

A large white balloon is being inflated by two people on a grassy hill in front of a modern building. The balloon is suspended by several ropes and is partially inflated, showing its internal structure. The people are wearing light-colored shirts and dark pants, and one is holding a pump. The building has a distinctive architectural style with large concrete beams and glass windows. The sky is a clear, bright blue.

2014 *Strategic Plan* EXECUTIVE SUMMARY

UC San Diego

*Defining the future of the  
public research university*

## *Message from the Chancellor*

*The founders of UC San Diego* aspired to establish an experimental campus, one that would define the future of education and research at a public university. The success of this vision is unparalleled: UC San Diego is recognized as one of the top public research universities in the country and one of the top twenty universities in the world.

While our founding vision has served us exceptionally well, UC San Diego is at a critical point in our history. Like all higher education institutions, we are facing profound resource constraints. We must think boldly to identify and implement the unprecedented solutions that are necessary to ensure our continued level of excellence. That is why we initiated the strategic planning process.

After establishing the Chancellor's Strategic Planning Council, we engaged more than ten thousand stakeholders, gathering ideas and insights about UC San Diego's challenges and opportunities. We coupled that effort with a quantitative assessment, benchmarking UC San Diego to peer institutions across multiple dimensions. That data framed the council's assessments of our mission, values, and initial strategies and allowed us collectively to map a framework for sustainable excellence.

I thank you for your contributions and look forward to continuing our journey together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Pradeep K. Khosla', with a long horizontal flourish extending to the right.

Pradeep K. Khosla  
Chancellor, UC San Diego

# *Our Mission*

UC San Diego will transform California and a diverse global society by educating, generating and disseminating knowledge and creative works, and engaging in public service.

# *Our Vision*

We will align our efforts to be a *student-centered, research-focused, service-oriented* public university.

# Values, Goals, Strategies

## Values

**We will hold ourselves accountable to our mission, vision, values, and goals; they will be the essence of our internal interactions, and form the foundation for our engagements locally, nationally, and globally. Our successes will be measured not only by UC San Diego's performance but also, and more important, by its impact.**

To be successful, UC San Diego must remain distinctive, maximize our comparative advantages, and ensure our culture and environment exemplify our values.

- Collaborative and interdisciplinary activities lead to unsurpassed discoveries, technologies, cures, scholarship, and creative works that advance and enrich society.
- Excellence in teaching, research, patient care, and a people- and service-oriented culture that supports learning, scholarly work, and public service are the norm.
- Our focus on diversity, equity, and inclusion enables faculty, students, and staff to excel and provides an opportunity for all to succeed.
- Our entrepreneurial spirit leads to agility, risk-taking, and innovative approaches to solving problems and seizing opportunities. Public service, sustainability, integrity, and ethics are core principles guiding our activities.

## Goals

Our values are supported by five overarching university goals.

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
2. 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
3. Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives
4. Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally
5. Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship

## *Strategies*

Thirteen initial strategies have been established by the Chancellor's Strategic Planning Council as a framework for initiatives that will be launched in support of the campus goals. The five goals and thirteen strategies will guide UC San Diego's decision-making through the end of this decade.

- 1.** Provide coordinated and comprehensive academic, professional, and career advising across all colleges, departments, and units.
- 2.** Rethink curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement.
- 3.** Strengthen the connection between academic and high-impact co-curricular experiences.
- 4.** Evolve our campus culture by requiring actionable initiatives and measurable outcomes that enhance equity, diversity, and inclusion.
- 5.** Expand existing programs and implement new approaches that result in accessible and affordable learning for all.
- 6.** Identify emerging and future trends and strategic thrusts to increase our impact and enrich society.
- 7.** Attract, retain, and grow our top-quality and diverse faculty body.
- 8.** Grow a high-quality, cost-effective, and diverse graduate program.
- 9.** Evolve structures and processes to identify trends for investment, and foster innovation, risk-taking, and collaboration.
- 10.** Strengthen community engagement and public service to increase the greater community's awareness of UC San Diego's impact and role locally, regionally, and globally.
- 11.** Improve access to high-quality patient care.
- 12.** Enhance financial sustainability through new revenue and efficient use of existing revenue.
- 13.** Identify new models for excellent service that prioritize delivery to our stakeholders while addressing regulatory, compliance, and reporting requirements.

