University of California Office of the President

ACADEMIC AFFAIRS DIVISION
2024-2028 STRATEGIC PLAN

UNIVERSITY
OF
CALIFORNIA

Table of Contents

Executive Summary

Academic Affairs strategic planning efforts were guided by the strategic priorities set forth by President Drake in September 2022, which include:

1. Expanding opportunity and excellence
2. Leading on climate change
3. Strengthening an inclusive, respectful and safe university community
4. Promoting health across California, including its most vulnerable communities

Our division plays a critical role in each of these priorities, particularly through programs and initiatives that ensure academic excellence in research, teaching and public service, positioning UC and the state of California as engines of economic, social and cultural development. Throughout the year, we continually assess our division's alignment with the President's priorities and the goals of our UCOP and campus partners.

This strategic plan outlines a five-year framework for the Academic Affairs Division, enabling us to allocate resources effectively, foster collaboration, and enhance communication with key stakeholders. This approach supports the Division's ongoing commitment to delivering systemwide services, programs, and activities that advance the University of California's academic mission and the Power of Ten.

Academic Affairs Goals

1. Achieve the systemwide student success goals set forth in the 2030 Capacity Plan, the Multi-year Funding Compact and President's Priorities

2. In partnership with stakeholders, Academic Affairs will steward the future of the academic workforce by growing and diversifying the professoriate and academic appointees and promoting work-life balance across the career life cycle, while advancing new models of education delivery.

3. Position the University to harness its rich expertise and unique assets for large-scale collective impact in research, research translation, innovation, and policy.

4. Increase public awareness and perception of UC as thought leaders on research and academic issues. Ensure that UC knowledge and expertise are reflected in the strategic decisions and direction of the University.

5. By 2027, Academic Affairs will reduce the friction in our transactions across the division while improving organizational efficiencies between Academic Affairs and the campuses we serve.

6. Increase density of connectivity between Academic Affairs and campuses. Facilitate improved communication and collaboration between AA/OP and academic leadership on the campuses, the formulation of common goals, collective strategies for implementation and evaluation, the spread of best practices, and the capacity to plan for continuity in the face of disruption.

7. Cultivate and retain a diverse, talented, and committed workforce within Academic Affairs

Introduction

The summer prior to the 2023-24 academic year represents an important time to update and revise the Academic Affairs strategic plan. The factors that make this an appropriate time include:

- **New Structure and Leadership within Academic Affairs:** Since the last draft of the strategic plan (2017), there has been a significant restructuring of the Academic Affairs division, streamlining six departments into four. Two out of the four senior leaders are new to their roles in the past four years.

- **New leadership at University of California, Office of the President (UCOP):** The new leadership within Academic Affairs has been matched by changes in leadership at the Office of the President. We have welcomed a new President and very recently (January 2023) a new Provost. We have been joined by new senior leaders on the President's Advisory Group and a new EVP for UC Health started in fall of 2023.

- **Expanding access and enrollment:** Increasing demand from the Regents, state legislators and the public to provide greater access to the University through increased enrollment and expanded online curriculum that has and will impact the University's infrastructure.

- **Changes in higher education:** As we will lay out in the Situation Assessment, the higher education landscape has shifted considerably in recent years, driven primarily by the experiences of the pandemic but also reflecting the national economy, the research climate, student wellbeing, academic success, and demographic trends in California and across the country.

Academic Affairs strategic planning efforts are guided by the strategic priorities set forth by President Drake in September 2022[1], which include:

1. Expanding opportunity and excellence
2. Leading on climate change
3. Strengthening an inclusive, respectful and safe university community
4. Promoting health across California, including its most vulnerable communities

Our division plays a critical role in each of these priorities, particularly through programs and initiatives that ensure academic excellence in research, teaching and public service, positioning UC and the state of California as engines of economic, social and cultural development. As we develop our goals, we check and recheck to ensure that our division aligns with the priorities of the President, the goals of our neighboring divisions at UCOP, and the goals of our campuses through deep engagement, innovative systemwide programs, and strategic and academic planning.

This strategic plan outlines a five-year framework for the Academic Affairs Division, enabling it to emphasize resource allocation, foster collaboration, and enhance communication with key stakeholders both within the University and throughout the state. This approach supports the Division's ongoing commitment to delivering systemwide services, programs, and activities that contribute to the achievement of the University of California's academic mission.

---

[1] President's Priorities Plan, 2022, https://www.ucop.edu/president/_files/uc-presidential-priorities-plan.pdf

Strategic Plan Purpose

This Academic Affairs Strategic Plan is presented for the period of 2024 - 2028. This renewal builds off the division's initial strategic plan developed in June of 2017 for the period of 2017 - 2021 and has been thoughtfully developed by a strategic planning team of Academic Affairs leaders who sought input from UC stakeholders, UCOP colleagues and Academic Affairs division staff.

UCOP division strategic plans incorporate and adopt the Values and Strategic Objectives outlined in the UCOP Strategic Framework[2] published in 2023. This framework provides the foundation for strategic alignment across divisions.

Serving as a guide for the division to focus time, talent and resources to best serve the University of California, the five-year plan establishes a strategic framework that promotes collaboration with key stakeholders within UC and across the state as Academic Affairs continues to focus on providing systemwide services, programs, and activities that enhance achievement of the University of California's academic mission and the Power of 10.

The Academic Affairs strategic plan offers seven goals across three of the five strategic objectives to align with legislative requests and stakeholder priorities and to leverage division strengths and opportunities, and address weaknesses and threats – all to support the division's progress in achieving its vision and building alignment between UCOP divisions and UC campuses/locations.

Component	Definition
MISSION	Our Core Purpose: Cause—Action—Impact
VALUES	Guiding principles that inform our actions
VISION	Picture of our "preferred future" (BAG: Big Audacious Goal)
STRATEGIC OBJECTIVES (Level 1)	Broad-based, organization-wide, long-term (3-5 years out) aims that move the division towards actualizing its vision
DIVISION GOALS (Level 2)	Specific quantifiable, realistic targets that move the division towards accomplishments of the strategic objective over a specified period of time ("SMART")
KEY STRATEGIES (Level 3)	Key activities/steps required to achieve a specific goal (SMART and assigned to a business unit and person)

[2] UCOP Strategic Framework, 2023, https://www.ucop.edu/strategic-framework/_files/ucop-strategic-framework.pdf

Academic Affairs Strategic Planning Team

Academic Affairs core strategic planning team was comprised of the following individuals who met between March 2023 and October 2023.

NAME	DEPARTMENT
Katherine Newman	Provost and Executive Vice President - Academic Affairs (PIO*)
Stephanie Beechem	Chief of Staff (PIO*)
Pamela Brown	Vice President, Institutional Research & Academic Programs (IRAP)
Steve Garber	Deputy Chief of Staff (PIO*)
Yvette Gullatt	Vice President & Vice Provost, Graduate, Undergraduate & Equity Affairs, (GUEA) and Chief Diversity Officer
Douglas Haynes	Vice Provost, Academic Personnel and Programs (AP&P)
Theresa Maldonado	Vice President, Research & Innovation (R&I)

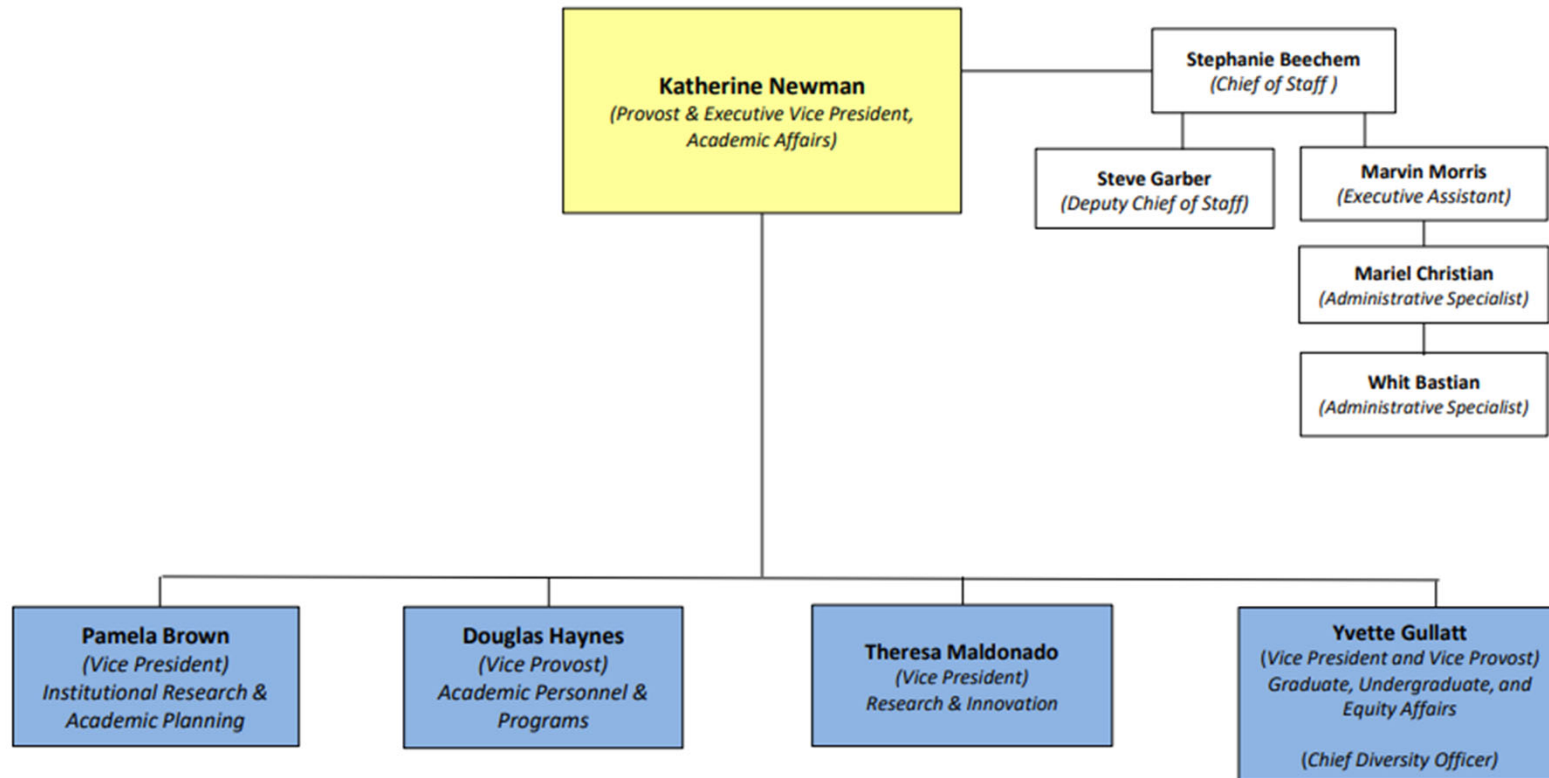*Provost's Immediate Office*

Facilitators

Morgan Bernstein, Senior Strategic Advisor, UCOP Strategy & Program Management Office
Gale Sheean-Remotto, Senior Strategic Advisor, UCOP Strategy & Program Management Office

Academic Affairs
Division Overview

UNIVERSITY
OF
CALIFORNIA

Academic Affairs Division – Organizational Structure

Division of Academic Affairs

Katherine Newman
(Provost & Executive Vice President, Academic Affairs)

Stephanie Beechem
(Chief of Staff)

Steve Garber
(Deputy Chief of Staff)

Marvin Morris
(Executive Assistant)

Mariel Christian
(Administrative Specialist)

Whit Bastian
(Administrative Specialist)

Pamela Brown
(Vice President)
Institutional Research & Academic Planning

Douglas Haynes
(Vice Provost)
Academic Personnel & Programs

Theresa Maldonado
(Vice President)
Research & Innovation

Yvette Gullatt
(Vice President and Vice Provost)
Graduate, Undergraduate, and Equity Affairs

(Chief Diversity Officer)

Academic Affairs Division – Functional Areas*

Academic Affairs is an institutional office organized around the vision of UC as a pre-eminent land grant public research university, with each campus in its own time and its own way achieving this status. The division oversees the academic and research enterprise building on the UC campuses innovation, energy and academic strength to enhance the system's educational and research impact. Listed below are the four departments that comprise the division and their essential role within the division.

