awards, fellowships, academies, and other honors; and maintain a supportive campus climate

• Extend 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 elevating the profile of these areas significantly

Goal 1.2: Increase research expenditures to $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 capacity 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

• Substantially increase the number of grant proposals submitted by UCI faculty

• Streamline grant, contract, and partnership submission processes

• Increase pre- and post-award administrative support for funded research

• 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 AAU aspirational peers. 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 opportunities and infrastructures for convergence science

Major advances come from assembling the minds and skills of experts at 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. It is of particular importance for the campus to increase the contributions that arise from the convergence of research across medicine, biology, physical science, engineering, and information and computer science. Work across these disciplines is yielding critical advances in fields such as health, energy, food, climate, and water. UCI will ensure that faculty and students from converging fields can work together in more focused and systematic ways.

Strategies

- Invest in academic and administrative structures that promote interdisciplinary practices; new structures should aim to accommodate cross-disciplinary research and education, provide benchmarks for cross-discipline faculty productivity, and implement protocols for allocating resources for research
- Accelerate faculty hiring in academic areas with the highest potential for establishing UCI’s impact in convergence science
- Create a campus-wide 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 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 the 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 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 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 programming, professional programs, and self-supporting master’s programs in a way that maintains the integrity of UCI’s teaching mission and does not compromise our ability to pursue aggressive research programs.

**Goal 1.6: Make pervasive the impact of art, culture, creative expression, and humanistic inquiry on our broader research and educational mission**

UCI has an unshakable commitment to enriching lives and illuminating important questions through art, creative expression, and humanistic 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, cultural knowledge, and philosophical exploration enhance the creative impulse in all disciplines and ensure that we remain focused on fundamental questions of value, meaning, and purpose. We will also shape our arts and humanities programming to strengthen alignment with our ultimate goal of developing whole persons.

**Strategies**

• Grow the “Illuminations” initiative 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 campus-wide 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 mind and spirit, 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, while at the same time establishing a foundation for overall expansion. We will ensure 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. Through expanding our student body and growing our alumni base, UCI will broaden our impact locally and globally.

Strategies

- Establish a growth path for expanding the student body to 40,000 students, through a combination of new on-campus and online students
- Recruit and retain all of the most talented students regardless of background
- Commit to yearly improvements in our success at recruiting students who have also been accepted at other preeminent colleges and universities
- Ensure that all students gain exposure and skills relevant to a range of potential career options, within and outside of 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 research institutions of the Association of American Universities. UCI will develop the necessary infrastructure to encourage and train faculty to directly connect 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

- Provide support for the implementation of cutting-edge pedagogical practices by funding a center for engaged instruction; establishing faculty graduate learning communities that support implementation of evidence-based teaching; establishing a center for research on teaching and learning to promote continued excellence in pedagogical practices; developing websites and online resources to provide ongoing information to faculty and graduate students; establishing pedagogical liaisons in each school; and clearly articulating and assessing undergraduate student learning outcomes
- Support new academic initiatives that enhance student learning by continuing and expanding programs, such as the Graduate Growth Incentive Award, that assist faculty in developing and implementing new academic initiatives; identifying mechanisms to foster international collaborations and provide/develop academic programs for implementation at international partner institutions; routinely evaluating success of current academic programs; assessing achievement of undergraduate learning and graduate program learning outcomes; and
terminating, modifying, and adding to the portfolio of programs offered to undergraduate and graduate students to ensure they reflect current student interests

- Engage faculty in improving all aspects of graduate student development and experience by institutionalizing the evaluation of graduate-level program learning outcomes (PLOs) and use PLO assessments to revise graduate programs as needed; creating mechanisms through which faculty learn about and support graduate students’ career goals; continuing to host workshops and presentations through the Graduate Resource Center; implementing and evaluating the campus’s mentoring policy; establishing continual dialogue between graduate students and departments/programs; providing faculty with data-driven, contemporary insights into ways to improve graduate training in all areas; removing administrative barriers to co-located graduate/undergraduate courses; and promoting use of standardized advising tools to structure faculty-student conversations about research, academic progress, professionalization, and career goals

