

STRATEGIC PLAN: OVERVIEW & NEXT STEPS

Leadership Council

Laura Martin, Assistant EVC/P, on behalf of Strategic Plan

Communications and Engagement Team*

February 3, 2021



*Hala Alnagar, Katie Brokaw, Ian Cooke, Yesenia Curiel, Gerry Elizondo, Jessica Gardezy, Chai Moua, Kristen Wanderlich



A Blueprint for Growth

PLAN'S PURPOSE

- *Framework to support continued growth and development of our campus to a research university of 15,000 students and classification as a Very High Research Activity (R1) institution in the Carnegie Classification of Institutions of Higher Education.*

WHY R1?



PLAN'S THREE GOALS

GOAL 1

Engage Our World and
Region through Discovery
and the Advancement of
Knowledge

GOAL 2

Develop Future Scholars and
Leaders

GOAL 3

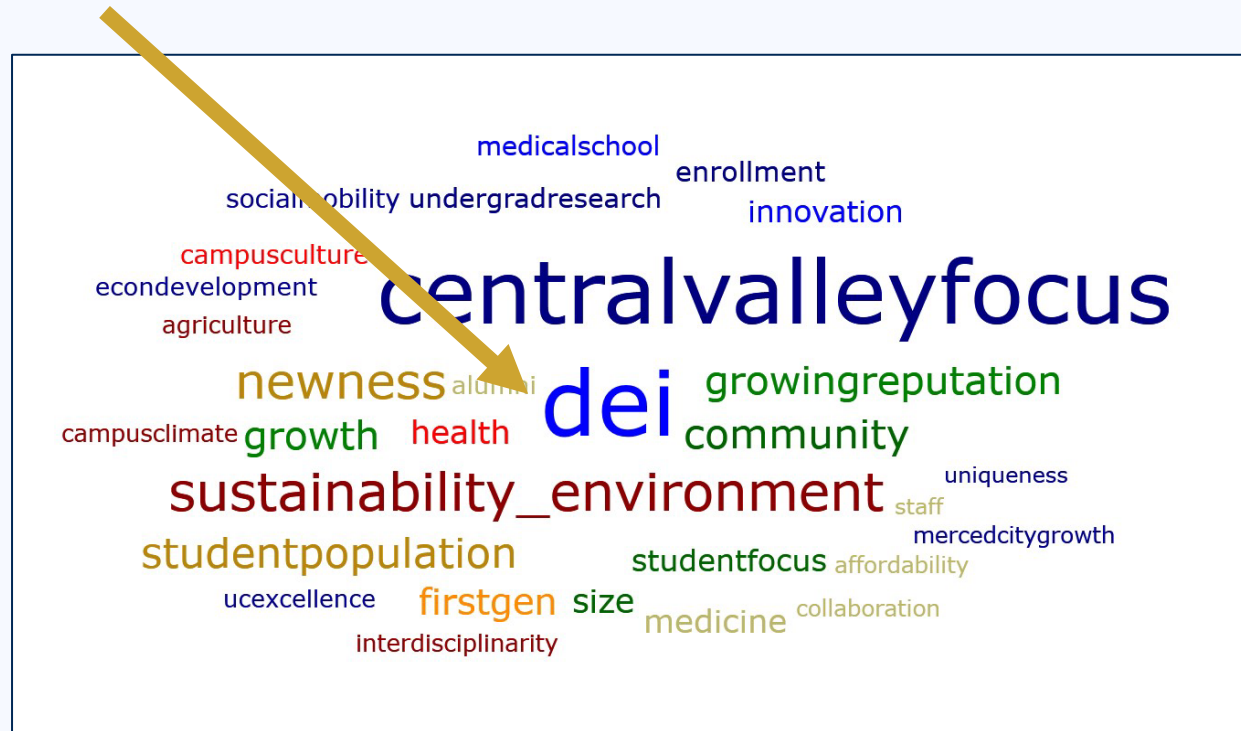
Cultivate a Culture of Dignity
and Respect for All



THREE GOALS

- Are equally important, interconnected and mutually reinforcing. To truly realize the plan, all must be achieved together.

DIGNITY AND RESPECT FOR ALL WILL DISTINGUISH UC MERCED



Word cloud summarizing the most common UCM stakeholder response themes to the question: "What makes UC Merced distinctive today and in 2030?"

OBJECTIVES, MEASURES, & TARGETS

2.1

Grow and diversify UC-quality educational opportunities for undergraduate and graduate students and the public.

