Strategic Planning Process: Defining UC San Diego’s Future

Town Hall
Pradeep K. Khosla, Chancellor
December 2012
Our Goals

▪ To be the leading public university that enriches human life by:
  – Creating and disseminating discoveries, technologies, inventions, cures, creative works and artistic expression
  – Educating and training leaders for society
  – Maintaining access and affordability
  – Engaging with, and contributing to, the community
  – Recognizing and celebrating diversity

▪ To be a university that provides an enabling and empowering environment and opportunity for all to achieve their objectives, dreams and ambitions, while contributing to institutional goals

Act Locally and Impact Globally
Current Context – External

- State General Funds expected to be flat at best
- State budget for construction expected to be non-existent
- Reduction in federal research support – very likely!
- Clinical income will decrease through healthcare reform
Current Context – Internal

- **High student to faculty ratio**
  - 31:1 for ladder rank faculty
  - 19:1 for all teaching faculty

- **Low number of PhDs graduated**
  - Relative to our research enterprise of $1B
  - Relative to our national peers on a per capita basis

- **Need for more infrastructure**
  - Research and classroom space
  - Housing

- **Large deferred maintenance backlog**

- **Underinvestment in advancement**
  - Less than 3% of giving in the last campaign was from alumni
  - Very low alumni giving rates relative to our peer group
Why we are undertaking this strategic planning effort

Overall Context

- Highly successful trajectory over the last 52 years
- Increasing financial constraints
- Many opportunities for distinctiveness and leadership

Challenges for UC San Diego

- Improving the undergraduate student experience
- Serving the best students regardless of their ability to pay
- Attracting more graduate students
- Improving student to faculty ratio
- Attracting and retaining talented faculty
- Enhancing infrastructure
- Improving UC San Diego’s brand
- Enhancing global presence
- Fostering interdisciplinary cooperation among departments and schools by removing institutional barriers
- Increasing alumni giving rates
How the strategic planning process will work

1. Design the process

2. Engage stakeholders and conduct assessment of UC San Diego’s current situation and its environment

3. Facilitate definition of UC San Diego’s vision

4. Set the strategy to achieve UC San Diego’s vision

5. Plan the implementation

Develop a comprehensive strategic plan
Guiding principles for the approach

We believe this effort should …

Honor and understand UC San Diego history and legacy

Define a shared aspiration for the future: One university with multiple pillars of excellence

Be bold. This is an opportunity to set an example for the nation of what the future public university should become

Be grounded in an honest assessment of UC San Diego assets and strengths, supported by a simple and clear fact base

Generate clear priorities – what to do, AND what not to do

Create strategies and commitment to generate and dedicate the resources needed to ensure future success

Pay special attention to broader stakeholder alignment – from Day 1
High level workplan for the strategic planning effort

2012

Activity | Nov | Dec
--- | --- | ---
Phase 1 |  | Process design
Phase 2 |  |  
Phase 3 |  |  
Phase 4 |  |  
Phase 5 |  |  

2013

Activity | Jan | Feb | Mar | Apr | May | Jun
--- | --- | --- | --- | --- | --- | ---
Phase 1 |  |  |  |  |  |  
Phase 2 |  |  |  |  |  |  
Phase 3 |  |  |  |  |  |  
Phase 4 |  |  |  |  |  | Implementation planning
Phase 5 |  |  |  |  |  |  

• Highly interactive process, with phases running in parallel
• Findings and discussions in one phase constantly informing and shaping other phases

Pause for winter break
## Qualitative Assessment: Broad stakeholder engagement

<table>
<thead>
<tr>
<th>Officers</th>
<th>Alumni</th>
<th>Community</th>
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</thead>
<tbody>
<tr>
<td>Chancellor</td>
<td>UC San Diego Alumni</td>
<td>UC San Diego Foundation Board members</td>
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<tr>
<td>Chancellor’s Council</td>
<td>Alumni Board members</td>
<td>CCAB – Chancellor’s Community Advisory Board</td>
</tr>
<tr>
<td>– Vice Chancellors</td>
<td></td>
<td>Key advisory board (e.g. Scripps)</td>
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<tr>
<td>– Academic Deans</td>
<td></td>
<td>Parents of UC San Diego students</td>
</tr>
<tr>
<td>– Campus leaders</td>
<td></td>
<td>Potential future employers (i.e., local business leaders, industry leaders)</td>
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<tr>
<td>– Academic Senate leadership</td>
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<td>Current and prospective donors</td>
</tr>
<tr>
<td>Academics</td>
<td></td>
<td>Government officials</td>
</tr>
<tr>
<td>Academic Senate</td>
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<td>Critics and community activists</td>
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<tr>
<td>Department and Program Chairs</td>
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<td>Leaders of other academic and research institutions in La Jolla Mesa</td>
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<tr>
<td>Nobel Laureates / Members of National Academies</td>
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<tr>
<td>Professors / lecturers / research scientists / project scientists / clinical physicians</td>
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<tr>
<td>Representatives from ORUs</td>
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<tr>
<td>Council of Provosts</td>
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<tr>
<td>Post doctoral scholars</td>
<td></td>
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<tr>
<td>Staff</td>
<td></td>
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<tr>
<td>Staff Associations</td>
<td></td>
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<tr>
<td>Key administration leaders (e.g. AVCs)</td>
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<tr>
<td>Administrative staff</td>
<td></td>
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<tr>
<td>Students</td>
<td></td>
<td></td>
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<tr>
<td>Undergraduate, representatives of all six colleges and transfer students</td>
<td></td>
<td></td>
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<tr>
<td>Graduate students</td>
<td></td>
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<tr>
<td>Extension students</td>
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## Multiple channels for stakeholder engagement