- Enhance the role of Lecturers with Security Of Employment (LSOE) in identifying and implementing best teaching practices by clarifying the tenure and promotion reward structure for LSOEs and establishing a central resource center for LSOEs to meet and exchange information

- Develop a robust network of support among academic advisors, departments, and central campus by continually improving academic advising for all students through programming at the campus and department level; encouraging development of both undergraduate and graduate student success plans to provide academic support where needed; and recognizing and sharing best practices around advising

- Implement best practices for evaluation of teaching by developing systems for peer evaluation of teaching; developing a system for faculty, graduate students, and postdoctoral scholars to maintain teaching portfolios; developing a system for independent student evaluation of teaching; and utilizing effective teaching evaluations to help faculty choose among different pedagogical modes

- Enhance pedagogical training for graduate students and postdoctoral scholars by developing a teaching excellence certificate for both cohorts; 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 for graduate students and postdoctoral scholars

**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 so UCI can impact our diverse range of internal and external constituencies. In addition, we will improve student learning through the effective application of student analytics to decrease time-to-degree and increase graduation rates, and to close the gaps in these measures by race/ethnicity, first-generation status, and income level.
Strategies

• Become a national leader for quality online education by establishing metrics for quality online teaching that faculty apply to their own teaching; and assessing the extent to which students successfully meet learning outcomes in both undergraduate and graduate online courses

• Incorporate technological innovations and global connections into traditional on-campus teaching by providing resources through the Division of Teaching and Learning for training graduate students, postdoctoral scholars, and faculty in online education; standardizing support for educational technologies; providing instructional spaces that allow for face-to-face activities that leverage technology; and using appropriate video lectures to bring top researchers into the classroom experience more effectively

• Make emerging technologies available and accessible to faculty and students by updating classroom spaces to maximize use of technology; evaluating appropriate licensing of software; providing faculty with information and training on third-party educational software; and introducing collaboration technologies to facilitate on-campus student engagement with global resources

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—undergraduate, graduate, and professional—within the context of research, academic, and co-curricular environments. We will integrate internships, leadership experiences, mentorship, learning communities, cohorts, and other student life experiences to equip our students with skills such as complex problem solving, critical thinking, working in diverse teams, and communication.

Strategies

• Provide all students with the opportunity to participate in research and creative activities by expanding lower-division research training opportunities (often referred to as course-based authentic research experiences); developing a wide range of senior capstone experiences; and developing and expanding programs to train graduate students to mentor undergraduate researchers

• Increase undergraduate-graduate interactions by strengthening relationships among teaching assistants (TAs), research assistants, and undergraduates; enhancing training for TAs; utilizing graduate students as resident advisors; and providing non-research-based mentoring opportunities

• Develop self-learners and independent scholars by, for undergraduates, introducing explicit training in first- and second-year courses, and experiences in self-learning skills; and, for graduate students, providing support as they transition from coursework to independent research and as they experiment with career immersion programs through the use of internship pipelines and collaborative projects

• 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
• Enhance professional success for students by improving access to Career Center data and information for all students; providing faculty with tools to point undergraduates to resources, especially in introductory freshman classes; providing students access to alumni mentors in similar fields; encouraging faculty to promote campus resources such as the Graduate Resource Center (GRC) in introductory graduate seminars; and evaluating graduate student success as part of faculty merit reviews

• Develop a culture that explicitly connects the research university academic educational experience with success in future careers or continued study by increasing the percentage of UCI undergraduates admitted to graduate programs; providing web space for students to share experiences; increasing internship opportunities for undergraduate and graduate students; engaging graduate alumni to mentor existing graduate students and promote professionalization and career preparation; building educational opportunities to meaningfully connect the research enterprise with entrepreneurship; and consciously forging a link between creative and critical thinking skills and entrepreneurial attitudes that can be taken to any academic or professional career