KATHERINE NEWMAN

Provost and
Executive Vice President
Academic Affairs

Provides strategic leadership and oversees division-wide administration, programs, and activities.

* Academic Affairs' collaboration with the System-Wide Academic Senate is essential in meeting our goals

PAMELA BROWN

Vice President
Institutional Research and
Academic Planning

Institutional Research and Academic Planning provides information and analysis in support of university management, planning and decision-making. The department provides analytical support on curricular, program review, and policy issues, and stewards receipt and review of UC and external data files and integration into the UCOP decision support system.

DOUGLAS HAYNES

Vice Provost
Academic Personnel and Programs

Academic Personnel and Programs advances UC's mission through innovative academic policy and programs serving UC faculty and students. The department develops and manages system-wide programs, initiatives, and policies that strengthen recruitment and retention of UC faculty and other academics and that provide students with unique educational opportunities.

THERESA MALDONADO

Vice President
Research and Innovation

Research and Innovation harnesses the expertise and assets across the UC System for collective impact in research, research translation, innovation, and research policy. The department stewards research programs on behalf of the State; develops and analyzes research- and innovation-related policies; facilitates multi-campus research institutes and facilities; administers technology transfer functions; and builds partnerships across the State.

YVETTE GULLATT

Vice President and Vice Provost
Graduate, Undergraduate
and Equity Affairs
(Chief Diversity Officer)

Graduate, Undergraduate and Equity Affairs at the UC Office of the President supplies leadership and support for systemwide programs, initiatives and policies that advance UC equity and inclusion, close institutional equity gaps, promote access to and successful completion of baccalaureate and graduate degrees, and help to provide an exemplary University experience for all.

To realize the UC vision and Academic Affairs' mission –

Academic Affairs provides a variety of **central services** that are most efficiently done systemwide and/or ensure systemwide coherence. Some examples include:

- academic employment policy
- university-wide institutional research and accountability
- undergraduate application and admission processes
- undergraduate financial aid
- research policy
- California Digital Library (CDL)
- UC Press
- UC Center Sacramento
- UC Washington Center

Academic Affairs **leverages UC's scale** and the Power of Ten to support academic programs, activities, and research. Some examples include:

- Land-based astronomical observatories
- Special Research and Lab Fees Research programs
- President's Postdoctoral Fellowship Program (PPFP)
- Natural Reserve System
- California Institutes for Science and Innovation
- SAPEP (Student Academic Preparation and Educational Partnerships) programs
- UC Education Abroad Program (UCEAP)
- Innovation and Entrepreneurship programs

Academic Affairs **supports a variety of initiatives and special projects**, some of which turn into long-term programs. Some examples include:

- diversity workshops for campus academic administrators
- doctoral diversity
- data analytics
- undergraduate degree completion
- online education
- student food security and mental health
- system-wide research
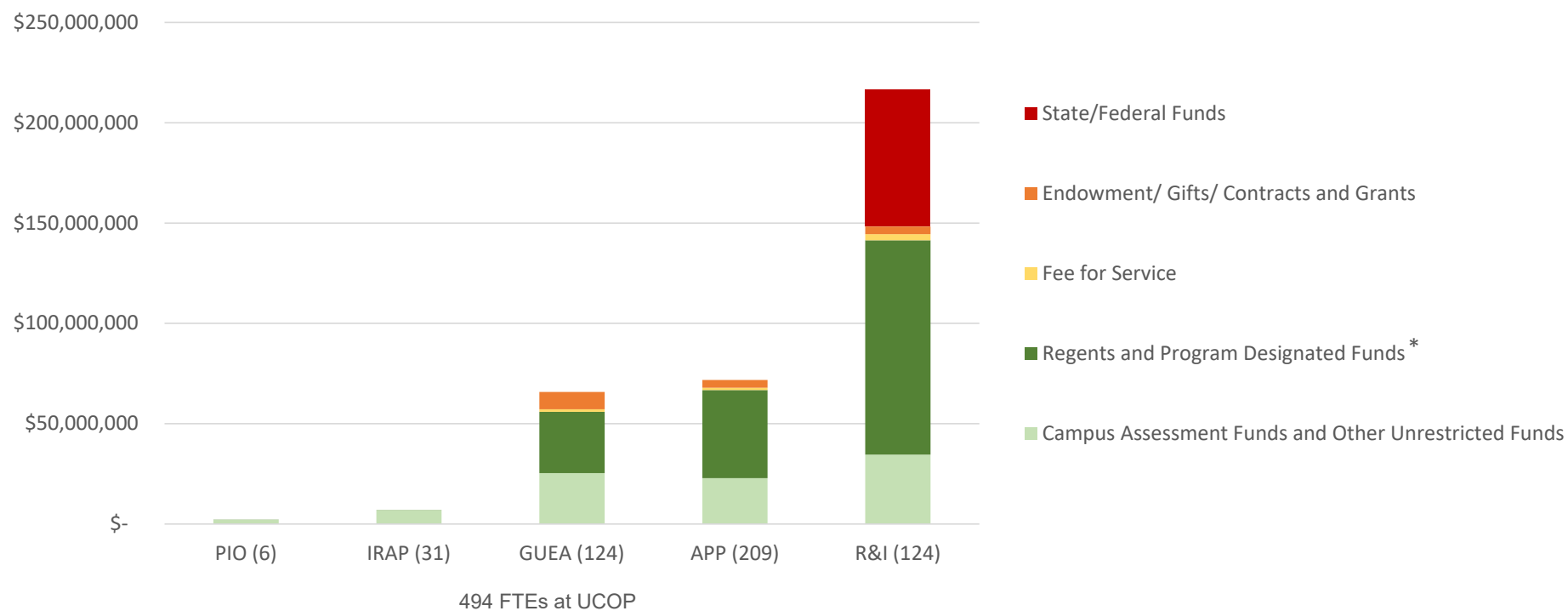
Academic Affairs 2023-24 Fund Sources by Unit

Academic Affairs is a large division – 2023-24 total approved budget of $363.3 Million and 494 UCOP FTE – with a number of different fund sources, specifically:

Campus Assessment Funds and Other Unrestricted Funds: $92.0 Million (25.3%) – UNRESTRICTED
Primarily funds the core administration and systemwide central services (including California Digital Library or CDL, Operations, Advancing Faculty Diversity, applyUC, and Keck contract).

State/Federal Funds: $68.2 Million (18.8%) – RESTRICTED
Includes Breast Cancer research, Tobacco research, California Subject Matter Projects (CSMP), and GEAR UP

Endowment/Gifts/Contracts and Grants: $16.3 Million (4.5%) – RESTRICTED
Cancer Research, Mellon Grant for President's Post Doctoral Fellowship Program, California Subject Matter Projects (CSMP), ASSIST, GEAR Up and UC Press gifts/grants, CDL, and Natural Reserve System endowments (income not principal)

Regents and Program Designated Funds: $181.2 Million (49.9%) – DESIGNATED
Includes UC Press, UC Washington Center, UC Online, CSMP, Admissions, Graduate Studies Initiatives, SAPEP, Student Basic Needs, Student Mental Health, AIDS Research, Climate Change Research and Lab Fees Research

Fee for Service: $5.5 Million (1.5%) – DESIGNATED
Includes recharges in Innovative Transfer and Entrepreneurship and ASSIST

Academic Affairs 2023-24 Fund Sources by Unit

$363.3 Million Total Approved Budget (with FTEs)
Depending on responsibilities, Academic Affairs units differ in funding level and sources

Legend:
- State/Federal Funds
- Endowment/ Gifts/ Contracts and Grants
- Fee for Service
- Regents and Program Designated Funds *
- Campus Assessment Funds and Other Unrestricted Funds

Chart x-axis: PIO (6), IRAP (31), GUEA (124), APP (209), R&I (124)

494 FTEs at UCOP

Regents and Program Designated Funds are unusually high in FY 23-24 due to one-time Climate Fund spending of $80M

Academic Affairs
Strategic Planning Decision Drivers

UNIVERSITY
OF
CALIFORNIA

Higher Education Situation Assessment

The development of this strategic plan comes at a pivotal time of change in higher education, both within California and across the nation. Many of these factors were accelerated by the global pandemic, but the underlying trends have long been there. The following factors will be important for us to focus on now and in the coming years:

- **University labor relations**: Following on an historic labor strike at the University of California in 2022-23, the environment for academic labor relations in the US, and at UC specifically, is undergoing a major shift that will have impacts for the foreseeable future. The University's existing academic and labor relations functions were born in a different era, when organized labor was largely confined to policy covered staff. Today, more than 50,000 academic employees are represented within the UC. Academic Affairs' strategic planning must take into account this new reality.

- **Future of graduate education:** There are seismic shifts underway in the U.S. around graduate education. Academic Affairs' strategic planning process must reflect the opportunities and challenges that UC and other institutions of higher education must navigate, from changes in the academic labor market to doctoral program enrollment to strategies for diversifying the professoriate.

- **Economic uncertainty / budget constraints:** The current state of the global economy is tumultuous, emitting ambiguous signals regarding the trajectory of both the U.S. and worldwide economies. The prevailing economic uncertainty is exerting a considerable impact on higher education. The University must continue to work to expand learning and research opportunities and identify strategic ways to leverage new and existing resources while adapting to this rapidly changing economic environment.

- **College affordability:** Nationally, there is growing concern about college affordability and the cost of attendance. The University of California has long outperformed national trends in this area: fewer than half of our undergraduate students graduates with any debt and, of those that do, their overall debt burdens are less than $20,000, about $10,000 less than the national average. Nevertheless, UC must stay focused on student affordability and ensuring that all UC students have the resources they need to succeed.

- **Diversity and inclusion:** Diversity, equity, and inclusion are foundational values at the University. While we have one of the most diverse student bodies in the nation, we must continue to diversify our students, faculty, and staff and to support all members of the UC community. The dismantling of affirmative action in higher education by the Supreme Court this year may further complicate this work for UC and other institutions of higher education nationwide. We must continue to think about how we can increase representation and deliver a welcoming, supportive, and safe campus environment for all.

- **Federal and state research climate:** Now and in the future, there are going to be increased opportunities for large-scale grants that, by design, must be multi-campus. The place-based approach of the Biden administration to a new kind of industrial policy is leading to investments of almost unprecedented scale in domains like clean energy, with attendant impacts that social sciences and other UC faculty are well positioned to study.

Higher Education Situation Assessment (cont.)

