

## **Excellence and Engagement:**

### **An Academic Plan for UCLA: 2010-2019**

**January 6, 2010, updated draft**

UCLA's astonishing ascent in the second half of the 20<sup>th</sup> century has placed it among the finest academic institutions in the world. As we look forward to celebrating our 100<sup>th</sup> anniversary in 2019, it is imperative that we take stock of where we are, assess the challenges and opportunities before us, and develop a set of strategic priorities for a second century of academic greatness. That is the purpose of this plan.

There are compelling reasons to develop an ambitious plan now. Long-term planning is an expectation of the Board of Regents of the University of California and the Office of the President and a coherent academic plan is the necessary starting point for a Long-Range Development Plan, which we must submit in a few years. In addition, UCLA expects to undertake another major fundraising campaign to culminate in 2019 when UCLA celebrates its 100<sup>th</sup> anniversary. To make sure that the campaign is informed by and directed towards our most important academic priorities we need to express clearly our aspirations and priorities. The plan, therefore, is UCLA's academic roadmap for both internal and external audiences.

Finally, economic reversals in California threaten not only our short-term stability but also our long-term success. It would be a mistake, however, to focus on the immediate at the expense of the long-term, and planning for a more stable future will help us get through the present crisis and help us make uncomfortable choices. Our guiding principle should be to ensure that UCLA retains and builds on its identity as an energetic, high-quality academic institution, for a second century of greatness and success.

There are good reasons to be confident of our success in this endeavor. UCLA has strong comparative advantages on which to build in the future to strengthen our reputation as an internationally recognized leader in higher education. Building on those, UCLA should aspire to nothing less than being the exemplar of the American public research university for the 21<sup>st</sup> century, dedicated to public values as well as world-changing research and education.

## Four Principles to Guide Planning and Priority Setting

Four fundamental principles guide this plan: Academic Excellence, Civic Engagement, Diversity and Financial Security.

- 1) *Academic excellence* means furthering UCLA's tradition of world-class scholarship and teaching. Excellence is marked by ground-breaking research, scholarship, creative endeavors, and teaching in core disciplines as well as by a commitment to new ways of organizing the discovery, application, and translation of knowledge and creativity. It means a commitment to the values of free inquiry and expression as well as to inform, respectful questioning and debate about ideas and issues. Attaining excellence depends on recruiting the finest faculty, students, and staff who, working collaboratively, can produce the path-breaking scholarship that will mark UCLA as a world leader in specific academic pursuits.
- 2) *Civic engagement* involves merging the qualities of land grant institutions and modern research universities to create meaningful interactions among faculty, staff, students, and community at a scale ranging from local to global. As a public research university in a unique urban setting, UCLA is equally committed to achieving high academic distinction and to addressing societal needs in the tradition of land-grant universities. UCLA can work to make a difference in the civic life of Los Angeles by employing the knowledge and skills of our students, faculty, staff, and senior leaders to address societal problems and improve the quality of life in Los Angeles. We will work in partnership with the community to set an example of how the research university and community can work together for their mutual benefit. UCLA's status as an international university complements a focus on civic engagement. Lessons learned in Los Angeles have applicability to urban areas worldwide, and international engagement will bring a host of benefits to both UCLA and Los Angeles, ranging from economic impacts to cultural and intellectual enrichment.
- 3) *Diversity* is crucial to fulfilling our commitment as a public institution to Los Angeles and California and to strengthening our academic excellence and civic engagement. We use the definition of diversity adopted by the Assembly of the Academic Senate (May 10, 2006) and endorsed by the UC President (June 30, 2006): "Diversity – a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more." A commitment to diversity and civic engagement also demands a commitment to research, scholarship and teaching/learning related to diversity and social issues. Thus, diversity is both a community characteristic we value and strive for and an important topic of study.
- 4) *Financial security*: creating meaningful engagement with potential donors and building a compelling case for private support of a public institution. Financial security will depend on maintaining our commitment to the state and state funding while becoming more entrepreneurial in our approach to education and research. We

must improve on the one hand our technological transfer and relations with industry while on the other new forms of teaching to reach a non-traditional audience. We have been among the most successful public universities in fund-raising. Blessed with enthusiastic alumni and friends, UCLA needs to foster meaningful partnerships with our supports in order to maintain that enthusiasm and continue to be successful in fundraising. Our principle of financial security demands that university advancement and the quest for new sources of revenue will remain high priorities.