• Create a culture of mentorship that goes beyond the student-advisor relationship by recognizing and rewarding exceptional mentoring; evaluating mentoring and providing mentors with feedback; building accountability regarding the quality of mentoring; and creating a mentorship registry for different academic career tracks

• Establish learning communities by evaluating the effectiveness of a wide range of cohort experiences and implementing the most effective modes; creating living-learning housing communities; fostering the development of learning communities in which faculty, postdoctoral scholars, and undergraduate and graduate students collaborate to study and exchange best practices in teaching and learning; encouraging more student engagement with the community; and creating core communities of practice around major areas of student research and study

• Engage students’ families and other external support networks as part of the learning community by utilizing and expanding existing resources for families with particular attention to first-generation college students, underrepresented students, international students, undocumented students, veteran students, and students who are parents; creating events that are open to family members; and providing access to childcare and other support services

• Ensure that UCI Athletics is sufficiently robust to facilitate and enrich students’ educational and personal growth, and to foster a unifying spirit that transcends cultures

• Foster community among graduate students by supporting Diverse Educational Community and Doctoral Experience’s (DECADE) efforts to build community among diverse student populations; enhancing the GRC by providing social space for graduate students to meet peers in other departments and programs; updating space for better usage; facilitating student gathering spaces in schools and departments; and, devising and evaluating the impact of different models of space allocation (shared graduate student offices/work space and social programs)

• 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 a cohort instructional support space integrated with library support and assessing undergraduate student learning outcomes pertaining to information literacy

Promote broader participation by students in intramural athletics and as spectators for intercollegiate sports programs to enhance personal wellness and development, engagement with diverse groups, and connections with UCI

Create a 24/7 academic and social experience by increasing evening and weekend programming that attracts student, faculty, alumni, and community presence to the campus; and by exploring the feasibility of free or reduced-fee parking for evening and weekend activities, including sports events and arts/performance opportunities

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 and mechanisms for all students regardless of background by establishing mentoring programs; supporting DECADE and related programming; using student analytics to help students identify majors in which they will flourish; helping students navigate the curriculum and leverage support services on campus; increasing external scholarships and honors opportunities; increasing attainment of graduate level grants and fellowships; ensuring students have maximal information of their performance relative to appropriate comparisons; completing UCI’s transformation to an Hispanic Serving Institution and committing resources necessary for student success; providing increased access to research-focused education for a wide and diverse population, including California residents as well as outstanding students throughout the nation and world; increasing the number of minorities and women receiving advanced degrees in disciplines where they are underrepresented; enhancing training for non-academic jobs; and accomplishing faculty and staff diversity that mirrors the diverse composition of the student body

Establish inclusive educational experiences at both the undergraduate and graduate levels by maintaining a positive campus climate; ensuring that there is a robust array of campus student organizations; providing support for nontraditional pathways into undergraduate and graduate study; supporting the Cross-Cultural Center and African American Center; using enhanced undergraduate research activities to increase the number of UCI students who go on to graduate programs; and recruiting our own top undergraduate students

Educate faculty on nontraditional preparation of students by providing data-driven information about multiple forms of student preparation, as well as the potential strengths and weaknesses of alternative forms of preparation
• Enhance current Summer Bridge programs and summer-start programs at both the undergraduate and graduate levels by increasing housing opportunities in the summer; increasing academic support for new students in summer programs; integrating Summer Bridge and start programs; increasing support for follow-up programs to Summer Bridge and start programs; and developing effective online experiences that enhance summer start

• Build on our relationships with minority-serving institutions to continue strengthening pipelines into our graduate and professional programs

• Develop an explicit statement of academic and social expectations for students by ensuring that expectations regarding academic engagement and performance are clear and distribute to students; helping first-generation students navigate their majors, the curriculum, and their opportunities; and utilizing peer and near-to-peer mentoring to clarify expectations

Goal 2.6: Build on the success of UCI’s Campuswide Honors Program by developing a new Honors College

Our distinguished Campuswide Honors Program (CHP) 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 CHP by developing a nationally recognized Honors College.