- **Cost of living + housing:** California is the midst of a historic housing crisis, a feature that affects our students, our faculty and our staff. UC campuses are located in some of the most expensive metropolitan areas in the country, with demand for housing far exceeding the supply. The cost of housing in California also creates challenges in recruiting and retaining faculty and staff, who can find comparable positions at universities with more affordable housing options. The University must continue to work to find new ways to adapt and mitigate these impacts on UC community members, with a particular focus on adding beds and ensuring that students' housing needs – and all other basic needs – are met.

- **AI impacts:** Artificial intelligence is spurring seismic changes in many industries, with broad impacts spanning research, data analysis, discovery, administrative management, and beyond. There will also be profound implications for the long-term future of industries and occupations, from health to law and many other fields. Together with internal and external partners, Academic Affairs must examine these changes thoughtfully and systematically, with a focus on student success, workforce impacts, and risk management.

- **Climate change:** The University of California has been a leader on climate change and sustainability for decades. From Sacramento to Merced to Riverside and beyond, UC researchers and experts are conducting research on adapting to and mitigating the impacts of a changing climate, from fire to high heat regions to flood plains. We must reinforce both the University's climate research and institutional sustainability goals and support the University's work to build a more sustainable future for all.

- **Demography:** The demographic landscape of California has been undergoing significant changes in recent years, and these shifts have the potential to profoundly impact higher education in the state. Having very strong institutions like UC is a huge advantage in a context where aggregate demand from students may decline. Academic Affairs must focus on ensuring that higher education in California remains inclusive, relevant, and responsive to the state's diverse and dynamic population.

- **International education:** There is instability and uncertainty in the international education market, which will have consequences for enrollment in master's degree and other programs at institutions of higher education in California and nationwide. Academic Affairs' work must take into account these trends and consider their implications and effects.

- **Online degrees:** Around the world, online degrees are providing more students with access to higher education, breaking down geographical barriers, and providing flexible learning options. However, online degrees vary widely in terms of quality. As UC campuses continue to explore expanded online offerings, it will be important to find ways to balance the needs and perspectives of students as well as key University stakeholders.

Division-wide SWOT Survey

Staff input on the division's Strengths, Weaknesses, Opportunities and Threats supports decision-making and goal development in the strategic planning process.

- Academic Affairs Staff SWOT Survey dates: June 26-July 7, 2023
- 450 Academic Affairs division staff engaged; 101 total responses (23% response rate)
- Staff provided perspective on the division's strengths, weaknesses, opportunities and threats.

SWOT analysis – themes ordered from most to fewest responses:

	HELPFUL	HARMFUL
INTERNAL	**STRENGTHS** • Contribution to the mission and systemwide success • Reliability and responsiveness • Fostering systemwide collaboration • Stewards of student interests • Advancing EDI • Dedication to UC mission, UCOP and one another • Knowledge and expertise	**WEAKNESSES** • Low morale • Silos and hierarchy • Excessive bureaucracy • Lack of appreciation for the division within UCOP • Technology/infrastructure • Lack of operational support impedes work
EXTERNAL	**OPPORTUNITIES** • Partnership and advocacy outside UCOP (Regents, CSU, community colleges, campuses and private sector) • Investment in innovation • Invest in staff • Continue to invest in EDI efforts	**THREATS** • Internal – UCOP/UC policies and staffing concerns • Political climate • Environmental and geopolitical disrupters • Challenges to a traditional 4-year college degree • Economy and cost of living

Academic Affairs Stakeholder Input Survey

To align the division's strategic direction with stakeholder priorities, the strategic planning process begins with input from stakeholders.

- **Academic Affairs Stakeholder Survey dates:** June 27 – July 26, 2023
- **186 Academic Affairs stakeholders approached** – UCOP leadership, Chancellors, Executive Vice Chancellors & Provosts, Vice Provosts of Academic Planning, Vice Provosts of Academic Personnel, Vice Provosts/Deans of Graduate Studies, Vice Provosts of Faculty, Vice Chancellors of Student Affairs, Vice Chancellors of Research, Vice Chancellors of Equity and Inclusion, Vice Chancellors of Budget & Planning, Deans of Education, Undergraduate Deans, Institutional Research Directors, Undergraduate/Graduate Student Survey Directors, Vice Chancellors of Admissions (UCLA, UCM, UCSB, UCB, LBL)
- **50 responses (27% response rate):** 3 within one UCOP division; 47 across ten UC locations
- **Stakeholders shared their top priorities for the next 3-5 years**, ways Academic Affairs could support advancing their top priorities, and areas that are working well versus opportunities for change

Stakeholder Priorities – top six themes ordered from most to fewest responses:

1. Student Success / Initiatives	2. Tools, Resources and Processes	3. EDI	4. Faculty / Staff Hiring Practices & Retention	5. Instruction / Curriculum	6. Strike Aftermath / Union Matters
• Shared data to support retention • Flexible academic pathways • Support for using Cradle to Career • 360° student services • Future of graduate education; expanding recognition • Graduate level professional development & internships	• Capacity building and process improvement • UC programs impact on workforce • Leadership training/development • Increase tools and resources • Reducing administrative burden on faculty	• Equitable academic advancement • Diversity pipeline and retention • Salary equity • Inclusive pedagogy, program design • Become an HSI	• Career Tracks • Staffing infrastructure and operational needs • Faculty recruitment, retention, and support (funding, training) • Appropriate level of resourcing and workload management	• Adapt to new teaching modalities, including summer • UC-wide approach to remote/on-line learning • Role and impact of AI • Curriculum that meets market needs • New/viable graduate programs	• Impact of new contracts and implementation • Re-envisioning graduate education due to 2022 contract • Future bargaining process and agreements

Stakeholder-identified Support Needs in Four Areas:

1) Systemwide Collaboration and Knowledge Share

2) Institutional Policies, Processes and Procedures

3) Hiring Practices/Retention Matters

4) Advocacy and Communication

Academic Affairs
Mission, Vision, and
UCOP Values and Strategic Objectives

UNIVERSITY
OF
CALIFORNIA

Academic Affairs Mission

Our Mission

Academic Affairs provides critical systemwide services and stewardship to the University's ten campuses, national labs, health centers, cooperative extension programs and systemwide initiatives, in a collective effort to expand equity, promote innovation, support excellence in research, and advance social mobility through education and service to California and the world through the development of talent and respect for the intrinsic value of knowledge.

Our Cause
Who, what, where we serve

Our Actions
What we do

Our Impact
Changes for the better

Academic Affairs Vision

Our Vision

Academic Affairs provides leadership and insight rooted in evidence, to ensure UC is the leading destination for faculty, staff and students engaged in tackling the most urgent social, ecological, cultural and economic issues confronting California, the nation, and the world.

❖ ***Vivid Description***

"Academic Affairs encourages and supports unprecedented opportunities for innovation, research, and exceptional educational outcomes. The division aims to be an outstanding partner, seeding opportunities for our campuses while reaching new heights of discovery, consistent with UC's position as the world's preeminent public university system. Academic Affairs partners with the campuses to ensure that any eligible student who desires to attend a UC can do so—because it is affordable and accessible to Californians—and will benefit from UC's historic commitment to provide a rigorous education and serve as an engine of social and economic mobility. Our faculty are among the best researchers and educators in the world. We encourage trust and respect between the campuses and the office of the President to promote new ideas, efficiencies, and collaborations. Our division strives to provide leadership and services that animate and enable the UC system to realize its true strength and potential as a driving force in the prosperity of California, the nation, and the world."

UCOP Core Values

ACCOUNTABILITY

We are responsive to the public and our stakeholders' needs, follow through on our commitments, and take ownership for our decisions and actions.

COLLABORATION

We believe collective insight and action produces greater results than that of any individual or organization. We facilitate the exchange of information, expertise, and skills to optimize resources and generate the highest quality outcomes. We foster teamwork and, where appropriate, systemness.

EQUITY & INCLUSION

We value the diverse perspective and identities of our workforce and are intentional in developing a culture of inclusion and belonging for all. We strive towards becoming an anti-racist organization that dismantles systemic discrimination. We center the needs and experiences of our workforce most impacted by historical injustices in our practice and policy, so all have the opportunity to thrive.

EXCELLENCE

We adhere to the highest standards of professionalism, quality, and expertise. We lead our respective disciplines and foster a system that delivers superior outcomes.

These **core values** are the principles that guide our actions to deliver the University of California's mission of teaching, research, and public service.

INNOVATION

By establishing an environment which supports creative and diverse thinking, we consistently evaluate perspectives, re-define problems, and seek opportunities to identify, test, and implement new solutions that produce desired outcomes. We accept risk taking as an opportunity to learn.

INTEGRITY

We set high ethical standards and lead by example. We build a culture of trust with our words and actions. We treat all people with respect, professionalism, and fairness.

PUBLIC IMPACT

Through our public service and commitment to the mission, we advance positive change in California, the nation, and beyond

UCOP Strategic Objectives - Guidance

Academic Affairs adopts UCOP's Strategic Objectives outlined in the 2023 UCOP Strategic Framework.

Strategic Objective	Strategic Objective Guidance
Strengthen an Inclusive UC Workforce and Community	• Build a diverse community by seeking and valuing the multiple identities and perspectives of our prospective and current workforce • Cultivate a culture of inclusion and belonging where all individuals can authentically speak and know they are heard • Work towards equity by centering the needs and experiences of our workforce most impacted by historical injustices in all decisions • Implement competitive and flexible workforce strategies to attract and retain high performing talent in the new Future of Work environment • Improve employee engagement through building a culture of trust and inclusion, professional development, mentorship and strategic engagement. Strive to be an employer and partner of choice
Develop and Maintain Sustainable Financial Models	• Continue to advocate for strong and growing core budget revenues • Implement additional strategies to generate and grow alternative revenues • Develop initiatives and funding models to address capital needs, particularly in seismic, energy efficiency and capital renewal • Work with campuses to advance debt-free pathways for all UC students
Deliver Operational Service Excellence	• Deliver the highest level of customer service within UCOP and to the locations in an efficient and cost-effective manner • Provide effective systems and innovative, nimble processes with effective risk controls that meet the operational needs of stakeholders • Design, implement, and enforce internal policies that promote effective and efficient business operations
Support a Prosperous, Resilient, and Healthy California	• Marshal the institution's expertise and external partners to effectively advance a more inclusive and prosperous California • Demonstrate leadership and innovation in addressing climate change • Identify pathways for expanding reach of UC healthcare and improving health equity • Utilize and promote UC's intellectual capital and world class research to drive public policy
Expand Opportunities in Learning and Research	• Make tangible, metric-informed progress in closing equity gaps and in admission, retention, graduation and student debt in service of social mobility • Improve the efficiency and affordability of higher education through initiatives that increase access to degree completion and new modes of pedagogy • Develop new models of higher education that are adapted to fiscal realities, pedagogical excellence, and student success • Promote the innovation pipeline through increased investment in research and accelerated technology transfer

UCOP Strategic Objectives and Sample KPIs

Strategic Objective	Sample Key Performance Indicators
Strengthen an Inclusive UC Workforce and Community	• Employee retention and vacancy rates including career mobility • Workforce diversity statistics • Employee engagement scores • Implementation progress on UCOP's EDI and Anti-Racism Advisory Group • Recognition as employer of choice
Develop and Maintain Sustainable Financial Models	• UCRP funding ratios • Capital funding shortfalls • University ratings/debt ratios • Volume of student housing by campus • Student debt levels
Deliver Operational Service Excellence	• Service satisfaction scores • Performance against service level agreement targets • Budget performance to targets • Systems enhancements delivered on time and on budget • Policy compliance
Support a Prosperous, Resilient, and Healthy California	• Continued positive impact on the state's innovation economy • Climate and sustainability targets • UC Health usage and outcomes
Expand Opportunities in Learning and Research	• 2030 Plan targets • Governor's Compact target • UC Capacity plan targets • Funding for teaching and research

Academic Affairs
Goal Snapshot and Statements

Academic Affairs Goals Snapshot

Academic Affairs' goals focus on the academic mission of the University and support the 2022 President's Priorities Plan (PPP)[3]. In recent years, several legislative agreements have informed the work of the Division. In particular, the Multiyear Compact with the Governor's office and the 2030 Capacity Plan.