These principles are complementary and inseparable. We do not need to make any trade-offs between high scholarly and educational aspirations, diversity, and public engagement. On the contrary, diversity and engagement strengthen our academic mission and overall quality. None of this can be accomplished without financial security.

## **UCLA Transformed**

This Plan seeks to build on UCLA's heritage, accomplishments and ambitions to transform the campus and define UCLA as a 21<sup>st</sup> century public research university.

*UCLA will become a residential academic community.* Just as we transformed the undergraduate experience in the last twenty years and significantly improved student life on campus, we will take a further step, bringing faculty, staff, and graduate students closer to the campus and creating a highly integrated academic community. This master plan for an academic community will aid in recruiting and retaining the best faculty, staff, and students and thereby further our aspirations for excellence and diversity. It will also support UCLA's civic engagement goal by enabling members of the UCLA community to participate more fully in the life of the city.

*UCLA will be the exemplar for problem-based teaching and research through local and international engagement.* UCLA will bring research, teaching, and service together through a deeper relationship with community and through a stronger emphasis on problem-based, translational, and other forms of applied scholarship. Diversity is integral to the new direction we are setting, as both a demographic objective and a topic for research. Because Los Angeles is an international city, research and scholarship conducted in our community will have applicability in urban areas around the world; and our international exchanges and scholarship will enrich our local community culturally and intellectually. Our efforts to serve the community also encompass our own campus, and we will strengthen practices and policies related to sustainability and environmental protection.

*UCLA will be the leader in fostering new forms of collaborative, multidisciplinary research and teaching.* As disciplines are transformed by new affinities and collaborations, UCLA will keep pace and smooth the path for making connections among faculty and students in different disciplines. This not only contributes to academic excellence and innovation, but also supports civic engagement and diversity, since scholarship and research on both areas tend to occur at the interstices of traditional disciplines.

## **Steps Toward Transformation: Institutional Strategic Actions**

The bold institutional transformation envisioned by this Plan requires strategic actions across the campus, consistent with our four principles of Academic Excellence, Civic Engagement, Diversity, and Financial Security. Each encompasses UCLA's tripartite mission of scholarship, education, and service. Each demands steps to strengthen our core academic mission and to push into new areas of academic exploration and enterprise. Our future depends on a commitment to undertake significant change in the ways we go about every facet of university business.

The strategic actions must be sufficiently ambitious to accomplish our goals but not so grand or complex that they cannot be achieved. In a time of fiscal constraint, they cannot be unrealistically expensive. Yet, the constraints imposed on us by limited state and federal funding must not prevent us from moving forward. Many of the proposed actions do not depend on new funds; they should be sustainable with the resources available. Others will benefit from seed funding, and some require more significant investments. Our overall aim is to make more efficient use of our existing resources and investments by directing them at strategic goals. In addition, we must be as enterprising as possible in developing new sources of revenue, consistent with our values as a research university.

### **Academic Excellence: Investing for the future**

UCLA's academic ascent over the last century was accomplished by investing in a broad array of programs across the arts, humanities, sciences, and professions to raise them in quality and distinction. Persistent enrollment growth underwrote a strategic policy that raised the quality of many different departments and programs. Rankings and ratings over time have demonstrated the wisdom of that strategy, for they show that UCLA is widely acknowledged to be one of the world's best universities. For the future, however, a policy of generalized investment is no longer practical or productive, especially because of the adversities that UCLA now faces in the state budget. UCLA must select to invest in the academic enterprise with an eye on where the institution can obtain the highest returns in the advancement of understanding and education. Anticipating a second century of greatness, UCLA will make focused, select investments that will yield significant returns in knowledge and substantially elevate UCLA's prestige in addition to maintaining a broad base of excellent programs. The development of specific areas of great distinction – spires of excellence – will move UCLA to the forefront of institutions advancing knowledge and education.