Strategies

• Explore approaches to augment and strengthen our current honors experience and impact through improving student learning outcomes and co-curricular experiences; exploring increasing the size of CHP by adding faculty, students, courses, space, and/or housing; emphasizing CHP diversity; and promoting the prestige of CHP and UCI by enhancing our recruiting and yield through more aggressive advertising, introducing merit scholarships, and enhancing the seminar program to keep class sizes small

• Explore options to more effectively integrate lockstep majors into the CHP

• Strengthen current connections between CHP and departmental honors

• Develop specialized programs around existing campus strengths (sustainability, water) and/or interdisciplinary topics

• Develop a vision for transforming 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 and all public research universities is service to the community. Effective service requires deeply inclusive community engagement – the exchange of information, ideas, and resources to the benefit of both the university and the community. This broadens our intellectual capital and leverages our social capital, allowing us to provide leadership and solutions in areas as diverse as resource management, technology, healthcare, education, and
social inequality. UCI, already aligned with the world’s leading research universities and recognized for addressing issues of great importance, embraces engagement through its excellent teaching, translational research, alumni participation, community outreach, and creative activity. We are committed to accomplish 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 between 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 the resources available through co-curricular programs
- Promote opportunities for disciplines to cross-pollinate onsite and offsite 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 process
- Develop scholarly programs with international perspectives and participate in meaningful academic initiatives and scholarly collaborations such as publications and presentations abroad
- Incentivize emeriti faculty engagement in research, teaching, lectures, and other activities with community impact

**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 opportunities. 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 and intramural athletics as a critical factor in enhancing student experiences and engaging our alumni
- Create global networks 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; 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; educating faculty and staff on the value of alumni, parent, and community engagement with a goal of instilling a new value on campus around engaging the leadership and social capital of our constituents; and creating structures to support on-campus and community volunteering and access to UCI alumni, faculty, staff, and students as collaborators and volunteers for the community

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, non-profits, and businesses.

Strategies

• Develop an Engagement Resource Center to coordinate engagement activities on campus, including faculty leadership and an engagement faculty fellows program; provide a central resource for engaged research, teaching, and service; maintain best practice resource files; and facilitate conversations such as speakers’ series and workshops with engaged faculty and students

• Become a trusted partner with business by increasing integrated public-private partnerships to make UCI more engaged with and accessible to the business community; leveraging the Institute for Innovation and driving entrepreneurship and regional economic development; fostering a culture of entrepreneurship amongst our students; working with alumni business leaders to create pathways to engage students as interns and recent graduates as employees; developing a centralized clearinghouse that provides excellent customer service to the business community; and identifying businesses who will support community engagement and education in Orange County’s underserved communities to provide pathways for success for young people

• Become an even better partner with all three levels of government by enhancing our government relations functionality to increase our impact and support greater interactions with faculty and alumni; working with alumni government professionals to create pathways to engage students as interns and recent graduates as employees; leveraging the alumni engaged in civic government at the state and local levels to focus on the message of UCI’s impact and value; increasing governmental agencies’ investment in 1) the research profiles of our internationally acclaimed faculty in the biological and physical sciences, arts, humanities, and social sciences; 2) the wealth of resources surrounding UCI’s geographic location; and 3) our strong and growing alumni community, deeply invested in the success of this campus

• Assist non-profits in reaching their goals through access to the researchers, alumni, students, and physical spaces of UCI by assessing the needs of local communities to find common ground for collaboration; better engaging internal and external constituencies; creating public spaces for dialogue and forums to encourage the exchange of ideas and conversation; actively engaging the community through volunteering and sharing resources; and working to create pathways to engage students as volunteers, interns, and, ultimately, employees after they graduate
Goal 3.4: Partner with Orange County to develop a national model for how to live responsibly and well in the 21st-century