Multi-Year Compact (MYC, ★): In May 2022, the Governor and the University announced a new multiyear compact to advance several shared, student-focused goals. Under the terms of the compact, the Governor will propose annual base budget adjustments and the University, in turn, has committed to ambitious goals related to increasing access to the University; expanding student success and advancing equity; increasing the affordability of a UC education; increasing intersegmental collaboration; supporting workforce preparedness and high-demand career pipelines; and providing access to online course offerings.

2030 Capacity Plan (2030, ✦): In Winter 2021, President Drake established a Council of Chancellors (COC) working group to examine options to expand enrollment capacity. The resulting UC 2030 Capacity Plan is the culmination of a collaborative systemwide effort and describes how the University plans to support California through enrollment strategies and addressing the state's needs. Specifically, the Plan discusses enrollment projections, degree attainment increasing diversity, supporting underserved regions, and meeting workforce demands. The Plan also examines investment strategies that will enable us to achieve the increased capacity.

Goal Titles by Strategic Objective and Plan Alignment

Strategic Objective	Goal #	Goal Owner	Goal Title	Priority	PPP	MYC	2030
Expand Opportunities in Learning and Research	1	Brown/ Gullatt	Achieve Compact and Presidential Priority Goals for Systemwide Student Success	●	✕	★	✦
	2	Haynes	Shaping the Academic Workforce of the Future through New Models of Higher Education	■	✕	★	✦
	3	Maldonado	Advance Systemwide Research, Innovation, Transfer and Entrepreneurship	●	✕		
	4	Beechem	Increase Public Awareness and Perception of UC as Thought Leaders on Research and Academic Issues	■	✕		
Deliver Operational Service Excellence	5	Gullatt	Improve Organizational Efficiency Across Academic Affairs	◆			✦
	6	Newman	Increase Density of Connectivity Between Academic Affairs and Campuses	●	✕		
Strengthen an Inclusive UC Workforce and Community	7	Garber/ Gullatt	Cultivate and Retain a Diverse, Talented, and Committed Academic Affairs Workforce	◆	✕		

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency   ✕ : President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

[3] President's Priorities Plan, 2022, https://www.ucop.edu/president/_files/uc-presidential-priorities-plan.pdf

Academic Affairs Seven Goal Statements

Goal #	Goal Owner	Goal Statement
1	Brown / Gullatt	Achieve the systemwide student success goals set forth in the 2030 Capacity Plan, the Multi-year Funding Compact and President's Priorities
2	Haynes	In partnership with stakeholders, Academic Affairs will steward the future of the academic workforce by growing and diversifying the professoriate and academic appointees and promoting work-life balance across the career life cycle, while advancing new models of education delivery.
3	Maldonado	Position the University to harness its rich expertise and unique assets for large-scale collective impact in research, research translation, innovation, and policy.
4	Beechem	Increase public awareness and perception of UC as thought leaders on research and academic issues. Ensure that UC knowledge and expertise are reflected in the strategic decisions and direction of the University.
5	Gullatt	By 2027, Academic Affairs will reduce the friction in our transactions across the division while improving organizational efficiencies between Academic Affairs and the campuses we serve.
6	Newman	Increase density of connectivity between Academic Affairs and campuses. Facilitate improved communication and collaboration between AA/OP and academic leadership on the campuses, the formulation of common goals, collective strategies for implementation and evaluation, the spread of best practices, and the capacity to plan for continuity in the face of disruption.
7	Garber / Gullatt	Cultivate and retain a diverse, talented, and committed workforce within Academic Affairs

See Appendix A for Goal Summary Sheets with Detailed Information

Academic Affairs Strategic Plan: Communication and Monitoring

UNIVERSITY
OF
CALIFORNIA

Academic Affairs' Strategic Plan: Communication Strategy

Academic Affairs final 2024-2028 Strategic Plan will be made available on the Academic Affairs website. Initial communications to launch the Strategic Plan are targeted to begin in Winter 2024.

Academic Affairs Staff Communication

- Academic Affairs leadership will share the Strategic Plan in their department staff meetings and invite feedback via prepared prompt questions.

- Academic Affairs leadership will review the Strategic Plan in a division all-hands meeting on December 12. Staff will have an opportunity to share discuss feedback for further consideration.

- Strategic Plan Planning Team will review and incorporate staff feedback into the Strategic Plan and finalize by February 2024.

UCOP Stakeholder Communication

- Academic Affairs leadership will present the Strategic Plan to UCOP Division Leadership and the Academic Senate Chair at a PAG (President's Advisory Group) standing meeting (March 2024).

- Academic Affairs will share the Strategic Plan with UCOP colleagues through various channels, which may include relevant project meetings, UC Link staff newsletter, UCOP Town Hall, and UCOP Lunch and Learns (March/April 2024).

UC Regents and Campus/Location Stakeholder Communication

- Provost Newman will distribute the Strategic Plan to Chair Park and Vice Chair Anguiano of the UC Regents Academic and Student Affairs Committee for information purposes (March 2024).

- Academic Affairs leadership will share the Strategic Plan with campus and location leadership including Chancellors and Vice Chancellors, Academic Divisional Senate and with colleagues across the University as applicable. This may include student leadership, funders and other external audiences (March/April 2024).

Academic Affairs' Strategic Plan: Monitoring the Plan

Progress in addressing goals of the Academic Affairs 2024-2028 Strategic Plan will include:

Ongoing Progress Monitoring

- Leader/goal owner for each goal will ensure that specific actions under each key strategy are assigned to respective task-owners.

- Yearly performance goals will incorporate all aspects of the division-wide strategic plan where applicable.

- On a rotating basis, goal owners will report goal progress quarterly at standing Academic Affairs Cabinet meetings, beginning April 2024. Recommend leveraging project managers to assist with assigned goals and create and manage presentations to leadership. The Strategy and Program Management Office's Smartsheet Action Plan is available as a tool for tracking progress.

- As appropriate, goal owners and division staff will include Academic Affairs Strategic Plan goals and key strategies in STEP performance plans, beginning March 2024.

- Using all data available as of July each year, a progress report and prospective for the next year will be provided to the President as an annual update by August of each year.

Annual Strategic Plan Review and Refresh

- The Academic Affairs Strategic Planning Team will convene annually at a defined time (**2024, 2025, 2026, 2027)** to assess the strategic for any course corrections and re-alignment with Presidential priorities as needed.

- Academic Affairs Cabinet will communicate progress annually to Academic Affairs staff and Executive President's Advisory Group.

5-Year Strategic Plan Renewal

- Strategic Planning Team convenes before the end of year 5 (**2028**) to review goal progress, collect and review metrics, and renew strategic plan for the next 5-year period (**2029-2034**).

Appendix A:
Academic Affairs
Goal Summary Sheets

UNIVERSITY
OF
CALIFORNIA

Achieve Compact and Presidential Priorities Goals for Systemwide Student Success

| Expanding Opportunities in Learning & Research | Goal Owner: Brown/Gullatt | Priority | ✗ ✦ ★ |

Goal: **Building on progress to date, by 2030 Academic Affairs will support the campuses to improve equity, efficiency, and affordability of a UC education with substantial progress towards closing institutional performance gaps across the educational pathway, including academic preparation, admission, retention, graduation, and student debt.**

Opportunity: UC is a standout in fostering social and economic mobility for students and equipping them with the cultural capital and "hard" skills that enable them to excel for the rest of their lives. UC seeks to become a minority-serving public research university system, one in which the University not only reflects the geographic and racial/ethnic diversity of California but ensures that all students thrive and succeed. Currently across all stages of the undergraduate and graduate pipeline, UC students are less reflective of the diversity of California. As a result, fewer Californians from underrepresented groups, who are first-generation or low-income, or who come from the inland regions of our state have access to the benefits of a UC education. The 2030 Capacity Plan, the Multi-year Compact, and the Presidential Priorities Plan set goals to help UC achieve its aspirations to improve outcomes across all aspects of the educational pathway.

Proposed Solution:
With a holistic view and in partnership with campuses, develop and/or expand programs and supports that increase opportunities for K-20 students who are low-income, first generation and/or from underrepresented groups or under-served regions of the state. These efforts include:

1. Expand access to freshman and transfers academic preparation for students from high schools and community colleges to improve preparation and reduce cost of bachelor's degree.

2. Support efforts for UC to become a minority serving system; achieve Multi-year Compact and UC 2030 enrollment goals, including enrollment goals in Inland Empire and San Joaquin Valley.

3. Support campuses to develop opportunities for students to complement their classroom experience with online, off-campus, and experiential education to enhance their education and promote a "higher launch" entry to the work world upon graduation; and support programs that seek to return to the university those students who had to leave before completing their degrees

4. Improve undergraduate outcomes including efforts to close equity gaps and support bachelor degree consortium; collaborate with UC Finance to achieve debt-free plan by leveraging and expanding UC, state and federal financial aid programs; reduce food and housing insecurity and increase postgraduate opportunities.

5. Enhance graduate access, education, and opportunities including efforts to create more 4+1 and 3+2 programs; expand support for graduate students to participate in innovation and entrepreneurship).

Benefits
- Achieve UC 2030 and Multi-year Compact undergraduate and graduate enrollment goals and degree completion that includes increasing access and opportunities in underserved areas such as Merced and Riverside, and focusing on fields that support California's workforce and economy.
    - Prepare more CA students from underrepresented groups, first-generation, low-income groups and underserved regions with opportunity for higher education.
    - Increase applications and support more underserved schools with full A-G and transfer pathways and students with access to college advising and academic enrichment.
    - Increase UC applications from transfer students from underrepresented groups, low-income backgrounds, and from regions sending fewer transfer students to UC than their peers.
    - Increase opportunity and efforts for all nine undergraduate UC campuses to become HSIs.
    - Increase transparency about and support for UC student populations (e.g., Pell, first-generation, underrepresented, students with disabilities, food/housing insecurity).
    - Increase access to high-quality online courses to increase educational opportunities and support degree completion efforts, including time to degree and retention.
    - Ensure that fewer UC students graduate with debt and/or decrease the amount borrowed, enabling them to go to graduate school and achieve their personal career aspirations.
    - More CA educators from diverse backgrounds and with high quality teaching credentials and professional training.