2.1.1

Total campus enrollment (undergraduate and graduate)⁵

Current Value	9,018
AY 2024-25	11,800
AY 2027-28	14,000
AY 2030-31	15,000

Measure 2.1.2

Undergraduate student-to-Senate faculty ratios*

Current Value	26.7:1 ⁶
AY 2024-25	27.7:1
AY 2027-28	27.7:1
AY 2030-31	27.7:1

⁵Aligned to MOU with UCOP

⁶The current (Fiscal Year, FY 2020/21) undergraduate student to faculty ratio is lower than the FY 30/31 goal as a result of two factors. First, the campus hired a large number of new faculty, including an atypical number of spousal hires, in fall 2020 which resulted in a net increase of 36 Senate faculty. Second, the campus missed its Fall 2020 student enrollment targets, in part due to the COVID pandemic. The combination caused the ratio to fall sharply. For comparison, the FY 2019 ratio was 29.7 (8151/274). The 2030 target brings the ratio back to the average of our UC peers (27.7).



EXAMPLE INITIATIVES



Example Strategic Initiatives:

- Develop new schools, majors, tracks, minors, masters, and/or combined bachelors/masters programs in high demand areas and signature undergraduate experiences that will attract new students, including domestic non-resident students
- Grow transfer student enrollment by continuing to develop relationships and pathways externally and internally to UC Merced
- Develop analytic capacity, including market analytics, to identify new degrees, certificates, and skill sets that are in demand now and predicted to be so in the future
- Implement a wait-list function for courses
- Expand donor support for historically underrepresented students (e.g. scholarships and fellowships)
- Build the campus's capacity to market and conduct outreach for our educational programs, including with a focus on continuing to attract historically underrepresented students

NINE ADMINISTRATIVE INITIATIVES

Staffing

(Operational Capacity)

Facilities

(Physical Capacity)

Talent Management

(Operational Capability)

Information Technology

(Digital Capability)

Access to Data

(Data Analytics & Reporting)

Campus Workflows

(Campus Operational Workflow)

Budget Planning & Allocation

(Budget Planning & Allocation)

Equity, Inclusion, & Diversity

(Equity, Inclusion, & Diversity
Commitment)

Sustainability

(Sustainability Commitment)

IN SUM...



By 2031, UC Merced aspires to be

- A Research I university
- With 15,000 well-supported undergraduate and graduate students,
- In an empowering and equitable place to work and learn

IMPLEMENTATION

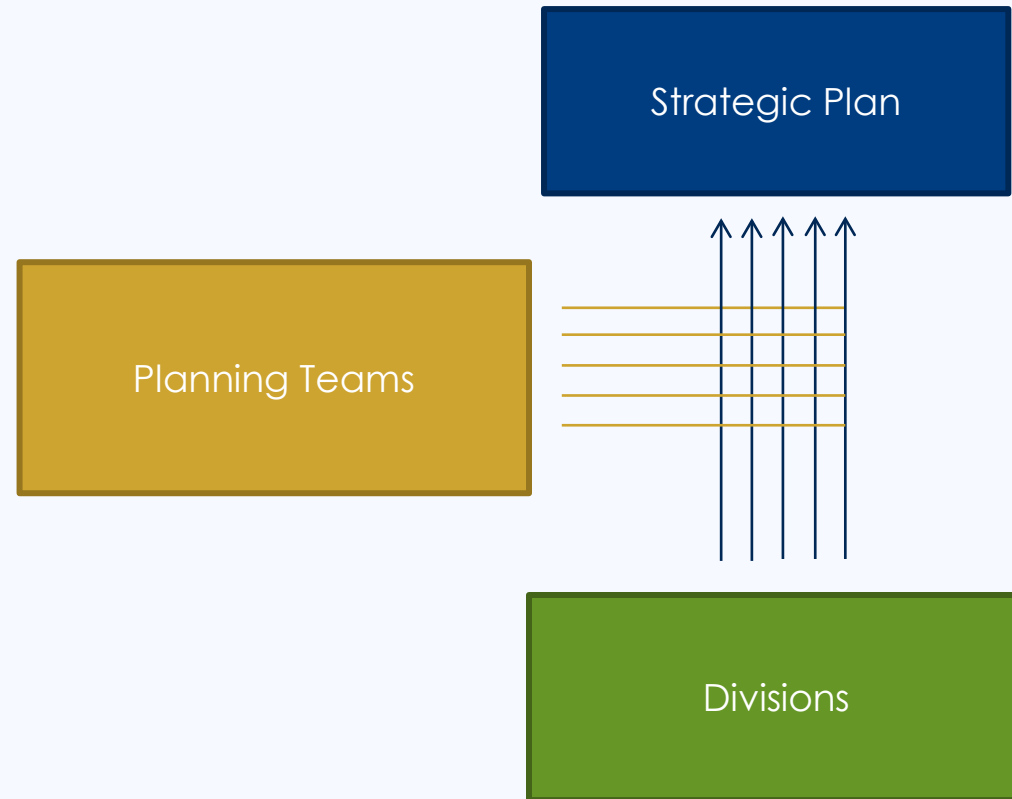
Develop an annual planning and resource allocation process to advance the priorities of the strategic plan



