UCLA Strategic Plan 2018

Strategic Planning Retreat Summary

UCLA Senior Leadership participated in a two-day planning retreat to review recommendations from the five Strategic Planning Task Forces (Civic Engagement, Global Outreach, Research Innovation, Education Innovation and Institutional Effectiveness). Campus leadership considered three questions:

1. Of the recommendations made by the task forces, what important themes and ideas emerge?
2. What should be considered when establishing priorities for a strategic plan?
3. What are the short-term (1-5 years) and long-term (5-10 years) recommendations that are feasible and should be implemented?

The outcomes of the strategic planning retreat are summarized below.

**Recommendations**

1. Combine Civic Engagement and Global Outreach.
2. Reframe the Research Innovation priority to include creative research and activities.
3. Identify short-term and long-term initiatives/priorities (outlined below) for each of the strategic priorities.

**Combine Civic Engagement and Global Outreach**

- Retreat participants suggested that the recommendations of the Civic Engagement and Global Outreach task forces were closely aligned, and should be combined into one priority.

**Reframe Research Innovation Priority**

- Recognizing the absence of the arts in the strategic plan recommendations, participants at the retreat suggested reframing the Research Innovation strategic priority to include creative innovation as well.

**Identify Short- and Long-term Initiatives for Each Priority**

- Retreat participants reviewed and made recommendations for initiating short- and long-term actions to achieve goals for each priority area. The summaries of the recommendations are provided below.
**PRIORITY AREA:** Research and Creative Innovation

<table>
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<tr>
<th>THEME</th>
<th>GOALS</th>
<th>SHORT-TERM ACTIVITIES</th>
<th>LONG-TERM ACTIVITIES</th>
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</table>
| Create High Impact Discoveries | • Create High Impact Discoveries  
• Translate Discoveries for Public Benefit | 1. Bring people together to identify opportunities for collaborative research  
2. Identify space for collaborative research  
3. Incentivize people from North and South Campus to engage in collaborative research  
4. Define creative innovation so students from all disciplines are encouraged to engage in research  
5. Proposals  
   a. Create a proposal writing center  
   b. Provide a concierge for faculty that engage in research, so they are able to launch research faster  
   c. Develop more useful and accessible data via shared databases  
   d. Establish more Grand Challenges  
   e. Improve our ability to tell our story | 1. Establish UCLA as the city’s intellectual hub  
2. Create a new 21st century identity  
3. Strengthen our connections to high schools and share information  
4. Continue our focus on student and faculty diversity  
5. Develop better metrics for faculty  
6. Engage in healthier behavior  
7. Increase budget awareness  
8. Expand research and fundraising connections with the entertainment industry  
9. Coordinate and manage entrepreneurial activities  
10. Reevaluate priorities, sunset activities that are no longer useful |
## Priority Area: Civic Engagement/Global Outreach

### THEME
- **Strengthen UCLA as a Global University**

### GOALS
- Assist students in developing a global outlook
- Enhance UCLA’s presence and partnership with local international communities (“Glocal”)

### SHORT-TERM ACTIVITIES
1. Create a campus Global Engagement Council
   - Comprised of campus representatives that include, among others – alumni, health, student activities, principal investigators, etc.
2. Conduct asset mapping within 6 months
   - Create a dashboard with real time events to readily identify existing areas of engagement
   - Facilitate a bidirectional flow of information between UCLA and community partners
3. Identify campus expertise for representation on meaningful boards/groups

### LONG-TERM ACTIVITIES
1. Develop a PR, marketing and communications plan (after initial assessment)
   - Define and communicate what is distinctive about UCLA and its partnership with Los Angeles and other communities
2. Find ways to scale up among existing projects
   - Determine how UCLA can extend its presence in areas where resources are scarce
3. Engage students who study abroad and students who come from other countries in joint activities to increase exposure and opportunities
4. Encourage campus culture to increase global outlook
   - Find ways to enhance our local and global activities
   - Consider how our existing projects can be leveraged to have broader influence
**PRIORITY AREA:** Education Innovation

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<td>Advance the Science of Teaching (grounded in research)</td>
<td>• Identify an entity to support excellence in teaching &lt;br&gt;• Provide incentives and tools for teaching excellence &lt;br&gt;• Enhance assessments and metrics for teaching excellence</td>
<td>1. Develop an evidence-based student evaluation form &lt;br&gt;2. Use best practices peer evaluation (disseminate later this year) &lt;br&gt;3. Include learning outcomes for syllabi and other materials for every course (have this done within 18 months) &lt;br&gt;4. Determine who will be responsible for implementing the processes &lt;br&gt;a. Determine if a new entity is to be created</td>
<td>1. Emphasis was on short-term activities rather than long-term</td>
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**PRIORITY AREA: Institutional Effectiveness**

Retreat participants agreed that institutional effectiveness was foundational to all of the priorities identified. Therefore, the goals and short-term Activities identified were important factors for successful implementation.

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| Improve efficiency and effectiveness with institutional values | • Engage in continuous improvement  
• Improve understanding of barriers to effectiveness  
• Improve culture and internal communication | 1. Implement Financial System Accountability  
2. Collect actionable evidence-based information that can be leveraged for decision-making about organizational efficiencies  
3. Map internal and external compliance issues to understand requirements, and where change can occur  
4. Identify opportunities to streamline reporting  
5. Delegate decision-making authority more deeply  
6. Understand the extent to which faculty, students and staff spend their time on administrative activities. | 1. Establish a culture of continuous improvement and reflection  
2. Create a culture with greater horizontal and vertical trust  
3. Re-evaluate academic calendar and campus-wide implications: Semester vs. quarter system  
4. Reduce the percent of faculty time devoted to administrative tasks by 50% |