

Outline for today

1

- Overview

2

- Panel: choosing a leadership path

3

- Brief Break

4

- Break outs: your personal considerations

5

- **Strategy and Budgeting**

6

- Challenge groups

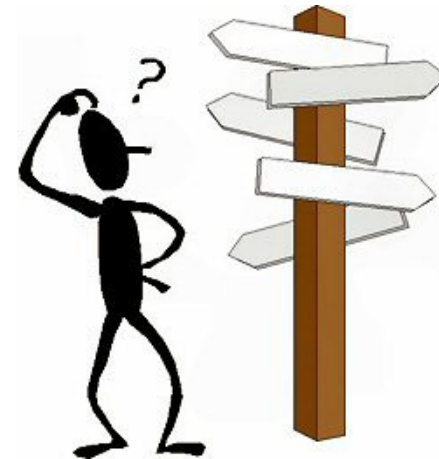
Strategy: A Way Forward



- Please see Chapters Three and Four

Strategic planning

- ❖ Not usually a welcomed idea
- ❖ Can you summarize UCI's strategic plan?
- ❖ Does your department have a plan?
- ❖ Why is a plan important?
 - ❖ Defines what truly matters



Steps in developing a plan

- 1 Develop a *competitive* positioning strategy
- 2 Evaluate scope; estimate and contain cost
- 3 Identify revenue sources for each initiative



Is your strategic plan strategic?

- An effective strategy is NOT
 - “We do everything”
 - “We like every idea”

*A plan that promises everything
prioritizes nothing.*



The result of vague missions

Vague mission statements over time lead to a diminution in quality

- Scope expansion
- Many areas are being subsidized
 - Some should be
- But are the subsidized areas chosen strategically?
- An effective strategic plan helps to do so
 - Recognizes financial realities

The dangers of complacency

USNews ranking of US universities

- 1988
 - Three of the top ten were public universities
- 2021
 - **None** of the top ten universities are public
 - **Only one** of the top twenty is public

The dangers of complacency

- NSF Research Rankings

	2008	
Wisconsin	2	
Ohio State	10	
Missouri	71	

The dangers of complacency

- NSF Research Rankings

	2008	2015
Wisconsin	2	Out of top 5
Ohio State	10	20
Missouri	71	85

Summary: Critical ingredients

- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities
- A realistic financial strategy to achieve the vision



