



UC San Diego's Strategic Plan Outcomes

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The Planning Process

- Initiated to develop a unifying vision and shared goals for the campus at a critical turning point in our history
- More than 10,000 campus and community members participated
- Led to creation of 5 goals and 13 strategies



What We Heard

Core Values:

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



Our Mission and Vision

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

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

Student-centered

Research-focused

Service-oriented

Public university

Goal 1:

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

Goal 1: Strategies

- Provide coordinated and comprehensive academic, professional and career advising across all colleges, departments and units
- Rethink curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement
- Strengthen the connection between academic and high-impact, co-curricular experience

Goal 1: Early Actions Taken



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



Goal 2:

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

Goal 2: Strategies

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

Goal 2: Early Actions Taken

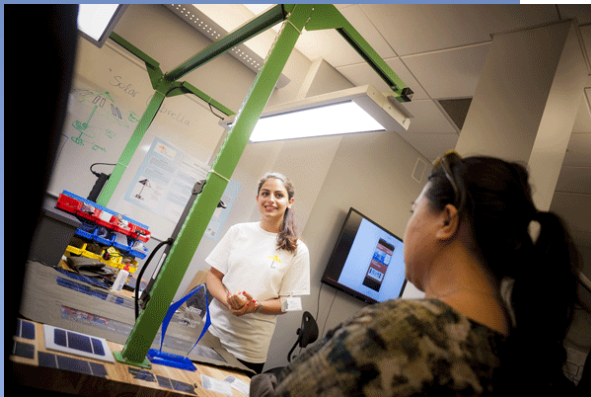


- Identified four research themes:
 - Understanding and Protecting the Planet
 - Enriching Human Life and Society
 - Exploring the Basis of Human Knowledge, Learning and Creativity
 - Understanding Cultures and Addressing Disparities in Society

Goal 2: Early Actions Taken



- Hiring 80 net new full-time faculty over 3 years, including 20 joint positions to spur multi-disciplinary research
- Newly established centers:
 - *Center for Aerosol Impacts on Climate and Environment*
 - *Center for Brain Activity Mapping*
 - *Arthur C. Clarke Center for Human Imagination*



Goal 2: Early Actions Taken

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

Strategic Plan

Student-centered

Research-focused

Service-oriented

Public university

Goal 3:

Creating an agile, sustainable,
and supportive infrastructure by
ensuring a dedication to service,
people, and financial stewardship

Goal 3: Strategies

- Enhance financial sustainability through new revenue and efficient use of existing revenue
- Identify new models for excellent services that prioritize delivery to our stakeholders while addressing regulatory, compliance and reporting requirements

Goal 3: Early Actions Taken

- Reviewed & reorganized administrative structure
 - Hired VC - Advancement
 - Recruiting VC - Chief Financial Officer
- Evaluating existing revenue sources, and reviewing current budget and resource allocation model
- Expanding Master's programs across campus

Goal 3: Early Actions Taken

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

Goal 4:

Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally

Goal 4: Strategies

- Strengthen community engagement and public service to increase awareness of UC San Diego's impact and role locally and globally
- Improve access to high-quality patient care by:
 - Targeting strategic growth
 - Advancing integrated service delivery
 - Expanding geographic footprint
 - Implementing new approaches to patient care



Goal 4: Early Actions Taken

- Investing in CREATE STEM Success Initiative to broaden our engagement
- Investing in Alumni and Community Engagement activities
- Expanding UC San Diego Extension through new locations, partnerships and enhanced web presence

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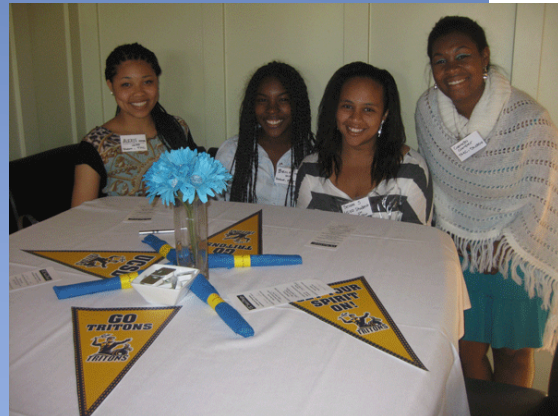
Goal 5:

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

Goal 5: Strategies

- Evolve our university culture by requiring actionable initiatives and measurable outcomes that enhance equity, diversity and inclusion
- Expand existing programs and implement new approaches that result in accessible and affordable learning for all

Goal 5: Early Actions Taken



- Created (and expanding) Chancellor's Associates Scholars Program
 - Gompers Preparatory Academy
 - Lincoln High School
 - The Preuss School UC San Diego
 - San Diego City College
 - Southwestern College
 - Reality Changers
 - Imperial Valley
- Re-launching UniversityLink
 - Transfer guarantee program that helps low-income students

Continuing Our Commitment



- Strategic Plan is a living document that will guide our future decisions and priorities
- Open dialogue will continue
- Success will be measured by our accomplishments and the societal impact that results from achieving these goals

UC San Diego

Thank You.