Key: ● : High Impact and/or High Urgency ■ : High/Moderate Impact and Moderate Urgency ◆: High/Moderate Impact and Less Urgency ✗: President's Priority Plan ★: Multi-Year Compact ✦: 2030 Capacity Plan

DIV GOAL # 1   Achieve Compact and Presidential Priorities Goals for Systemwide Student Success

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
1	**Building on progress to date, by 2030 Academic Affairs will support the campuses to improve equity, efficiency, and affordability of a UC education with substantial progress towards closing institutional performance gaps across the educational pathway, including academic preparation, admission, retention, graduation, and student debt.**					
1.a	Leverage additional state support provided for Student Academic Preparation and Educational Partnerships (SAPEP), demonstrate progress on increased A-G completion, UC eligibility, admission, and enrollment by students from LCFF+ high schools and in underserved regions by 2030.					
1.b	Leverage additional SAPEP support for transfer preparation programs, demonstrate progress on increased participation by students from under-served regions and CCCs in UC transfer pathways by 2026					
1.c	Increase awareness and up take rate for student financial aid programs, including expansion of existing and launching of new financial aid programs (e.g., Native American Opportunity Fund) by 2026.					
1.d	Work with Council of Chancellors and UC campuses to develop sustainable undergraduate enrollment growth strategies to achieve Compact enrollment goals by 2026 and make progress on UC 2030 capacity plans, including efforts to increase enrollment within rural/inland regions in California					
1.e	Build on existing efforts to help campus colleagues support the Systemwide Students with Disabilities Workgroup in 2023 and efforts to track experience and outcomes for students with disabilities by 2026.					
1.f	Increase opportunities for experiential and off-campus learning (e.g., UC EAP, UCDC, UC Sacramento Center, funded internships/co-ops) that can improve the undergraduate experience and address Compact-related goals for 2026.					
1.g	Support improved curricular outcomes and curricular assessment in support of Compact-related goals for 2026 (e.g., different practices based on modality, co-curricular academic support tools or 'co-course' format)					
1.h	Increase UC affordability by supporting campuses to develop implementation strategies to reduce textbooks and course costs and in compliance with Compact-related goals by 2026					
1.i	Improve degree attainment and timely graduation and close equity gaps through effective programs and strategies, such as expansion of summer bridge programs (both in-person and online) and remote delivery of online academic support					
1.j	Pilot a Center for Academic Experimentation and Effectiveness to assess the effectiveness of strategies and programs seeking to improve student outcomes by 2026.					
1.k	Establish a long-term strategy (e.g., reducing housing, transportation, food costs) to ensure funding for the debt-free pathway can keep pace with the increased cost of attendance and achieve Compact-related goals by 2026.					
1.l	Increase undergraduate and graduate degree attainment with expanded access and new program development in high demand workforce fields in California (e.g., health care and other STEM fields, education, including PhD programs) to achieve Compact-related goals by 2026.					
1.m	Support UC Reengagement Consortium efforts by addressing barriers facing UC stop outs (e.g., financial constraints, access to online courses, flexible offerings, personalized advising, cross-campus enrollment) making substantial progress by 2026					
1.n	Increase UC, CSU, HSI, HBCU, and TCU student enrollment in graduate pathways programs (e.g., UC-HBCU, UC-HSI, Cal-Bridge, UC LEADS, CalTEACH) to increase UC PhD diversity by increasing enrollment from those institutions and achieve Grow our Own Goals by 2030.					
1.o	Work with Council of Chancellors and UC campuses to develop sustainable graduate enrollment growth strategies to achieve Compact enrollment goals by 2026 and make progress on UC 2030 capacity plans.					

DIV GOAL #1   Achieve Compact and Presidential Priorities Goals for Systemwide Student Success

Building on progress to date, by 2030 Academic Affairs will support the campuses to improve equity, efficiency, and affordability of a UC education with substantial progress towards closing institutional performance gaps across the educational pathway, including academic preparation, admission, retention, graduation, and student debt.

Assumptions: While UC Academic Affairs does not have direct control over some of the goals listed above, the division will increase support and attention to key constituencies, including State officials that provide funding and review Compact reporting, Academic Senate and the faculty who approve academic programming and the curriculum (e.g., online course, major and program approval), and campuses who manage admissions, enrollment, and student support activities. It also aspires to play a key role by enhancing evaluation efforts that identify practices that are most effective in promoting these goals.

Metrics and Targets:

1. By 2026, demonstrate increase in under-represented high school graduates for freshman and transfer applicant
2. By 2026, demonstrate increases in regional representation for transfer, particularly at the 69 targeted CCCs
3. By 2026, Demonstrate achievement of the UC systemwide 2:1 transfer goal.
4. By 2026, increase the number of students benefiting from the Native American Opportunity Fund by 25 percent (using 2023 as the baseline).

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)		$1.1M – 2M*	$2.1M – 3M*	$3.2M – 5M*	$4.2M – 6M*			$3,000,000**	$3,000,000**	$3,000,000**	$3,000,000**	
Annual Savings/Revenue												

*Subawards and Pass-Through Costs:
   • Year 24-25, CAEE Up to $2,000,000
   • Year 25-26, CAEE Up to $3,000,000
   • Year 26-27, CAEE up to $3,000,000; Reengagement Consortium up to $2,000,000
   • Year 27-28, CAEE up to $3,000,000; Reengagement Consortium up to $3,000,000

** Campuses would use funding they are receiving as part of the Governor's Multi-year Compact

Additional Information:

DIV GOAL # 2   Shaping the Academic Workforce of the Future through New Models of Higher Education

| **Expanding Opportunities in Learning & Research** | **Goal Owner: Haynes** | **Priority** | ✖ ✦ ★ |

Goal: By 2028 and in partnership with stakeholders, Academic Affairs will steward the future of the academic workforce by growing and diversifying the professoriate and academic appointees and promoting work-life balance across the career life cycle, while advancing new models of education delivery.

Opportunity: As the landscape of higher education changes, the University of California must continue to innovate to remain the global destination for diverse, talented people to thrive.
- Online education represents a powerful platform for expanding the university's capacity to deliver undergraduate and graduate degree programs at a scale that is adapted to today's fiscal realities.
- Re-imagining doctoral education is an imperative as graduate programs confront budgetary constraints, evolving career opportunities in academic and non-academic fields and industries, and the need to complement in-person education with digital modalities to sustain low-demand and respond to high demand fields.
- As a major national producer of PhDs and aspirational federal Minority Serving University System, UC is uniquely situated to transform the professoriate and knowledge workforce of the future. Growing Our Own mobilizes MSI campuses in the state and across the country to recruit and educate future scholars.
- UC's academic workforce is blended with 1/3 policy covered and 2/3 represented by a union. Building a shared responsibility, core mission and collaborative culture will advance UC's impact as a great public research university and reputation as an employer of choice.
- The UC 2030 goal to hire 1000 new faculty represents a once in a generation opportunity to grow and diversify the faculty at the nation's foremost public research university.

Proposed Solution:
Academic Affairs will steward the development of a thriving ecosystem that shapes the academic workforce of the future and advances new models of higher education.
1. Build on and extend existing portfolio of on-line courses to pilot on-line majors and degree programs to broaden impact of UC.
2. Activate faculty to re-imagine graduate education for the future to address the evolving landscape of discovery, innovation, and creative expression.
3. Leverage faculty hiring capacity to grow and diversify the professoriate.
4. Support research and development to pilot innovative approaches to recruitment, retention, and climate.
5. Enhance faculty work-life balance, engagement, and remuneration across career life cycle.
6. Promote the University's mission as a cohesive and shared responsibility among all academic appointees (policy covered and represented).

Benefits:
1. Expand impact of UC's educational program in the state, nation, and world through digital modalities; close achievement gaps and increase the number of degrees awarded; and increase participation in high impact programs (UC Sacramento, Washington, DC, and Education Abroad).
2. Fortify UC's national leadership in graduate education for the future; create a thriving ecosystem for graduate education excellence, enable established and new graduate programs to be more responsive to the academic and non-academic market; and recruit and graduate an increasing number of graduates from MSI-campuses.
3. Improved recruitment and hiring will contribute to advancing core mission while diversifying the professoriate.
4. Competitive total remuneration and expanded work life renewal resources will attract talented diverse scholars and retain high performing faculty throughout their career life cycle.
5. Restoration of community on campus and shared culture of excellence in academic units; increase in faculty participation in mentoring training as well as mediation and conflict resolution; higher satisfaction on scheduled climate surveys.

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency   ✖ : President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

DIV GOAL # 2   Shaping the Academic Workforce of the Future through New Models of Higher Education

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
2	**By 2028 and in partnership with stakeholders, Academic Affairs will steward the future of the academic workforce by growing and diversifying the professoriate and academic appointees and promoting work-life balance across the career life cycle and advancing new models of education delivery.**					
	Grow on-line blended and only majors and degree programs					
2.a	By 2024, develop and steward a strategic workplan (initiatives, owners, milestones, targets) to implement recommendations of the Joint Senate and Administration Workgroup, including Future of Graduate Education (October 2023). Final Report (due in Winter 2024), Future of Doctoral Education and Faculty Work and Recovery Post-Pandemic to encourage recognition and reward for digital instruction modalities in faculty review (April 2024).					
2.b	By 2024, develop and steward a strategic workplan (initiatives, owners, milestones, targets) to implement recommendations of Provost Congress sessions, including Graduate Education and online education to increase faculty support in developing and mounting on-line courses and majors					
2.c	In 2024, establish within the strategic workplan a goal of providing future off-campus UC students with access to existing CDL services and collection assets, similar to those available to on-campus students; realize the goal in 2025.					
	Develop infrastructure to support new academic labor landscape for faculty, postdocs and graduate students.					
2.d	By 2025, develop and steward a strategic workplan (initiatives, owners, milestones, targets) to create a new shared academic workforce culture that reflects a blended workforce through mobilizing systemwide Academic Personnel Offices, developing communication mechanisms to promote University's mission as a shared responsibility, Elevate engaged mentoring in faculty review and reward					
2.e	By 2025, identify a strategic process for managing disruptions to ensure continuity of research and education					
	Unite and engage academic appointees around a shared mission, vision, and UC culture					
2.f	By March 2024, launch bi-annual Academy of Academic Personnel to equip academic leaders and senior professionals to promote thriving academic careers					
2.g	By December 2024, launch first installment of on-line Academic Personnel Modules for Thriving Academic Careers					
2.h	By January 2024, develop and steward a strategic workplan (initiatives, owners, milestones, targets) to implement recommendations, that includes Achievement Relative to Opportunities in Personnel Review and preliminary recommendations of the Faculty Work & Recovery Post-Pandemic effort					
	Increase and diversify the academic workforce.					
2.i	By 2028, grow UCPPFP applicant pool from 1,000 to 1,300 by accelerating UCPPFP Faculty Hiring Incentive Appointments					
2.j	By 2030, establish 10 chairs and add new Advancing Faculty Diversity funding track for challenge grants to endow inclusive excellence chairs.					
2.k	Develop systemwide Black Thriving Initiative, creating a charter and governance by Fall 2024.					
2.l	By 2026, improve Faculty Retention and Exit Experience based on annual COACHE survey from 2022 and 2025.					
	Restore competitive compensation					
2.m	By 2024, complete RFP phase of Total Remuneration Study and select vendor					
2.n	By 2025, advocate for salary plan for policy-covered academic appointees					

DIV GOAL # 2 — Shaping the Academic Workforce of the Future through New Models of Higher Education

By 2028 and in partnership with stakeholders, Academic Affairs will steward the future of the academic workforce by growing and diversifying the professoriate and academic appointees and promoting work-life balance across the career life cycle and advancing new models of education delivery.