In what fields of study should UCLA invest its scarce resources? In the next decade, we will focus on seven areas that extend UCLA's interdisciplinary capacities, build on existing institutional strengths to promote world-class scholarship, and align with UCLA's public mission. Although these areas of interdisciplinary study will guide decision-making about resource allocation, UCLA will still face the challenge of selecting investments within and across these areas. This will be informed in large part from emerging directions in research and scholarship by faculty and graduate students across schools, departments, and disciplines. The seven areas in which UCLA has already attained academic recognition include:

- 1) Community, nation, and society – conducting scholarship and research related to the forces transforming society such as immigration, population trends, the changing economy, and widening social and economic disparities;
- 2) Global, international, and transnational issues – building on UCLA’s established strengths in international and global studies, enhancing its role as an international university, and deepening its participation in international collaborations of scholars and students.
- 3) Cultural tradition and innovation – fostering new and emerging forms of cultural, artistic, and humanistic expression, exploring fundamental changes in the humanities and arts, and engaging in transformative media and the digital humanities.
- 4) Environment and energy -- understanding the complex processes and problems of global climate change and consumption of nonrenewable resources; conducting research and education in the areas of geophysical dynamics, biological evolution, and human interaction with the earth; and exploring new forms of energy production and energy efficiency.
- 5) Health and biomedical science – extending a generation of scientific discoveries to open new realms of understanding and new potential for further knowledge and medical treatments; reducing the perils of disease that strain society’s capacity to help its citizens, here and abroad; addressing acute questions about the intersection of science and society, the costs and ethics of medical technology, and the capacity to make access to healthcare a fundamental human right.
- 6) Foundational science and engineering -- engaging foundational questions in science and technology; facilitating collaboration among life and physical scientists, mathematicians, and engineers; building a stronger pipeline into the STEM disciplines of science, technology, engineering, and mathematics.
- 7) Science, technology, and economic growth -- applying new knowledge, discoveries, and inventions for social benefits; strengthening the scientific foundation for applied/translational research; facilitating close collaborative relationships among researchers in different disciplines; and studying how science and technology both advance and threaten society.

*Actions to be Taken*

- Interdisciplinary Research and Education: Improve collaboration and consortium building within and across these areas by eliminating or mitigating barriers to interdisciplinary work. Determine how to best facilitate cross disciplinary and team teaching in non-departmentally based centers, institutes and programs. The traditional academic paradigm based on the work of independent scholars has been shifting, most visibly in the natural sciences but increasingly in the social sciences, arts, and humanities, to greater interaction

and collaboration among scholars within and across disciplines. Seed promising disciplinary and interdisciplinary proposals linked to the thematic areas.

- Funding: Re-examine the current distribution of overhead funds to determine whether we should distribute them in a way that promotes interdisciplinary research, especially in cases in which the principal investigator is a member of more than one campus entity (e.g., a department and an interdisciplinary institute).
- Problem Oriented Research: Nurture development of problem-based teaching and research that focuses on addressing major societal needs and issues. In so doing, however, UCLA must continue to support basic research and humanities, both of which are foundational to high quality research universities.
- Protecting Researchers: Support faculty, trainees, and staff in the life and biomedical sciences by continuing to take legal action against the harassment and violence perpetrated by animal-rights terrorists. Along with law enforcement, develop proactive means of preventing/thwarting terrorist activities.

### **Recruitment and Retention**

The most significant strategic investment a university makes is in admitting students and hiring faculty. Academic excellence depends on recruiting and retaining the most outstanding students and faculty. The high cost of housing and the uneven quality of public education in Los Angeles have posed difficult hurdles for UCLA in recruiting and retaining faculty and students. However, our success in developing a residential campus at UCLA for undergraduates argues that the best way to overcome these hurdles and enhance our competitiveness in recruiting and retaining faculty, staff, and graduate students is to make the UCLA campus the most desirable work environment in the country. UCLA's academic strengths, museums, performances, athletics and recreational programs, location, and campus aesthetics provide a strong base from which to work. We must also assure that UCLA remains competitive in respect to salaries, support, and fellowships.