UCI, by virtue of its presence and meaningful interaction with surrounding communities, continues to have positive and valuable impact on the region. We have the potential to elevate this impact to serve as a national and international model for university and 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, world-renowned faculty, and K-12 education and wellness initiatives within the region’s schools, 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
- Build upon our success and reputation as a ‘sustainable’ campus that ultimately targets zero emissions goals for waste and self-sustaining energy production and consumption by partnering with the region to develop new, more sustainable models for energy production, delivery and consumption, traffic efficiency, and pollution control; implementing an ethos of sustainability for students, faculty, and staff supported by clear processes and simple implementation strategies; and targeting Orange County as a national model for how to live responsibly and well in the 21st-century
- Deepen the relationship between the campus and the region through greater access to the rich resources of the campus by making UCI a favorite destination for the Irvine community; expanding the range and support for the Illuminations program to include the coordination and administration of logistic support for joint public/campus events; creating public spaces for dialogue and forums to encourage exchange and conversation between the intellectual capital of campus and the greater community; and integrating service to the region as a targeted criterion for the measure of faculty success
- Enhance the learning environment for Orange County citizens through dynamic educational engagement across the full spectrum by undertaking a needs assessment of the county’s citizens; engaging with the K-12 school system with an emphasis on underserved communities; providing convenient access to UCI educational content to citizens in the community by going to where they are; and providing dynamic continuing education content online and in person

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 impact 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 strength of UCI and its impact in the world by leveraging social media and 21st-century networking tools, as well as effective traditional vehicles; building a clear and strong digital identity; utilizing UCI Health, medical research, and all health-related outputs to communicate immeasurable value; showcasing UCI to community leaders by demonstrating UCI’s global research and local economic impacts; and emphasizing the value of the education that UCI provides using the measures of cultural mobility and civic engagement for its alumni

- 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 through Open Access publishing, data sharing, and contributions to open source educational initiatives

- Establish and support a strong international presence in our areas of research expertise by coordinating campus leaders’ visits to important economic geographies; leveraging the networks of UCI’s alumni, parents, and friends to open doors; increasing strategic student and research exchanges/partnerships with universities abroad; hosting international speakers/events on campus; participating in world health issues; establishing satellite offices that can help the admissions and enrollment goals along with alumni, academic, corporate, and donor relations; increasing international travel grants for researchers/professors and students to support international research and educational exchanges; easing the path for visiting scholars by strengthening programs for honorarium funding and furnished housing on campus; investing in faculty exchange programs; and expanding UCI representation on higher education and research policy-making entities

**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 global 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, and 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 by launching additional self-supporting graduate programs; increasing funded research, particularly for large collaborative projects; 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 business and academic organizational frameworks to increase efficiency
- 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 an 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 the campus must recognize the central role played by external support and make the necessary investments in 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
- Invest resources to support fundraising and strategic communities, both centrally and locally, that are adequate to dramatically increase levels of 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 to develop and implement innovative efficiencies, including streamlining or eliminating outdated administrative processes
- Partner with Human Resources and other staff organizations to develop programs for staff professional development, career progression, and increasing staff engagement in campus-wide 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 value of off-campus spaces, including the Research Park, North Campus, and the 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 campus-wide parking plan 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

This ambitious strategic plan sets out a bold roadmap for growth and expansion. It builds on UCI’s strengths to make our university even better. It reflects the spirit of all those who created and added to our culture of innovation and excellence, and it meets the expectations of all those who now and in the future participate in the life of this great institution.

The vision of this plan will provide a clear direction for us into the foreseeable future, even while the particular strategies and metrics will be 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.

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

We are proud of our bright past. Let us work together to forge our brilliant future.

Fiat Lux!