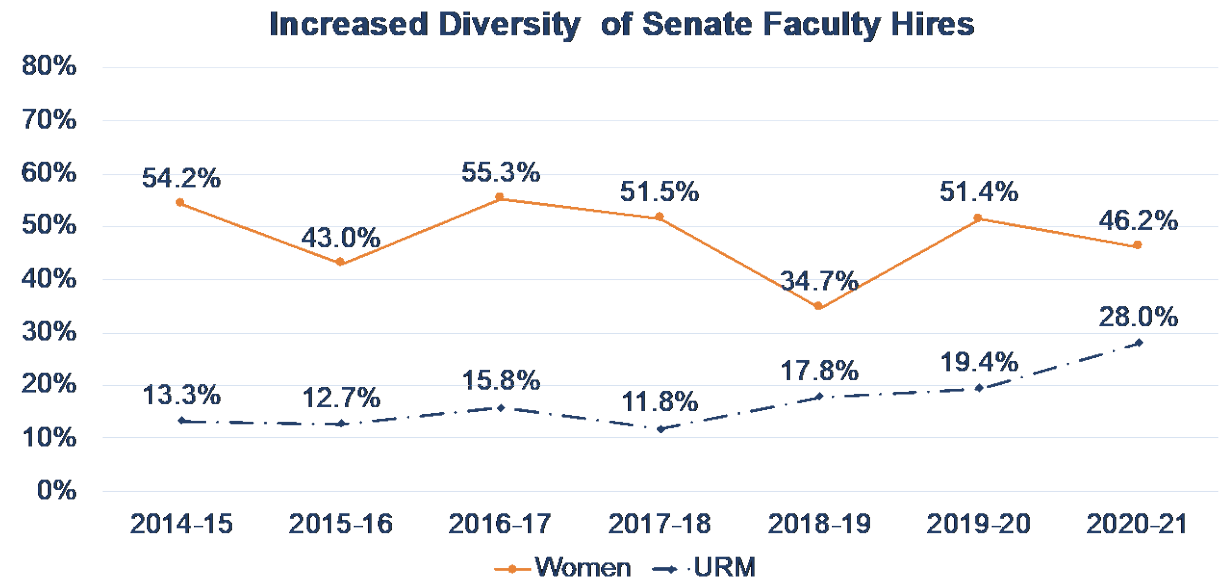
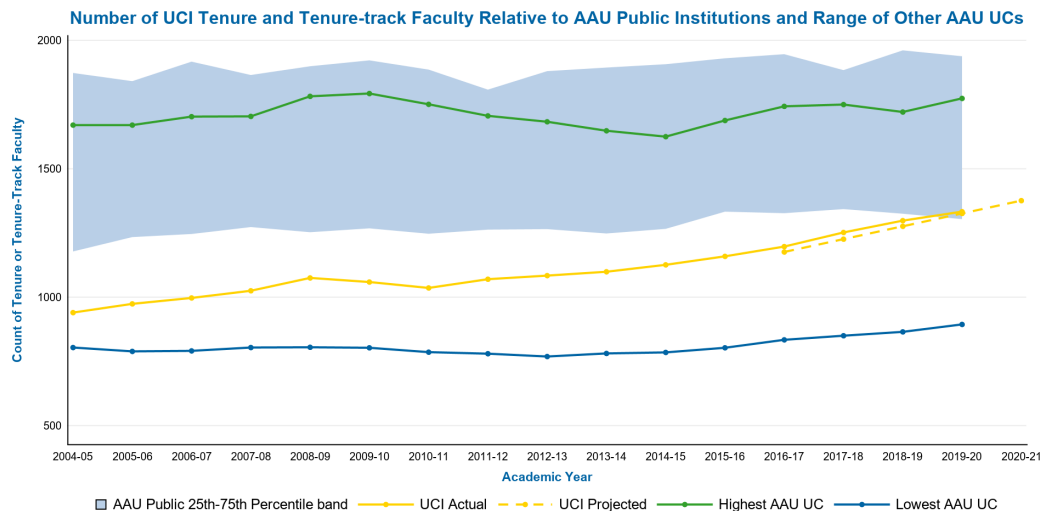
UCI Strategic Plan Update

- Strategic Plan History
 - Led by Vice Provost for Academic Planning 2014-15
 - Extensive consultation with stakeholders
 - Faculty, staff, students, alumni, community partners
 - Five year plan with Four Pillars launched February 2016
 - Specific measurable goals for each pillar
 - Assessment metrics
 - Public facing website to track progress