#### *Actions to be Taken*

- Housing and Schooling: Develop a master plan for faculty, staff, and postdoctoral fellow housing and begin implementation in order to provide additional housing on or near campus that meets workforce needs. Implement the remaining elements of the student housing master plan for both undergraduates and graduate students.
- Family-Friendly Policies: Develop a master plan for creating a family-friendly campus through increased access to childcare and high-quality schools for the families of our faculty, post-doctoral scholars, staff, and students.
- Faculty Recruitment and Retention: Increase the number of interdisciplinary, cross-departmental searches to identify and attract to UCLA the next

generation of academic talent. Maintain competitive levels of faculty, administrative, and staff salaries. Aggressively counter outside recruitment of outstanding faculty.

- Student Recruitment: Increase financial support for undergraduate and graduate students, primarily through the recently launched Bruin Scholar Initiative, which has a goal of \$500 million for graduate fellowships and undergraduate scholarships. Continue to develop housing opportunities for graduate students and develop programs and activities for supporting graduate student life at UCLA.
- Non-Resident Students: Increase the numbers of non-resident domestic and international students to attract high-quality students, diversify the student body and increase fee-revenues.

### **Teaching and Education**

Outstanding teaching and educational programs are critical components of academic excellence, and UCLA will continue to transform graduate and undergraduate education to develop content and pedagogy that match the changing nature of knowledge and the changing aptitude of its student base. We have already begun to use IT, collaborative teaching and learning, multidisciplinary topics, and service learning to break the traditional patterns of classroom learning and develop a richer environment for faculty and students. We will move further in this direction by increasing multidisciplinary learning opportunities and inviting students to address real world issues that require multiple approaches and collaborations. A critical aspect of the new public research university will be the ways in which we incorporate into undergraduate education our commitment to civic engagement and research. In addition, the highest quality education must attend to new trends, tools, and pedagogies. Alternative media and advances in educational technology open up new opportunities in the classroom and beyond, as well as new forms of scholarly communication.

#### *Actions to be Taken*

- Interdisciplinary Education: Identify and implement cost-effective methods to enable faculty to teach outside their own departments in interdisciplinary or multi-disciplinary courses.
- Education Infrastructure and Technology: Improve teaching space by building or renovating classrooms in order to support current educational practices, including the use of instructional technology. Also needed is specialized space for medical education and other professional programs. Expand our capacity in educational technology and media, focusing on the technologies that offer UCLA a competitive advantage.
- Student Learning: Continue to develop opportunities for students to engage in capstone projects, as a means of integrating knowledge within and across the disciplines they have studied. Articulate objectives for academic programs and, through Academic Program Review and other means, regularly assess student and program success in achieving these objectives.

- Student Services: As student needs and characteristics evolve, so must support services and co-curricular activities. Continued survey research and program evaluations are needed to facilitate this alignment.

### **Civic Engagement: Local and Global**

By increasing our engagement with Los Angeles, UCLA can set an example of how a public research university can be a leading partner in addressing pressing societal issues whether in our local or global community. As a public urban research university, UCLA has special responsibilities related to *community-based, applied, and translational research* – that is, scholarship that directly benefits Los Angeles and advances knowledge. It also has responsibilities for civic education, through traditional classroom instruction, experiential and service learning, and through student participation in research, internships and professional training, and co-curricular activities. Virtually every academic unit in UCLA already provides research, scholarship, education, or other services that enhance Los Angeles. The challenges we face are focusing such activities, making them more visible to the community and elevating civic engagement. While Los Angeles may serve as the setting for discovery and application, results of such research will have applicability to urban areas worldwide. Our institutional planning must therefore extend from local to global. In short, UCLA is a globally thinking university; its Los Angeles location and local context enriches and to some extent shapes its approach. Because of its outstanding academic quality, commitment to public betterment, and its location, UCLA is ideally suited to address societal needs worldwide in ways that will enhance its scholarly and educational reputation.