Assumptions:
- Approval from Regents to authorize on-line blended or only majors and/or degree programs.
- Support of systemwide and divisional senates for piloting on-line blended or only majors and/or degree programs.
- Approval/support from systemwide and divisional senate to facilitate inter-campus graduate degree programs.
- Funding to expand digital platforms across academic and non-academic domains.
- Funding to incentivize faculty to develop courses and degree programs.
- Continued funding to support *Growing Our Own Initiative* interventions (UCPPFP and Hiring Incentive)
- Academic Senate commitment to implement changes for a sustainable model of graduate education.
- Buy-in from campus leaders to drive participation at the Academic Personnel Academy and the Academic Personnel Suite of Modules for Thriving Academic Careers.
- Adoption of Achievement Relative to Opportunities principles by campus faculty.

Metrics and Targets:
- Grow utilization of Academic Personnel Suite of Modules by 5-10% annually between 2023-2024 through 2027-2028.
- Increase total UCPPFP applicant pool from 1000 to 1300 by adding 67 applicants annually between 2023-2024 and 2027-2028.
- Increase UCPPFP Hiring Incentive Appointments from current 5-year average of 32 to 42 between 2023-2024 and 2027-2028.
- Establish at least one Advancing Faculty Diversity chair a year or 10 chairs by 2030.
- Improve university retention and exit performance based on change in faculty satisfaction responses on COACHE survey between 2022 and 2025.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)	$850K-$1.75M	$950K-$2M	$950K-$2M	$950K-$2M	$950K-$2M							
Annual Savings/Revenue												

Estimated ongoing annual expenses:
- 3 FTE in APP and 2 FTE in CDL ($500K-$1M in 24-25)
- Conference and Meetings – AP Academy (bi-annual) ($100K-$250K in 25-26)
- Recruitment incentives for PPFP ($250K-$500K, in 24-25)
- AFD endowed chair (10 chairs by 2030) ($100K-$250K in 24-25)

Additional Information:

DIV GOAL # 3   Advance Systemwide Research, Innovation Transfer, and Entrepreneurship

| Expanding Opportunities in Learning & Research | Goal Owner: Maldonado | Priority | ✗ |

Goal: Position the University to harness its rich expertise and unique assets for large-scale collective impact in research, research translation, innovation, and policy.

Opportunity: The University plays a major role in basic and applied research in all fields of study that improve the lives of people across the state and nation. However, grand challenges and complex problems – such as climate change, global pandemics, and homelessness – require seamless collaborations across disciplines and organizations to achieve true, meaningful impact. Furthermore, rapidly emerging disruptions, such as artificial intelligence, are best addressed by nontraditional thought partnerships. Recent opportunities that have engaged the entire UC system include the statewide Climate Action initiative; the national ARPA-H investor catalyst hub; the national CHIPS Act National Semiconductor Technology Center (NSTC) and centers of excellence; and the DOE EarthShot Hydrogen Hub. While the University of California is well-positioned to respond to these and other opportunities, an infrastructure redesign is necessary to enable an incentivized facile, nimble response.

Currently University culture, policies, governance, incentive structures, and business processes and practices are impeding the UC research community's ability to achieve large-scale impact on the grand challenges of the day. There are a variety of formal and informal campus-level and multi-campus research entities (e.g., centers, institutes, etc.) that aspire to focus in niche areas of scholarly work; however, they aren't positioned to respond holistically to national and state opportunities and even less so to emerging areas (e.g., artificial intelligence). Furthermore, the UC infrastructure to support research at scale does not exist.

Proposed Solution: The UC community typically looks only to the 10 campuses when thinking about larger opportunities. However, UC also includes three Department of Energy (DOE) national laboratories, Agriculture & Natural Resources, the Natural Reserve System, and UC Health with a wealth of expertise and assets, which are not tapped for greater impact. Academic Affairs will enable participation and connect experts from across the entire UC to address scaled solutions to grand challenges and emerging opportunities of the day. A flexible and adaptable research environment for all types of UC collaborations must be developed. The following objectives will be accomplished in partnership with the COVCR, UCOP offices, and external partners:
- Create an environment that effectively supports multi-campus research as an approach to large-scale opportunities (e.g., CHIPS) and challenges (e.g., global pandemics).
- Innovate in policy that supports rapidly emerging research directions, such as AI, especially in the context of foreign influence, ethical, cybersecurity, and other challenges.
- Participate in national organizations such as COGR and APLU and contribute our innovative thoughts to emerging policy discussions
- Complete the holistic review and implementation of the innovation transfer ecosystem.
- Achieve organizational excellence to support research, tech transfer, and entrepreneurship.

Benefits:
- A stronger, more cohesive research environment across the University that enhances our ability to impact positive large-scale change and solve complex challenges facing our state, nation and world.
- Provide consistent and clear leadership and governance supported by strong management to nurture UC's research, innovation transfer and entrepreneurship ecosystem.

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
3	**Position the University to harness its rich expertise and unique assets for large-scale collective impact in research, research translation, innovation, and policy**					
3.a	By 2026, simplify the processes and mechanisms to creating consistent intra-system research entities and establish a clear framework for these entities to be successful. Process to include consistent and meaningful periodic reviews.					
3.b	In order to ensure consistency and clarity across the R& I enterprise, by 2026 establish clear operational governance structure that affirms administrative and technical oversight including documentation of all delegations of authority, and MOUs/MOAs that clearly identify scope of work and roles and responsibilities.					
3.c	By 2026, conduct a holistic review of all policies related to research, research translations, and entrepreneurship that will be organized and provide user-friendly access on a R&I website.					

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency   ✗ : President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

DIV GOAL #3   Advance Systemwide Research, Innovation Transfer, and Entrepreneurship

#	Goal/Key Strategies & Timeline	24-25	25-26	26-27	27-28	28-29
3	**Position the University to harness its rich expertise and unique assets for large-scale collective impact in research, research translation, innovation, and policy**					
3.d	By 2025, develop options for stable funding models that include systemwide fundraising guidelines, agreements for mutual aid (e.g., animal care, compliance committees, and environmental health and safety)					
3.e	By June 2025, audit the research policy development process to identify ways to streamline in support rapidly emerging research directions and a nimbler infrastructure					
3.f	By 2028, implement the recommendations of the Regents report on innovation transformation					
3.g	By January 2025, create a systemwide working group to establish a plan for ensuring a top-quality UC research ecosystem that incorporates the development of faculty and other entrepreneur stakeholder groups					
3.h	By June 2026, develop and implement EDI strategies as they pertain to I&E.					
3.i	By 2024 establish a process for engagement of the President's Innovation Network to strengthen partnerships between our researchers and alumni.					
3.j	By June 2026 align research to support vulnerable communities.					
3.k	By January 2026, enable 70% of UC journal authors to publish open access through publisher agreements, and provide options for all authors to make their research openly accessible through one of the UC-wide endorsed and CDL supported open access pathways (repository deposit, library publishing, transformative agreement).					
3.l	By January 2026, leverage CDL's infrastructure for research data management to support UC researchers in sharing their data, and compliance with the 2022 White House OSTP guidance and the resulting federal agency public access plans going into effect December 2025.					

Assumptions:
- A shared priority for the research enterprise at the highest levels of the organization and across the system
- The support and cooperation of offices and departments within UCOP.

Metrics and Targets:
- Amount of UCOP research funds distributed to vulnerable communities

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

Academic Affairs anticipates goal is achievable with current capacity and resources with no additional funds required at this time.

Additional Information:

DIV GOAL # 4   Increase Public Awareness & Perception of UC as Thought Leaders on Research & Academic Issues

Expanding Opportunities in Learning & Research	Goal Owner: Beechem	Priority	✗

Goal: Increase public awareness and perception of UC as thought leaders on research and academic issues. Ensure that UC knowledge and expertise are reflected in the strategic decisions and direction of the University.

Opportunity: The value and impact of UC's academic and research enterprise could be better understood both externally and internally. Academic Affairs can play a critical role in building awareness of UC research and its importance to solving California's greatest challenges and ensuring that UC academic and research perspectives are reflected in the strategic decisions and direction of the University.

Proposed Solution: Academic Affairs will partner with UCOP External Relations (including State and Federal Government Relations),campus, and external partners to raise the visibility of university research among the media, lawmakers, community groups, and the general public. Internally, Academic Affairs should work to build greater understanding of the division's work among our UCOP and campus partners.

Benefits:
- Greater support from lawmakers for UC and UC research (via legislation, funding, both).
- Secure additional funding from governments, philanthropic organizations, industry partners.
- Help encourage the next generation of diverse UC/California researchers and innovators.
- Enhance the reputation of UC, UCOP, and Academic Affairs
- Stronger internal partnerships that advance UC's academic and research mission
- Fostering greater collaboration by researchers across disciplines

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
4	**Increase public awareness and perception of UC as thought leaders on research and academic issues. Ensure that UC knowledge and expertise are reflected in the strategic decisions and direction of the University.**					
	External (non-UC) Strategies					
4.a	Generate ideas for UC research, discoveries, and research impacts worthy of self-coverage or other amplification; share ideas with UCOP or campus editorial teams and support distribution on external and internal platforms (digital and social media, print collateral for use in Sacramento, AA newsletters & more)					
4.b	By 2024, expand our approach to sharing UC research discoveries with public and policy makers, as well as UC audiences -- e.g., through the UC Student and Policy Center, Regents meetings, and other venues					
4.c	Advance academic perspectives in crafting statewide policies – Leverage UC policy institutes like the CA Policy Lab. Work with K-20, CSU and CCC leaders to develop policies that improve that academic experience for all students.					
4.d	In partnership with ER&C/MR, build stronger relationships with journalists, particularly journalists who cover topics that are aligned with the President's and systemwide goals (e.g. climate/environmental reporters)					
4.e	Collaborate with community groups; partner with local community organizations, NGOs, and schools to create workshops, science fairs, and outreach programs that allow researchers to share their work and its significance with a diverse range of community members.					
4.f	Explore forming a systemwide research communicators call to coordinate and share ideas/best practices.					

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆: High/Moderate Impact and Less Urgency   ✗: President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

DIV GOAL #4   Increase Public Awareness & Perception of UC as Thought Leaders on Research & Academic Issues

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
4	**Increase public awareness and perception of UC as thought leaders on research and academic issues. Ensure that UC knowledge and expertise are reflected in the strategic decisions and direction of the University.**					
	UC/UCOP Strategies					
4.g	Leverage UC venues and experts to host high-profile lectures and webinars designed to attract key audiences in areas such as graduate education, artificial intelligence, online education and diversifying the student body and professoriate.					
4.h	Utilize UC's social media platforms; in partnership with External Relations, develop a more consistent and modern way of tracking engagement metrics and impact related to UC research stories.					
4.i	In partnership with UC campuses, provide resources and/or guidance to UC researchers to help them develop and share engaging multimedia content.					
4.j	Continue to improve the appeal, user-friendliness and accessibility of AA web properties – Emphasize clear, non-jargony communication.					
4.k	Explore the creation of expanded or new internal avenues to grow awareness of Academic Affairs' perspective in systemwide/UCOP decision making – for instance, via virtual or in-person cross-divisional events.					

Assumptions:

Academic Affairs will need to utilize active partnerships across UCOP and the campuses, in addition to AA and shared resources, to achieve this goal. UCOP's media relations and governmental relations teams are small; we will need to build some of our own capacity to augment theirs, while relying heavily on the capacity that already exists on the campuses. This will require active communication on our shared vision in order to achieve and maintain buy-in. We also need to be creative and flexible about the platforms and methods we use to disseminate information, depending on the audience targeted and the specific goals of the communication.