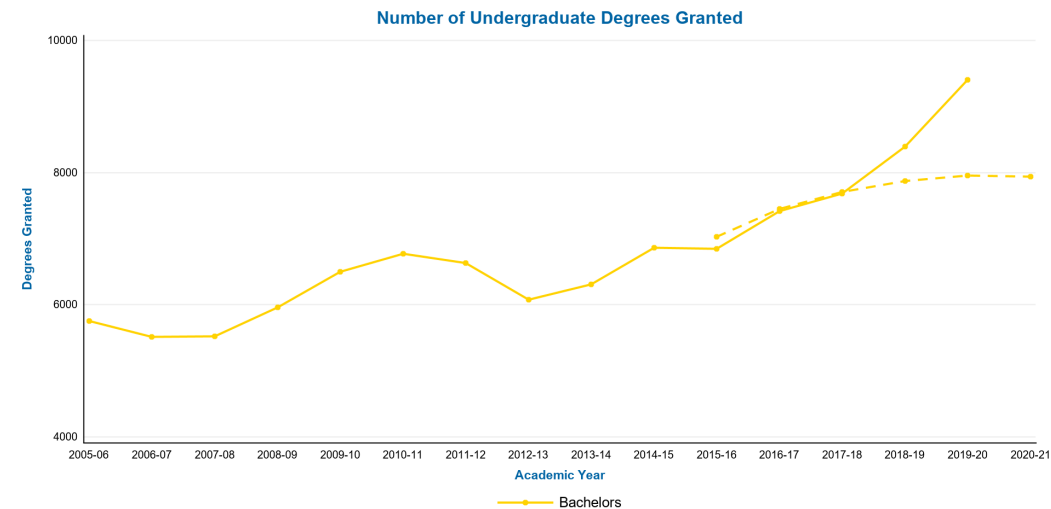
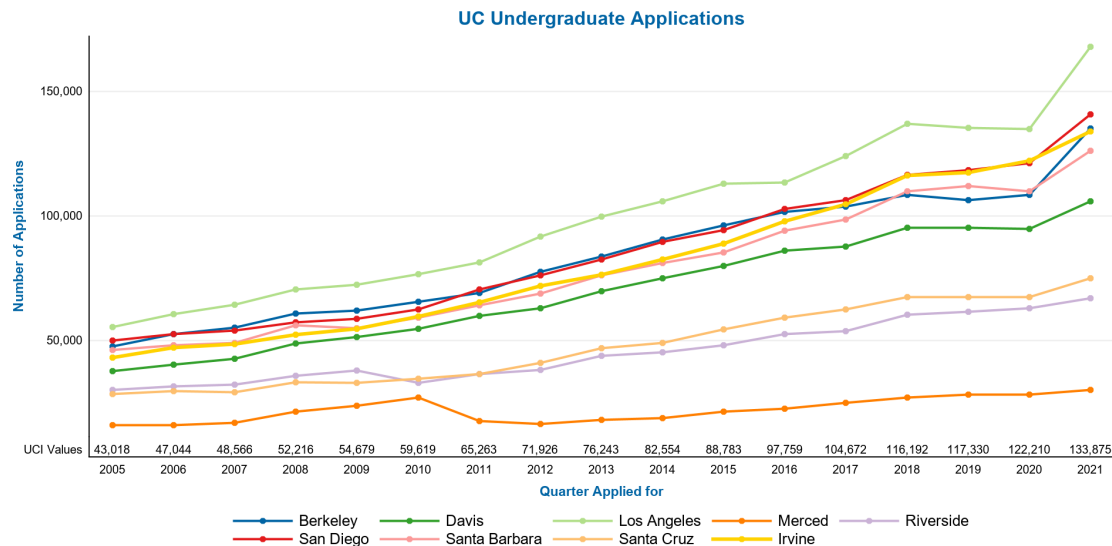
Examples of Pillar 1 (Growth that makes a difference) Progress

- Demonstrated year over year increases in:
 - Number of UCI tenure and tenure-track faculty
 - Diversity of senate faculty hires
 - Total research expenditures and expenditures/faculty (300 to 500+ million/year)