#### *Actions to be Taken*

- Civic Education: Make civic education a core commitment of UCLA educational programs, at both the baccalaureate and graduate levels. Foster problem-based research, scholarship, and teaching that address urban issues and promote civic engagement.
- Engaged Research: Continue development of the *Luskin Center for Innovation* – a new interdisciplinary unit that brings together faculty from a variety of disciplines to address critical social issues, while also expanding educational opportunities in community scholarship. This work will improve the quality of life for the communities we serve.
- Educational Partnerships: Support the UCLA Community School, which opened its doors in Fall 2009. The school, which is located in one of the most densely populated areas in California - inhabited predominately by minority and low income populations – offers outstanding education to a diverse student body. UCLA has other partnerships in Los Angeles, including the recently developed TIE-INS, which need continued support to demonstrate UCLA’s commitment to educating the children of Los Angeles. Support the statewide Science and Math Initiative, by strengthening and coordinating UCLA’s efforts to educate the next generation of outstanding K-12 science

and math teachers – especially those who are committed to teaching in the public school system and underserved communities.

- An International University: Develop UCLA as an “international university” that attracts the best faculty and students worldwide and is distinguished by strong faculty and student exchange programs, research conducted internationally, and application of research conducted in Los Angeles to urban areas worldwide.
- International Partnerships: Establish a limited number of comprehensive strategic partnerships with the world’s best universities (focusing on Asia and Latin America) to support collaborative research, teaching and engagement.
- Study Abroad: Double the number of students who study abroad by 2019. With increasing interconnections between our communities and communities around the world, we have a responsibility to help students understand the meaning of those connections and the communities and cultures with which they are inextricably linked.
- Conference Center: A conference center at UCLA could serve three purposes: support academic programs by offering a convenient venue for scholarly programs and interaction, serve as a gateway for the Los Angeles Community into UCLA, and establish UCLA as a meeting point for international academic conferences and programs. We should conduct a feasibility study for a conference center that could attract visitors from around the world to UCLA; if desirable, initiate planning.

## **Diversity**

UCLA has long valued a diverse campus community. Although we have had a Diversity Initiative in place for approximately the last decade, we have made only modest gains in enrollment of students from under-represented minority groups. The same can be said for faculty hiring and for hiring senior staff and administrators. Although we must adhere to the constraints imposed by Proposition 209, we can and must make progress and increase diversity of faculty, students and staff. This includes but is not limited to gender, ethnicity, geographic, and socioeconomic diversity. Increasing diversity requires close attention to creating a welcoming and hospitable community at UCLA, ensuring equity in opportunities and salaries, offering mentoring and support as needed, and insisting on understanding and tolerance. In addition, diversity is a community responsibility. All campus leaders must become advocates for diversity and must assure that diversity remains a priority.

### *Actions to be Taken*

- Campus: Reinvigorate the Chancellor’s Advisory Group on Diversity and ask the group to develop an institutional strategic plan for diversity; based on this, every school and division will develop a related plan. Progress on implementation of the plan and results will be reviewed by the Provost annually and provided to decanal review committees.

- Schools/Divisions: Deans will work with faculty and, to the greatest extent possible, seek wide and diverse candidate pools. By 2012, all faculty serving on search committees will have participated in training. Deans will review all candidate pools for faculty hires and instruct search committees to re-open or extend searches if the pool lacks diversity.
- Pipeline: Strengthen the postsecondary pipeline, reaching out to urban schools and to colleges and universities with large numbers of African Americans and Latinos. Seek grant funding and private funding for such endeavors. The UCLA Community School is an innovative and intensive model for how UCLA can both prepare students for college and facilitate relevant research.
- Accountability: Although we are prohibited by law from developing numerical goals, we can and will apply accountability measures to assure that all schools and divisions are taking steps associated with diversity, including those described above. To achieve this, we must improve and increase data about diversity, including data related to faculty hiring, retention and promotion; student admissions, academic success and persistence; staff promotions and retention; involvement in campus life; and perceived campus climate.
- Research and Education: Foster research and teaching about diversity and about issues affecting diversity. Provide courses and curricula that will attract minority faculty and students; at the same time, we must consider the pedagogies and practices that enable the broadest range of students to succeed across the disciplines.

