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

Goal 1.1: Expand the number and impact of UCI faculty

- 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

- 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

- Develop a new strategic plan for the UCI Health combined enterprise

- 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

- 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

- 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

- 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

Goal 2.1: Expand the student body and make UCI a first-choice campus for students

- 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

- 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

- 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

- 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 explore 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

- 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 underrepresented disciplines; 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

- 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

Goal 3.1: Build an engagement culture
- 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

- 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 programing 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

- 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 that 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 alumni engaged in civic government at the state and local levels to focus on the message of UCI's impact and value; and focusing on the core strengths upon which to energize the agencies of support to increase their investment in 1) an internationally acclaimed faculty research profile in the biological and physical sciences, arts, humanities, and social

sciences; 2) a wealth of resources surrounding UCI's geographic location; and 3) a 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

- 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; establishing 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

- 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

Goal 4.1: Develop a sustainable financial plan

- 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

- 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

- 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

- 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

- 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