## Measures

Strategic Plan metrics will ensure alignment across the university and progress in the following areas:

- Recruiting and retaining faculty who lead or shape the national conversation in research, technology, and higher education policy and strategy
- Career advising that holistically integrates the broader student experience with advising and mentoring, and opens doors for internships and jobs
- Tangible societal impacts directly related to UC San Diego discoveries
- Broad recognition of UC San Diego's special programs and expertise as being the first, the best, or unique
- UC San Diego Health System as a destination of choice for patients
- University financials in a position of strength, enabling our future
- Synergy among our collaborative and service-centric people and processes
- Internal and external recognition of the broader culture of the university as being open, inclusive, and supportive

Each school, division, academic department, research lab, or administrative unit will elaborate on the metrics for each 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**

- Student participation in internships, research, and co-curricular activities
- Retention rates across all academic programs
- Graduation rates through all degree levels for all demographic groups
- Postgraduation success rates (e.g., job placement and starting salary)
- Alumni engagement and participation

### **2. 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**

- Retention rate of underrepresented minorities (URM) faculty, staff, and students
- URM graduation rates at all degree levels
- URM admissions yield and matriculation
- University community diversity profile
- Effectiveness of outreach to the global community
- Faculty, staff, and student life cycle and experience at UC San Diego

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

- Effectiveness of recruiting, retaining, and growing a top-quality and diverse faculty and graduate student bodies
- Number of partnerships and impact for joint research projects with industry leaders
- Participation on industry-recognized boards and councils
- Ability to attract external support
- Effectiveness of increasing global awareness of UC San Diego's impact
- Identification and monitoring of emerging and future trends and strategic thrusts

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

- Measurement of public and community service and volunteer activities performed by faculty, staff, and students
- Partnerships between academic units with companies and school systems focused on shared education and training
- Documentation of graduate placement and impact in the community
- Analysis of strategies and pipelines for revenue streams (e.g., technology transfer and private support)
- Contribution to community medical, health, and healing programs
- Review and tracking of the components that affect national and global rankings

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

- Increase in the diversity of our revenue generating portfolio
- Net revenue generation across all channels, endowments, scholarships, and nonrestricted funding
- Impact of continuous improvement projects that support the Strategic Plan
- Implementation of feedback related to student, customer, and job satisfaction
- Analysis of the efficacy of financial stewardship efforts
- Documentation of training and development opportunities
- Assessment of the skill growth of faculty and staff

# Strategic Plan

# 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

## STRATEGY

**Provide coordinated and comprehensive academic, professional, and career advising across all colleges, departments, and units.**

**Access:** Provide expanded outreach services and professional development to improve local pathways to higher education.

**Transitions:** Create a First-Year Transition Program to help students navigate their early experience on campus.

**Integrated student records:** Create a new Student Record System that provides integrated academic and co-curricular information and clearly communicates students' achievements to graduate and professional schools and prospective employers.

**Careers:** Invest in personnel and programs to cement a unique strategic partnership between the Career Services Center, and Alumni and Community Engagement to help students network.

## STRATEGY

**Rethink curriculum and pedagogy to improve retention and graduation rates and increase student and faculty engagement.**

**Curriculum:** Improve time-to-degree and address changes in current disciplines. Review graduation rate data and curriculum requirements by department, college, and major.

### *Action Under Way*

Strengthening connections with Alumni mentors

### *Actions Under Way*

Academic curriculum review and renovation of chemistry, biochemistry, and biological sciences labs to improve time-to-degree



**Teaching and learning centers:** Create teaching and learning centers, based on new knowledge and learning practices, to equip faculty and to coordinate programs and services across the campus.

**Educational technology:** Ensure that faculty and teaching assistants have the resources, information, and training needed to incorporate the appropriate educational technology into their courses to better prepare graduates for careers in the twenty-first century.

**Writing:** Expand the role of the Writing Center to advance students' academic and career goals.

## **STRATEGY**

### **Strengthen the connection between academic and high-impact, co-curricular experiences.**

**Transferrable skills:** Establish specific expectations for transferrable skills in all departments, colleges, and major programs.