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Timing</th>
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<tbody>
<tr>
<td>▪ Share information in large settings</td>
<td>▪ Dec 6th – 1:30pm</td>
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<tr>
<td>▪ Answer common questions</td>
<td>▪ Dec 10th – 10am</td>
</tr>
<tr>
<td>▪ Provide opportunity for a broader set of people to participate</td>
<td>▪ Additional ones in Jan-March</td>
</tr>
<tr>
<td>▪ Gather input for the assessment and visioning phases</td>
<td></td>
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<tr>
<td>▪ Get input in small group setting</td>
<td>▪ January and February</td>
</tr>
<tr>
<td>▪ Test specific ideas with a representative sample of participants from various programs and affiliations</td>
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<tr>
<td>▪ Provoke and identify reactions to internal debates</td>
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<tr>
<td>▪ Share information</td>
<td>▪ Dec-June</td>
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<tr>
<td>▪ Update progress</td>
<td></td>
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<tr>
<td>▪ Gather input for the assessment and visioning phases</td>
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<tr>
<td>▪ Answer common questions</td>
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<tr>
<td>▪ Gather input from large groups of people</td>
<td>▪ February</td>
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<tr>
<td>▪ Identify differences in opinion</td>
<td></td>
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<tr>
<td>▪ Get individual perspective</td>
<td>▪ Dec-Jan</td>
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<tr>
<td>▪ Gather ideas from various groups</td>
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<tr>
<td>▪ Problem solve and discuss topics as a group</td>
<td>▪ Monthly: Dec-June</td>
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<tr>
<td>▪ Provide guidance based on input and drafts</td>
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<td>▪ Share ideas and discuss how to facilitate stakeholder engagement and information dissemination</td>
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Quantitative Assessment

In addition to seeking qualitative input, we will also conduct a comprehensive quantitative analysis.

<table>
<thead>
<tr>
<th>Measures</th>
<th>Ranking</th>
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<tbody>
<tr>
<td>Total Research</td>
<td>6</td>
</tr>
<tr>
<td>Federal Research</td>
<td>5</td>
</tr>
<tr>
<td>Endowment Assets</td>
<td>132</td>
</tr>
<tr>
<td>Annual Giving</td>
<td>54</td>
</tr>
<tr>
<td>National Academy Members</td>
<td>9</td>
</tr>
<tr>
<td>Faculty Awards</td>
<td>14</td>
</tr>
<tr>
<td>Doctorates Granted</td>
<td>28</td>
</tr>
<tr>
<td>Postdoctoral Appointees</td>
<td>9</td>
</tr>
<tr>
<td>SAT Scores</td>
<td>117</td>
</tr>
</tbody>
</table>

Source: The Center for Measuring University Performance, 2011
Two potential levers to maintain and improve our stature (and ranking) amongst our peers

<table>
<thead>
<tr>
<th>Increase faculty size</th>
<th>Increase number of PhDs</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Improve our faculty to student ratio</td>
<td></td>
</tr>
<tr>
<td>▪ Diversify and enhance our research portfolio</td>
<td></td>
</tr>
<tr>
<td>▪ Improve the quality of the student experience</td>
<td></td>
</tr>
<tr>
<td>▪ 100 Academic Affairs ladder-rank faculty increase over the next 5-8 years (~11% increase in LRF faculty size)</td>
<td></td>
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<table>
<thead>
<tr>
<th>Goals</th>
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Thought experiment

| ▪ Make recruiting the best PhD students attractive |
| ▪ Reduce the burden on grants |

Cost Assessment

| ▪ 1,000 increase the PhD student body size during the next 5-8 years (net increase of about 30%) |
| ▪ $18 M per year |

| ▪ $52 M over 5-8 years + $12M per year |

Current fiscal reality does not allow for these unless we find ways to increase revenues
## Budget Context – 2012/13

### Core Base Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Projected +/- from 2011/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>132</td>
</tr>
<tr>
<td>Other State Appropriations</td>
<td>–</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>23,241</td>
</tr>
<tr>
<td>Contracts &amp; Grants Overhead</td>
<td>6,569</td>
</tr>
<tr>
<td>Misc Funds</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29,942</strong></td>
</tr>
</tbody>
</table>

### Mandatory /Directed Items

<table>
<thead>
<tr>
<th>Description</th>
<th>Projected +/- from 2011/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comp/Ben Cost Increases</td>
<td>33,547</td>
</tr>
<tr>
<td>UCOP Assessment</td>
<td>20,496</td>
</tr>
<tr>
<td>Garamendi Facilities Cost Increase</td>
<td>3,001</td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>6,426</td>
</tr>
<tr>
<td><strong>Total Mandatory Cost</strong></td>
<td><strong>63,470</strong></td>
</tr>
</tbody>
</table>

- ~$33.5M of unfunded mandatory cost increase in 2012/13 that will continue into the future and most likely will increase. The decision on this is still pending!
- **C&G Overhead likely to go down** if we don’t maintain our C&G base revenues, given the uncertainty in Federal funding
- ~67% of core revenues: EVCAA+VCHS+VCMS+VCSA
Immediate next steps…

- The strategic planning process starts now! Get involved.
- The administrative review process will start in January.
- Track the process and submit your comments online at plan.ucsd.edu.
What are the UC San Diego strengths that brought you here?

Do current UC San Diego degree programs meet the needs of today's students and the community?

How would you improve the student experience at UC San Diego?

How can UC San Diego better serve the San Diego and California community and the economy?

If you were the Chancellor, what one or two things would you like to do to make UC San Diego a better institution?