Metrics and Targets:

1. Media coverage of AA-generated initiatives and programs, and/or events where AA is a lead partner (tracked by subdivision primarily responsible for initiative, program, or event)
2. Academic Affairs website traffic
3. Event attendance, including VIP representation, at events where AA is lead partner
4. Number of campus researchers participating in Regents' meetings
5. Social media posts about AA initiatives, announcements (e.g., admissions), and people
6. AA stakeholder feedback; measure against stakeholder feedback gathered in strategic planning process**
7. UC/UCOP employee survey**

**All tracking to be carried out by subdivisions who are lead for specific programs, announcements, or events, in partnership with PIO.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

Academic Affairs anticipates goal is achievable with current capacity and resources with no additional funds required at this time.

DIV GOAL # 5   Improve Organizational Efficiency Across Academic Affairs

Deliver Operational Excellence		Goal Owner: Gullatt	Priority	✦

Goal: **By 2027, Academic Affairs will reduce the friction in our transactions across the division while improving organizational efficiencies between Academic Affairs and the campuses we serve.**

Opportunity: With its strong focus on serving the academic mission of the University, Academic Affairs has an opportunity to undertake systems, technology and process improvement to ensure that its talented employees are better able to focus on high value, high impact projects, UC campuses experience less burden in completing administrative tasks and projects requested by Academic Affairs, and there is greater transparency surrounding requests and higher satisfaction about the return on investment campuses receive for the information they provide.

In the survey to stakeholders developed as part of this strategic planning process, Academic Affairs employees and campus stakeholders consistently cited the importance of process improvement for a myriad of Academic Affairs and UCOP activities, including bargaining, academic personnel, and administrative implementation of major changes. New initiatives (e.g., mandates from the Legislature) and UCOP directives (e.g., new financial systems) require significant investment of time and resources but are sometimes insufficiently planned, coordinated and communicated. There are also significant reporting requirements that may no longer serve their purpose. There is opportunity to review current practices, processes and procedures across the division and simplify, streamline and/or eliminate those that no longer serve their purpose or can be managed more effectively in another form.

Proposed Solution: Academic Affairs will eliminate forms of accountability that do not add value or improve return on investment for campuses and employees by reducing wherever possible, organizational micromanagement and administrative burdens. In collaboration with campus stakeholders, Academic Affairs will conduct an audit, across its sub-divisions, departments, and units, to identify current system-to-campus requests and assess their purpose and value. While we recognize that some directives are not only necessary, but express mandates from the highest level, it will be helpful to revisit those regulatory practices that are defined by campus partners as 'unfunded mandates,' in addition to reports, projects and data requests whose purpose may need to be clarified or reconsidered. Based on the outcome of the assessment, Academic Affairs will develop a compendium of required reports, current projects, and data requests, updated annually, that will communicate to campuses what is expected going forward with a focus on purpose and value. Academic Affairs will be accountable to provide documentation and requests that are maintained in a common repository.

For division employees, Academic Affairs will create a cross-functional core team to audit functions, processes, practices and procedures, identifying those that are redundant, require levels of control not commensurate with risk, and/or make tasks overly bureaucratic and inefficient. Once identified, Academic Affairs will redesign organizational and technological processes in collaboration with other responsible units in UCOP to better serve the Division and its stakeholders.

Benefits:
1. Greater efficiency within the Division will free up resources for higher value activities.
2. Improved transparency about new and ongoing requests will result in improved relationships with campuses.
3. Implementing common procedures, tools and communication process will result in improved planning and coordination of tasks and projects.
4. Eliminating high effort/low value administrative tasks will improve employee productivity and engagement.
5. Reduction in frustration among campus partners.

Key: ● : High Impact and/or High Urgency ■ : High/Moderate Impact and Moderate Urgency ◆ : High/Moderate Impact and Less Urgency ✕ : President's Priority Plan ★ : Multi-Year Compact ✦ : 2030 Capacity Plan

DIV GOAL # 5 — Improve Organizational Efficiency Across Academic Affairs

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
5	**By 2027, Academic Affairs will reduce the friction in our transactions across the division while improving organizational efficiencies between Academic Affairs and the campuses we serve.**					
5.a	By June 2024, Academic Affairs will charge a cross-functional team to identify administrative burdens to campuses, in consultation with the Council of Vice Chancellors (COVC), and to develop a plan to address them.					
5.b	By June 2024, develop a cross-functional team to identify administrative burdens for employees, reviewing policies, and work with other OP divisions such as OP Operations in redesigning processes so that transactional/operational decision-making is closest to where the decision has the most impact and/or where budget/organizational authority should reside.					
5.c	By January 2025, Academic Affairs will create and implement survey instruments to measure progress and satisfaction.					
5.d	By June 2025, Academic Affairs will identify all systemwide reports, data requests and projects and implement a common project tracking and document management system for the Division.					
5.e	By 2026, Academic Affairs and its departments will improve transparency of reports, data, projects and tasks by maintaining updated websites/SharePoint sites.					
5.f	By 2027, Academic Affairs will implement a communications strategy with campuses to ensure their awareness of and expected action on routine, new and urgent projects and issues.					

Assumptions:
- UCOP Operations is a willing partner in administrative/operational redesign where appropriate (e.g., Academic Affairs' organizational practices that depend on UCOP central services).
- ITS is a willing partner in supporting streamlining systems used across the Division (e.g., UCOP uses BOX and campuses use Google Docs for collaboration; not all of Academic Affairs uses Smartsheet as a project tracking tool).
- Availability of staff to serve on teams and participate in redesign.

Metrics and Targets:
1. Starting with 2022 baseline, trends in employee engagement as measured by UC/UCOP employee engagement surveys. (Benefit #1, #5)
2. Starting with a 2023 baseline, trends in annual stakeholder survey feedback (campuses and employees) as measured by Academic Affairs annual stakeholder survey. (Benefit #2)
3. Using 2024 as a baseline, trends in the number of projects that Academic Affairs launches and completes per the project tracking system. (Benefits #2, #3, #4)
4. Using 2024 as a baseline, trends in the number of administrative processes redesigned and/or eliminated as documented on websites/Sharepoint. (Benefit #1, #5)

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)		$60,000				$60,000						
Ongoing Annual Costs (Permanent)												
Annual Savings/Revenue												

The one-time funds include:
- $25,000 for a vendor to design an Academic Affairs project and document management system
- $25,000 for vendor to provide user training and to develop training documentation for future users
- $10,000 for incentives/rewards for employees who volunteer to work on extra projects in support of redesign (e.g., SPOT awards, STAR awards, recognition certificates and events)

DIV GOAL # 6   Increase Density of Connectivity Between Academic Affairs and Campuses

Deliver Operational Excellence	Goal Owner: Newman	Priority	✖

Goal: Increase density of connectivity between Academic Affairs and campuses. Facilitate improved communication and collaboration between AA/OP and academic leadership on the campuses, the formulation of common goals, collective strategies for implementation and evaluation, the spread of best practices, and the capacity to plan for continuity in the face of disruption.

Opportunity: The President's Office – via requirements conveyed by Academic Affairs—is often perceived less as a partner and support structure than a source of burdens generated without sufficient consultation or appreciation for the resource constraints, bandwidth limitations, and desire for greater institutional autonomy that characterizes our campuses. Even so, our partners on the ground, from the EVCs to APP, to the Vice Provosts and Deans genuinely appreciate the cross-fertilization and sympathetic support not only of AA/OP but of each other. We are the instrument of collaboration, the institution that brings people together across campus boundaries so that they can lean on one another and draw strength from collective problem solving. We are also the source of critical data that is necessary for formulating intelligent policy. Our convening role needs to be more thorough going, we need to leverage the Power of Ten, engage more groups who have not been part of processes of this kind, and underline the "cross roads" that UCOP should be for a wide range of campus partners, including the Faculty Senate and administrators/leaders at all levels. Also, systemwide congresses will provide opportunities for feedback on the work of both Senate and Administrative committees.

Proposed Solution: To increase the density of communication, Academic Affairs will host meetings including system-wide congresses to bring together leaders, subject matters experts, external speakers of relevance, faculty and staff that can serve as opportunities for data sharing, debate, formulation of innovations, and input to policy-making bodies in the Senate and administration. We will develop (or join in many instances) councils of deans who are responsible for similar (even equivalent) departments and programs to jump start collaborations, share useful "war stories" and problem-solving strategies, examine data on student success and post-graduation trajectories, consider plans for enrollment expansion, the deployment of new technologies, and strategies for increasing the volume and impact of basic research as well as research commercialization. We will also continue hosting COVC meetings and participate in Council of Chancellor meetings. And we will work with the Academic Senate to facilitate the consideration of their reports/recommendations at the campus level (through Congresses and via EVC's) to ensure that the many hours of work they put into suggestion innovations gets down to the campus level where they could be enacted.

Benefits: Creates a stronger and more purposive bond between the PO and the campuses, while enabling meaningful lateral relationships and communication, especially among cognates (e.g., all deans of humanities, all graduate deans, etc.). Allows Academic Affairs to advocate for campus needs, help them find the support they need for their own success, enable a more resilient institution to emerge, capable of handling crises. Creates a nimbler organization that has structures in place that can be activated under challenging conditions; more streamlined processes is tied to higher

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
6	**Increase density of connectivity between Academic Affairs and campuses. Facilitate improved communication and collaboration between AA/OP and academic leadership on the campuses, the formulation of common goals, collective strategies for implementation and evaluation, the spread of best practices, and the capacity to plan for continuity in the face of disruption.**					
6.a	Host Congress on Graduate Education in October 2023					
6.b	Launch the Center for Academic Evaluation and Experimentation (CAEE) (2023-24)					
6.c	Attend Dean's Council meetings (approximately 10 of them) yearly (inauguration Fall 2023)					
6.d	Create new Dean's Councils as needed for those cognates that are not already organized (2023-24)					
6.e	Host Congress on Artificial Intelligence in February 2024					
6.F	Host Congress on Online/Remote Education in May 2024					
6.g	Sharing of proceedings from each Congress					

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency   ✖ : President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

DIV GOAL #6   Increase Density of Connectivity Between Academic Affairs and Campuses

Goal: Increase density of connectivity between Academic Affairs and campuses. Facilitate improved communication and collaboration between AA/OP and academic leadership on the campuses, the formulation of common goals, collective strategies for implementation and evaluation, the spread of best practices, and the capacity to plan for continuity in the face of disruption.

Assumptions:
- Collaborate closely with System-Wide Academic Senate to achieve all goals
- We will leverage the Power of Ten
- Experiments key to CAEE are properly executed and data analysis is compelling.
- Securing Ongoing funding for CAEE.
- Satisfaction rises among participants that Congresses and Deans Councils gatherings are worthwhile.
- The strengthening of joint efforts between Academic Affairs and SGR/Communications, Operations and Finance
- Labor peace or at least the ability to function effectively in the face of disruption.
- Stable employee base and rising internal satisfaction in work opportunities.
- Campus buy-in to the mission as described here.

Metrics and Targets:
- Stakeholder satisfaction and engagement surveys – campuses express that they are receiving information in a timely way and that they have been consulted where appropriate.
- Participation rates in convenings.
- Growth in projects completed and milestones reach among "supportive structures" that undergird campus successes (e.g. UC OnLine, community college/CSU relations, Center for Academic Experiments/Evaluations).