**Experiential learning portal:** Establish a comprehensive university portal—an online clearinghouse for research, study abroad, internships, and community service—so that students and experience providers can be matched effectively.

**Careers for PhDs:** Assist graduate students in understanding and capitalizing on the varied paths open to them as well as the transferrable skills that will allow them to succeed within or outside of academia.

# Strategic Plan

# Goal 2

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

## STRATEGY

**Evolve our campus culture by requiring actionable initiatives and measurable outcomes that enhance equity, diversity, and inclusion.**

**Decision-making:** Comprehensively integrate equity, diversity, and inclusion in our university culture and strategic decision-making.

**Program:** Use our existing campus community centers and department programs to improve recruitment, orientation, retention, and graduation.

**Faculty:** Enhance faculty diversity beyond a critical mass to increase equity, diversity, and engagement in all aspects of the university.

**Staff:** Improve diversity of staff, particularly in the upper levels of the administration.

### *Actions Under Way*

Newly established centers:

Black Resource Center

Raza Resource Centro

Inter-Tribal Resource Center

Veterans Resource Center

*UC San Diego is the top university in the nation for positive impact on the country.*

## STRATEGY

**Expand existing programs and implement new approaches that result in accessible and affordable learning for all.**

**K-12 presence:** Enhance our already strong presence and role in the California Student Opportunity and Access Program (CalSOAP) for San Diego and Imperial Counties to work with K-12 schools to raise the achievement levels of low-income and first-generation students.

**Scholarship growth:** Expand the Chancellor's Associates Scholars Program by one hundred students per year for low-income students from local high schools and community colleges.

**Community-college access:** Improve access for high-achieving local community-college students through the relaunched UniversityLink program.

### *Action Under Way*

Expansion of the Chancellor's Associates Scholars Program to one hundred students



# Strategic Plan

# Goal 3

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

## **STRATEGY**

**Identify emerging and future trends and strategic thrusts to increase our impact and enrich society.**

### ***Four Grand Research Themes***

Focus on four multidisciplinary areas where our campus has deep and broad expertise

#### ***1. Understanding and Protecting the Planet***

Explaining and effectively communicating environmental change, engineering economically viable solutions that will enhance the resilience of society, and recommending necessary policy changes and assessing their economic impact

**Current strengths:** Interdisciplinary research among physicists, engineers, medical researchers, business experts, social scientists and others

**Future growth:** Providing innovations in areas such as technology for renewable-fuel energy strategies and sustainability of dwindling natural resources, and creating solutions to predict and respond to natural disasters (e.g., earthquakes, fires, extreme climates, sea-level rise and acidity, drought, famine)

#### ***2. Enriching Human Life and Society***

Improving health and alleviating ailments, and mitigating social disparities through education, resources, historic perspectives, technologies, and communication

**Current strengths:** Leading research and education about how experiments in governance and social institutions can change our lives, and understanding how the arts and humanities contribute to individual and social well-being

**Future growth:** Inventing new health care technologies and “smart” materials (e.g., sensors, cheaper diagnostics, better nutrition, wireless health, use of stem cells or personalized medicines) and advanced manufacturing methods accessible to all the world’s populations

### **3. *Exploring the Basis of Human Knowledge, Learning, and Creativity***

Probing the structure and workings of the human brain to discover the relationship between the brain and behavior; the impact of genetics, history, and culture on how we think and act; the surging and ebbing movements of nations and populations; and the nature of knowledge itself

**Current strengths:** Synergy among pioneering advances in neurosciences, cognitive sciences, and neurobiology

**Future growth:** Partnering neuroscientists with philosophers and engineers, nanoengineers with visual artists, and computer scientists with musicians to collaborate in mapping and understanding the brain to reveal deeper insights into learning, cognition, creativity, and diseases

### **4. *Understanding Cultures and Addressing Disparities in Society***

Revealing the full richness and breadth of human experience: build an appreciation of diverse cultures, perspectives, value systems, historical contexts, governance, and organizational structures; and foster the creation of new means of expression, analyses, and social organizations that will be important intellectual tools for the next generation