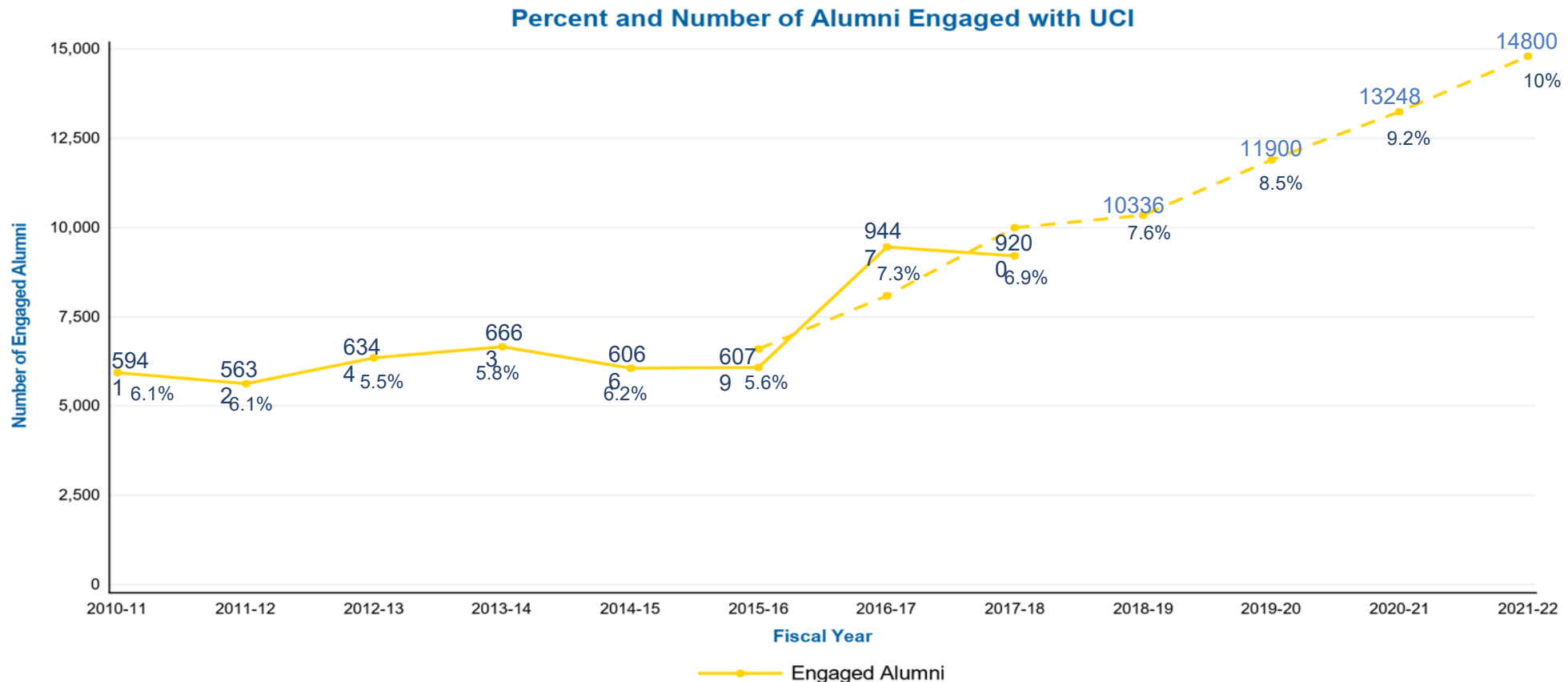
Examples of Pillar 2 (First in Class) Progress

- Demonstrated year over year increases in:
 - Number of undergraduate applicants
 - Number of undergraduate degrees awarded
 - Diversity of undergraduate student population (Fall 2021 first years, 49% first gen, 45% low income)



Examples of Pillar 3 (Great Partners) Progress

- Demonstrated year over year increases in:
 - Number and percentage of engaged alumni



Examples of Pillar 4 (New Pathways) Progress

- Demonstrated year over year increases in:
 - Philanthropic gifts
 - Buildings and Infrastructure
 - Interdisciplinary Science and Engineering Building
 - Susan & Henry Samueli College of Health Sciences building complex
 - Undergraduate and graduate student housing
 - On campus faculty housing



UCI Strategic Plan Refresh

- Planning
 - Provost retreat Fall 2021 to consult broadly with campus and Senate leadership
 - Discussed strategic areas for focused investment, possibly including
 - Sustainability and climate change
 - Health care innovation: Neuroscience, cancer, precision medicine
 - Artificial intelligence (AI) and development, curation and use of large data sets
 - Education data and student success
 - Commitment to proceeding in all areas with a focus on diversity and social justice
 - Provost assembling a steering committee led by the Vice Provost for Academic Planning and Institutional Research
 - Faculty, Dean, Vice Provost members
 - Draft (with others as needed) a short document identifying goals and strategies for the next 5 years
 - Oversee campus review and communications
 - Plan is have the new plan guide budget allocations

How will we achieve our vision?