IMPLEMENTATION

- Divisions align their work to the campus strategic plan*
- Planning teams facilitate institutional, cross-divisional planning
- Resources are allocated

*Schools, Divisions of Undergraduate Education and Graduate Education, and Library already aligned through academic planning



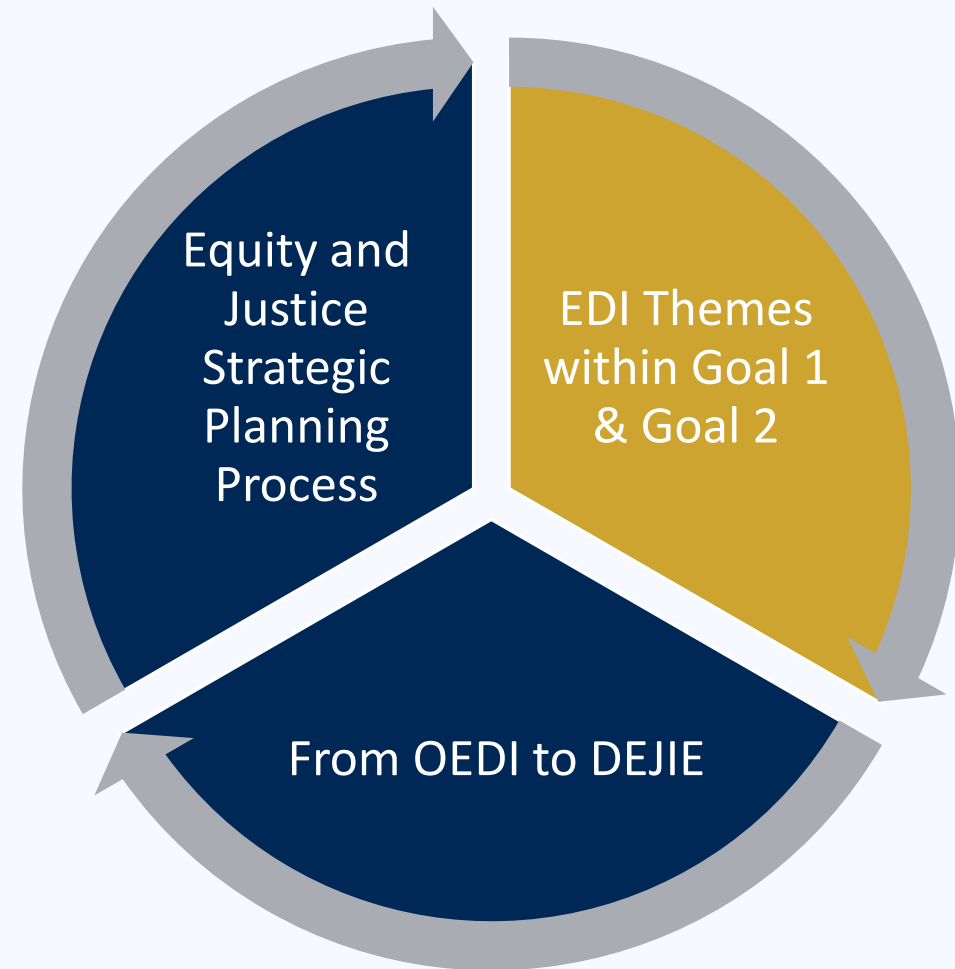
PLANNING TEAMS ORGANIZED AROUND STRATEGIC PLAN OBJECTIVES



*The main priorities of 1.3 are folded into 1.2, 2.2, and 2.3.