**Current strengths:** Students and faculty of diverse backgrounds and viewpoints

**Future growth:** Improving literacy and empowerment, developing new modes of global communication; creating “humanistic resources” using our students as emissaries; generating foundational knowledge about human cultures and behavior through in-depth local studies and broad comparative analyses; formulating new public policy and ethical guidelines; and understanding and imagining possible new worlds

# Strategic Plan: *Goal 3*

## STRATEGY

**Attract, retain, and grow our top-quality and diverse faculty body.**

**Diversity, equity, and inclusion:** Increase the diversity of our faculty to enhance our intellectual, ethnic, and cultural diversity.

**Investment:** Increase investment in mentoring and leadership development for our faculty.

**Strategic growth:** Define critical areas of future need and areas of strategic growth, and actively recruit and retain faculty who visibly lead the national conversation in research, technology, and higher education policy and strategy.

## STRATEGY

**Grow a high-quality, cost-effective, and diverse graduate program.**

**Investment:** Invest in competitive offers for top graduate students.

**Numbers:** Increase the graduate student population and further protect and enhance the quality of the student body.

**Funding:** Ensure the recruitment, retention, and success of a diverse population of graduate students by increasing the number and quality of our fellowships and stipends.

**Career advising:** Develop and enhance our graduate student career advising programs to support the exploration of career paths, including those outside academia.

**Community integration:** Improve the transition to graduate study by developing introductory programs, supporting graduate student interaction across departments/disciplines, and delivering creative options to address graduate student needs.

### *Action Under Way*

Implementation of best practices to improve and expand on outreach, recruitment, and selection of diverse faculty

### *Action Under Way*

Newly established Graduate Student Growth and Excellence Initiative

### *Actions Under Way*

Newly established centers:

Center for Aerosol Impacts on Climate and Environment (CAICE)

Center for Brain Activity Mapping (CBAM)

Arthur C. Clarke Center for Human Imagination

Institute of Engineering in Medicine (IEM)

## STRATEGY

**Evolve structures and processes to identify trends for investment, and foster innovation, risk-taking, and collaboration.**

**Investment:** Increase investment in faculty and student collaboration in pursuit of the four grand research themes.

**Improved coordination:** Assess and improve our organizational structures and processes to remain at the forefront of interdisciplinary research.

**New models:** Review the tools and the foundational expertise necessary to successfully implement initiatives related to emerging and future trends.

**Advanced technology:** Identify and pursue the tools to handle the intersection of big data, complex analytics, and visualization as they relate to modeling policy, social interventions, and social networking scenarios.

**Responsiveness:** Ensure we have flexible and agile organizational structures supported by new allocation models with enhanced incentives and rewards.

### *Action Under Way*

\$3 million investment in seed grants for interdisciplinary projects that pair faculty with students

### *Action Under Way*

Newly established Policy Design and Evaluation Lab (PDEL)

*UC San Diego is ranked 5th for total R&D expenditures among US universities.*



# Strategic Plan

# Goal 4

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

## STRATEGY

**Strengthen community engagement and public service to increase the greater community's awareness of UC San Diego's impact and role locally, regionally, and globally.**

**Assessment:** Quantify the impact, type, and number of community engagement efforts across the campus.

**K-12 outreach:** Coordinate and leverage our extensive K-12 outreach through the Center for Research and Educational Equity, Access, and Teaching Excellence (CREATE).

**Expand position:** Through UC San Diego Extension, position today's workforce to meet tomorrow's societal needs.

**International outreach:** Develop a comprehensive strategy for international collaborations to maximize our global impact and awareness.

**Communications:** Develop and promote strategic and customized communications that target specific stakeholder groups.

*Action Under Way*  
CREATE  
STEM Success Initiative

*Action Under Way*  
\$1 million  
investment in Alumni  
and Community  
Engagement activities

*UC San Diego  
is ranked as a top 10  
public university for  
academic and  
research excellence.*



*Action Under Way*  
Enhancements to  
UC San Diego Health  
System for patient  
health care needs

## STRATEGY

### Improve access to high-quality patient care.

**Targeted growth:** Outline a clear plan for strategic growth to ensure the highest impact to those we serve.

**Delivery:** Develop an integrated health care delivery network to efficiently serve our patients through next-generation technology and multidisciplinary expertise.