- Financial strategy over next ten years
- Fund
 - Additional faculty, centers
 - Student support
 - Research support



Common university actions

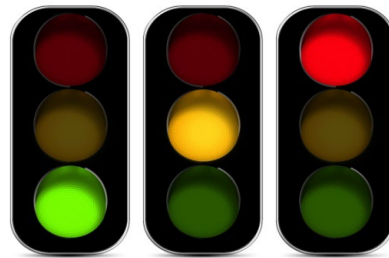
- Someone else will pay for it
- “Build it and they will come”

The reality: “hope” is not a strategy



An important reality

- In most situations, the person who understands and controls the budget is the person who runs the organization.
- Do **not** delegate financial strategy



Typical university actions

“If it moves, tax it.

If it keeps moving, regulate it.

If it stops moving, subsidize it.”

(President Ronald Reagan)



Summary: Critical ingredients

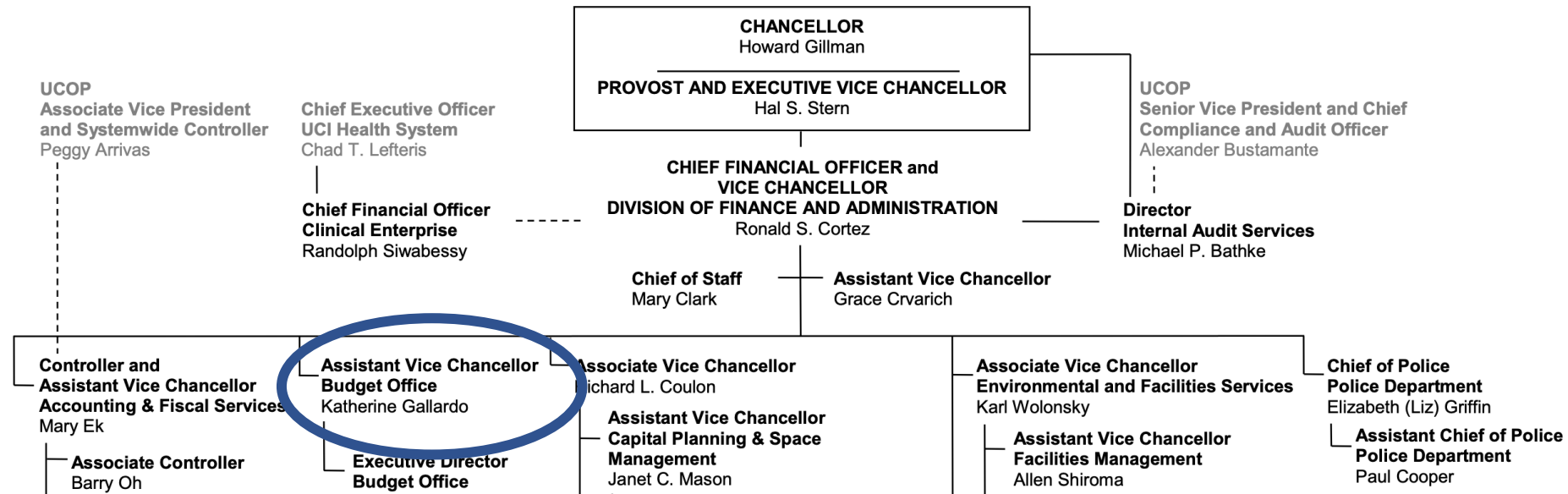
- Skilled, empowered leadership
- A positioning strategy
- A carefully selected set of priorities
- A realistic financial strategy



Organizational Chart UC Irvine as of Nov 10, 2021

ADMINISTRATIVE ORGANIZATION UNIVERSITY OF CALIFORNIA, IRVINE

Division of Finance and Administration
November 10, 2021



<http://www.policies.uci.edu/about/orgcharts/orgcharti.pdf>

Katherine Gallardo

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