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)	$100K-$250K	$100K-$250K	$100K-$250K	$100K-$250K	$100K-$250K	$500K-1.25M						
Annual Savings/Revenue												

Ongoing Annual Costs include funds for one FTE to support event planning

Additional Information:

DIV GOAL #7   Cultivate and Retain a Diverse, Talented, and Committed UCOP Workforce

Strengthen an Inclusive UC Workforce/Community	Goal Owner: Garber/Gullatt	Priority	✖

Goal: By December 2025, cultivate and retain a diverse, talented, and committed workforce within Academic Affairs.

Opportunity: Academic Affairs employees are highly talented and motivated to contribute to the UC mission. The Division's ability to achieve its ambitious goals depends on the extent to which its talented and diverse workforce is engaged, retained, and recognized, thereby strengthening a sense of community and morale across the division. In SWOT analyses and in employee engagement surveys, however, the Academic Affairs workforce reports frustration with talent management practices, information about and opportunities for career advancement, and opportunities to learn and engage with the mission beyond their respective departments and teams. Ensuring that our colleagues have professional development plans that mesh with internal (or external) pathways of advancement is a high priority and opportunity to make concrete the aspirations they develop and improve morale overall.

Proposed Solution:
1. Invest in equity-centered talent management and employee engagement strategies to make Academic Affairs an employer of choice: Implement new practices to identify, recruit, select, onboard, develop (coach/mentor/manage performance), and retain skilled, productive, and diverse staff and leaders.
2. Develop promotion-oriented roadmaps, opportunities for upskilling, project completion, and reference building that will qualify our workers for advancement.
3. Develop and implement strategies that result in greater knowledge share within the Division of Academic Affairs and broader recognition across UCOP regarding the unique programs and activities that fuel the University's mission.
4. Re-start regular employee recognition activities at the Division level, including recognition of service awards, key project accomplishments, and community service (such as leadership in ERGs) that advance the UC mission.
5. Raise awareness about opportunities for growth through employees' participation in trainings, employee resource groups, outside professional activities, and other forms of community service.
6. Advocate with UCOP Communications to better promote in UCOP publications, employee milestones (new hires, promotions, service milestones, community service).
7. Collaborate with UCOP Local Human Resources and the UCOP Equity, Diversity and Inclusion (EDI) Office to ensure and measures are available to track improvement over time.

Benefits:
- Improved hiring and retention practices will result in more diverse and qualified applicant pools and clear pathways for career development. Staff morale will improve, and operational efficiency will increase. Staff will feel more appreciated and more engaged in the work of their departments.
- With improved efficiency, staff will be better equipped to effectively accomplish their tasks with less frustration that leads to job burnout.
- Retention will improve, which will reduce the time that managers and teams need to spend to onboard, train and mentor new employees.
- More awareness of the Division and its work will allow for greater cross-divisional collaboration, fostering greater engagement, sense of belonging, and exposure to new career opportunities.
- Through improved processes and procedures and greater operational efficiency, Academic Affairs can reduce administrative burden on the most senior staff, avoiding micromanagement in favor of discretion and responsibility at the point of service.
- As a Division deeply connected to the UC mission, Academic Affairs staff will have increased ability to connect and serve its diverse constituencies.
- Improved practices will improve workplace climate for employees.

Key: ● : High Impact and/or High Urgency   ■ : High/Moderate Impact and Moderate Urgency   ◆ : High/Moderate Impact and Less Urgency   ✖ : President's Priority Plan   ★ : Multi-Year Compact   ✦ : 2030 Capacity Plan

DIV GOAL #7   Cultivate and Retain a Diverse, Talented, and Committed UCOP Workforce

#	Goal/Key Strategies & Timeline	23-24	24-25	25-26	26-27	27-28
7	**By December 2025, cultivate and retain a diverse, talented, and committed workforce within Academic Affairs.**					
7.a	By 2025, 100 percent of managers and supervisors are trained around Division-level equity-centered recruitment, selection and onboarding strategies including employment law (e.g., ADA), Affirmative Action goals, writing position descriptions, using evaluation matrices, establishing equitable interview and selection criteria, and mitigating implicit bias in recruitment and hiring.					
7.b	By 2024, all departments have plans in place to affirm values regularly, e.g., recognizing employees with "spot" and other awards for exemplifying values.					
7.c	By 2026, all Academic Affairs team/units/departments have delivered at least one "get to know" brown bag session to share information about programs, services and issues,					
7.d	By 2024, all departments will develop quarterly communication mechanisms (e.g., newsletters, VP messages) that communicate new job opportunities within the division, promote professional development opportunities, recognize staff achievements, and reinforce employee opportunities to participate in ERGs and other inclusion and belonging activities.					
7.e	By July 2024, develop a manager-led employee professional development plan that takes into account individual aspirations and plans for project experiences that will enhance qualifications for future advancement within or beyond AA. Managers will have a fund to which employees can apply to subsidize conference attendance, visits to campuses or elsewhere to learn more about work done and to share best practices (e.g., visits to NRS sites, K-20 schools and colleges, research centers, student basic needs hubs, student resource centers, etc.) and other options clearly connected to professional goals.					
7.f	By 2025, each Academic Affairs department has identified EDI objectives and accountability measures aligned to the UCOP Unified EDI Framework.					
7.g	By 2025, all managers and supervisors have completed anti-bias and anti-racism training, have been trained on the UCOP EDI Transparency Dashboard, and have identified actionable steps toward improving inclusion and belonging as part of their ePerformance goals/competencies.					
7.h	By 2024, at least one town hall each year focuses on equity, diversity, inclusion and belonging within the Division					
7.i	By 2025, 100 percent of teams/units/departments have showcased their work at least once at a town hall					

DIV GOAL #7   Cultivate and Retain a Diverse, Talented, and Committed UCOP Workforce

Goal: By December 2025, cultivate and retain a diverse, talented, and committed workforce within Academic Affairs.

Assumptions:
1. We receive support from HR and EDI Office to ensure staff are trained and supported.
2. Operational departments such as the BRC, HR and budget office respond to our concerns for improvement.
3. The EDI Transparency Framework resource is ready by January 2024.

Metrics and Targets:
1. By 2024, establish a baseline and monitor trends in applicants, candidates and candidate offers for Academic Affairs.
2. By 2024, begin formally tracking participation by Academic Affairs staff/leaders in employee resource groups.
3. Leveraging the new EDI Transparency Framework, establish a baseline by 2024 to track diverse talent representation within Academic Affairs, track leaders achieving EDI key performance indicators, develop a formal process for tracking completion rates for managers and supervisors with EDI training/certification, and track diverse workforce promotions within Academic Affairs.
4. Establishing 2023 as a baseline, demonstrate improved employee engagement scores captured by CUCSA bi-annual survey.
5. By 2024, each team/unit/department has a plan in place for employee professional development, overseen by managers who will be responsible for encouraging participation tailored to individual interests.
6. Establishing 2023 as a baseline, demonstrate decrease in employee turnover/retention and increase in morale.

Project and Operational Financial Estimates:	UCOP DIV IMPACT						CAMPUS/LOCATION IMPACT					
	23-24	24-25	25-26	26-27	27-28	Total	23-24	24-25	25-26	26-27	27-28	Total
One-Time Project Costs (Temporary)												
Ongoing Annual Costs (Permanent)	$500K-$1M	$500K-$1M	$500K-$1M	$500K-$1M	$500K-$1M							
Annual Savings/Revenue												

Ongoing costs reflect funds for employee professional development (approximately $1500 per employee) for travel, conferences and training.

Additional Information:

Appendix B:
Goal Summary Sheet Descriptions, Financial Terms and Acronyms

UNIVERSITY
OF
CALIFORNIA

Goal Summary Sheet: Section Descriptions

Each goal within the strategic plan has a corresponding Goal Summary Sheet that outlines the following:

Section	Description
Goal Owner	Assigns accountability for goal progress to a specific department and/or person.
Goal Statement	Clarifies a specific, measurable, achievable, realistic and timebound (SMART) target that brings greater clarity, focus and motivation for the division to successfully achieve the desired results.
Opportunity	Describes the purpose/motivation behind the goal.
Proposed Solution	Defines the goal's scope and objectives, and potential partners.
Benefits	Outlines measurable benefits to be derived from achieving the goal.
Key Strategies	Highlights key activities/steps required to achieve the goal.
Assumptions	Identifies processes/events that must happen or "go right" (usually outside the division's direct control) in order for the goal to be successfully achieved.
Metrics and Targets	Outlines how success will be measured with associated desired targets.
Priority	Color-coded ratings have been assigned to each goal to illustrate relative impact and urgency. These ratings may also carry implications regarding precedence for short-term resource allocation. ● : High Impact and/or High Urgency ■ : High/Moderate Impact and Moderate Urgency ◆ : High/Moderate Impact and Less Urgency ✖ : President's Priority Plan (2022) ✦ : Multi-Year Compact (2022) ★ : 2030 Capacity Plan (2020)

Goal Summary Sheet: Financial Terms

Financial Estimates

- Amounts are high-level estimates and often vary over time and by campus/location.
- Full business cases may be needed to determine exact amounts.
- Leverage Strategic Planning Financials Tool

Resource Assumptions

- Goal feasibility assumes financial resource stability. Goal adjustments may be needed to accommodate changing financial realities.
- Where campus/location resources will be needed, goal implementation assumes campuses/locations will have the resources and ability to fully implement and achieve the goal.

Financial Term	Description
UCOP Impact	Amounts reflect expenses and revenue/savings that will be covered by the UCOP division budget. As with all UCOP expenses, new line items may impact campus assessment.
Campus/Location Impact	Amounts listed are for all impacted UC locations combined, and reflect expenses and revenue/savings expected to come directly from/to the campuses/locations
One-time Project Costs	New, additional one-time costs incurred during the strategic plan period for implementing the goal. Does not include project costs already incurred or compensation of existing staff.
Ongoing Annual Expenses	New, additional ongoing expenses incurred each year over and above the existing budget as a result of realizing this goal. Does not include annual expenses already incurred or compensation of existing staff.
Annual Revenue/Savings	New, additional sources of annual revenue or savings anticipated with achieving the goal.

Academic Affairs Acronyms

ABBREVIATION	FULL NAME
AA	Academic Affairs
APP	Academic Personnel and Programs
C/L	Campus / Location
CCC	California Community Colleges
CDL	California Digital Library
COUNCIL	Academic Council
COVCR	Council of Vice Chancellors for Research
CSMP	California Subject Matter Project
DE / D&E	Diversity and Engagement
EAP	Education Abroad Program
EDI	Equity, Diversity and Inclusion
EVC	Executive Vice Chancellor
EVP	Executive Vice President
GEAR UP (grant)	Gaining Early Awareness and Readiness for Undergraduate Programs
HBCU	Historically Black Colleges and Universities
IP	Intellectual Property
IRAP	Institutional Research and Academic Planning
NRS	Natural Reserve System
PD	Professional Development
PEO	President's Executive Office
PIO	Provost's Immediate Office
PPFP	President's Postdoctoral Fellowship Program
RIE	Research Innovation and Entrepreneurship
ROI	Return on Investment
SA	Student Affairs
SAPEP	Student Academic Preparation and Educational Partnerships
SGR	State Governmental Relations
UCDC	University of California Washington Center