**Expansion:** Expand our geographic footprint while ensuring we have the appropriate service capabilities to support this expansion.

**New approaches:** Implement new ways to enhance the quality of care and improve the overall patient experience.



# Strategic Plan

# Goal 5

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

## STRATEGY

**Enhance financial sustainability through new revenue and efficient use of existing revenue.**

**New revenue:** Identify, review, and implement best practices as well as new revenue ideas, paradigms, and revenue generation.

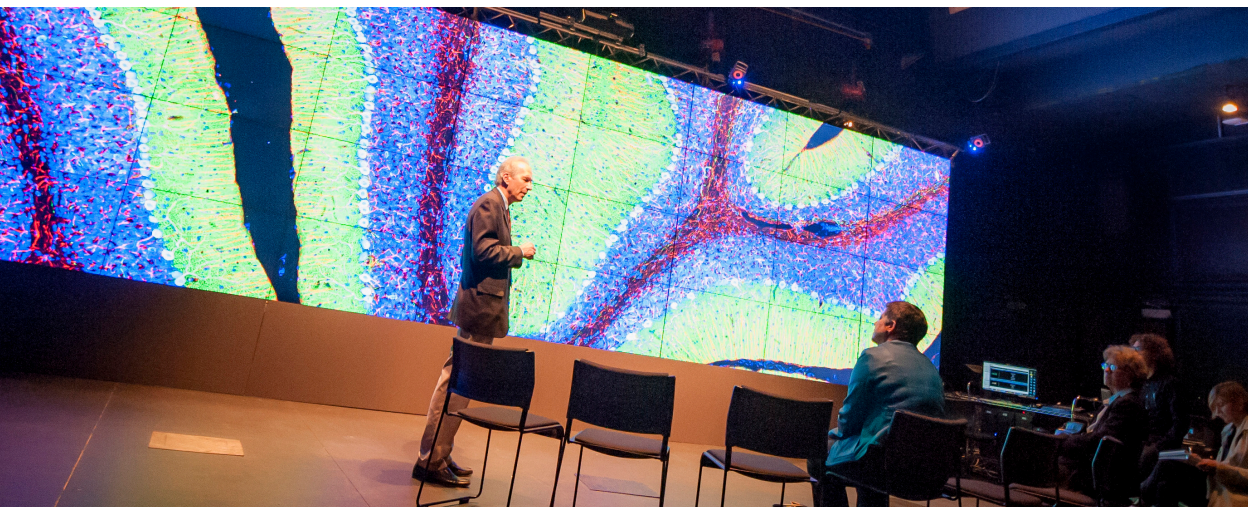
**Philanthropy:** Define a multi-year campus fundraising goal and strategy, linked to the Strategic Plan, to significantly enhance the endowment for scholarships, fellowships, and patient care.

**Funding:** Identify funding for research initiatives based on the four grand research themes to support our scholars.

**Budget model:** Ensure the campus has employed best practices in financial tracking and resource allocations.

*Action Under Way*  
Expanding Master's programs across campus

*Action Under Way*  
Re-established key position of Vice Chancellor for Advancement focused solely on philanthropy, hired January 2014





## STRATEGY

**Identify new models for excellent service that prioritize delivery to our stakeholders while addressing regulatory, compliance, and reporting requirements.**

*Action Under Way*  
Standing Committee on Service- and People-Oriented Culture established to bring forward, assess, and implement the most impactful ideas

**People:** Emphasize employee development of critical skills in collaboration, team building, and innovative approaches.

**Processes and policies:** Assess structures, funding sources, and policies to develop new tactics to comply with all mandates and regulations.

**Enabling technologies:** Identify new uses of technology to strategically increase efficiency.

**Financial systems and reporting:** Ensure financial speed and capability by integrating and normalizing data and implementing flexible tools for financial reporting, projections, and modeling.

*Action Under Way*  
Established new position for campus Vice Chancellor, Chief Financial Officer

**Organizational performance:** Assess our performance and processes through clearly defined metrics and measures.

# UC San Diego

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