GOAL 3 – *DIGNITY AND RESPECT FOR ALL* - ADDRESSED VIA TWO PROCESSES

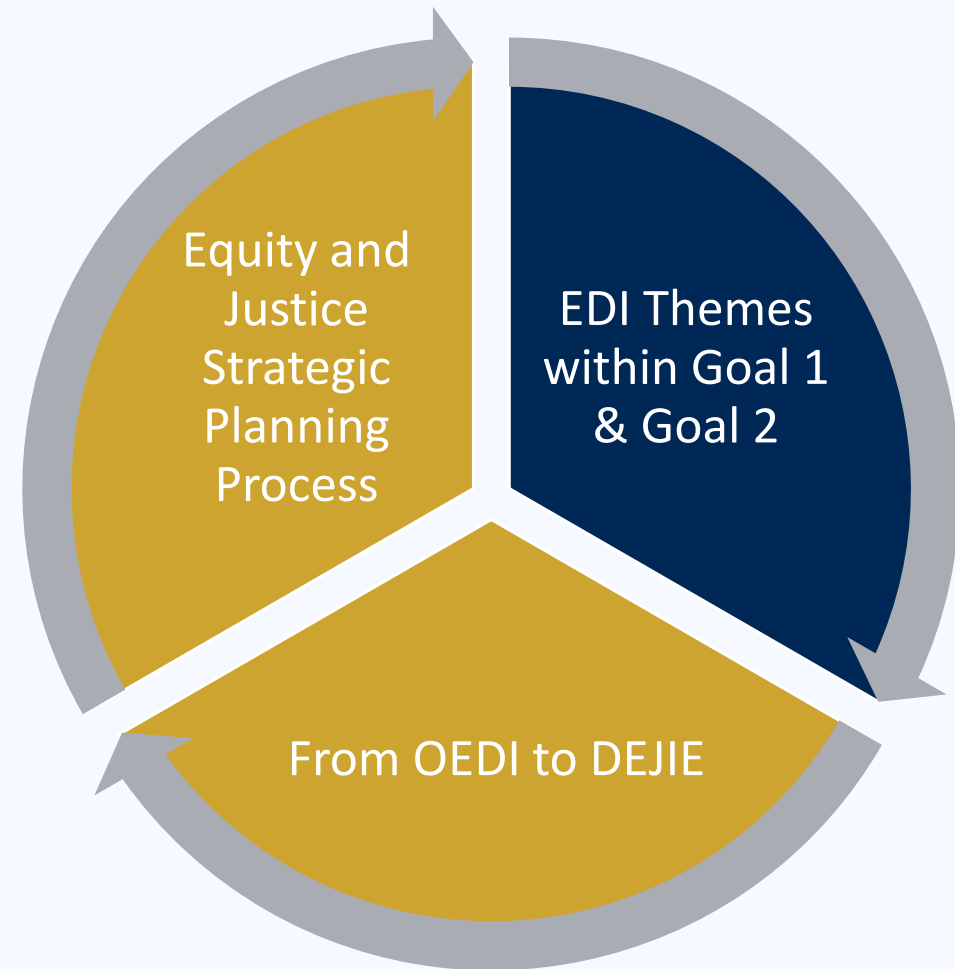
1. Ensure planning teams have EDI perspectives



GOAL 3 – *DIGNITY AND RESPECT FOR ALL* - ADDRESSED VIA TWO PROCESSES

2. Develop the institutional infrastructure and foundation to realize Goal 3.

- Establish Division of Equity, Justice, and Inclusive Excellence
- Develop inclusive excellence framework and develop data needed to ground and inform efforts
- Develop Equity and Justice Strategic Planning Process – products of which will support achievement of Goal 3
- Establish a goal 3 planning team to steward the work



PLANNING TEAMS ORGANIZED AROUND STRATEGIC PLAN OBJECTIVES



*The main priorities of 1.3 are folded into 1.2, 2.2, and 2.3.

HOW PRIORITIZE WHAT GETS RESOURCED AS THE PLAN IS IMPLEMENTED?

Annually, following consultation with leadership, the Chancellor will announce funding priorities to the campus to sequence the plan's implementation.

For fiscal year 2022-23, the funding priority is operations support for

- Enrollment growth
- Research

With EDI as a consideration in all efforts.



Strategic Plan

Development Introduction & Overview Goals and Objectives Administrative Initiatives Implementation



Support this work!

Familiarize your team with the strategic plan.

Visit strategicplan.ucmerced.edu to read more about the plan