## **Financial Security**

Recognizing that the limitations of the State Budget no longer allow robust central investment, we must become more efficient and more entrepreneurial in order to enhance financial security. In addition, we need to be cognizant of the trade off between using increased student fees to offset declines in state funding and our commitment to keeping UCLA affordable to all socio-economic groups. UCLA must search for ways to increase administrative efficiency and increase new kinds of revenue.

Private giving is essential to UCLA's continued quality, and we have been notably successful in recent years in raising the level of giving. Although "public" in its history and traditions, indeed in its DNA, UCLA will increasingly rely on private support to develop and sustain outstanding scholarship and teaching. Private giving will be essential for growth and innovation.

All efforts to cut costs and/or increase revenues carry academic implications, but some are more directly related to the academic enterprise than others. These become our priorities for this section of the plan.

### *Actions to be Taken*

- Campaign Planning: Establish academic themes and priorities for long-term planning for fundraising. Since most donors give to individuals, not to

institutions, faculty should be asked to participate in fund-raising to the fullest extent possible.

- Commercialization: Expand activities in the area of technology commercialization, technology transfer, and returns from Intellectual Property and licensing. Stimulate economic development by (a) establishing a research incubator to stimulate applied and translational research and to promote commercialization of research findings and new technologies; and (b) conducting a feasibility study of a research park to house UCLA-related private enterprise as a means of promoting technology transfer and stimulating the local economy. Because these revenue streams are unpredictable and uneven, the university must be cautious in its planning.
- Self-Supporting Programs: Consider developing self-sustaining degree programs as a promising means of enhancing education and generating revenue. Distance learning should be considered as one way to deliver such programs, provided academic quality remains strong. Summer programs and partnerships with Extension offer other possible means of generating revenue. Such programs may have the added benefit of reaching students unable to participate in the traditional academic calendar. Seek opportunities to partner with entrepreneurs and the private equity community. Los Angeles is an entrepreneurial city – a private equity/venture capital community. By working more closely with community leaders in Los Angeles, UCLA is likely to discover innovative approaches to increasing revenues and reducing costs.
- Alumni: Increase significantly the rate of alumni giving. Develop a culture of philanthropy among donors, alumni, and the campus community by strengthening the connection between students/alumni and their UCLA experiences.

## **Infrastructure, Administrative Services, and Communication**

Excellent scholarship requires continued investment in the infrastructure necessary to carry out research, whether in the form of research laboratories, studios, libraries or computer labs. Whether disciplinary or interdisciplinary, high-quality research, scholarship, creative production, and teaching depend on access to scholarly resources, infrastructure, and colleagues and students. We must improve the entire academic infrastructure in order to support advancement in collaboration, interdisciplinary research and teaching, and basic scholarship. In addition, as an institution, we must make a dedicated effort to keep pace with technological change and use it to advance our scholarly mission. Finally, we want to increase visibility for all of UCLA's contributions to scholarship, education, and community, within UCLA, in our local community, and around the world. A goal of scholarship is the dissemination of new knowledge and understanding, so that in publicizing our work and accomplishments, we are furthering the mission of the institution. In addition, outreach is a fundamental function of a public research university, especially for UCLA because of its aspiration to be a leader in community engagement.

### *Actions to be Taken*

- Complete the seismic retrofit of the Center for Health Sciences, to develop safe and modernized space to support state-of-the-art research and teaching across the health sciences. This effort is integral to UCLA's quality, prestige, and continued development.
- Implement the recently completed IT Strategic Plan that addresses critical issues in technology, organization, and funding. Decisions about UCLA's IT infrastructure and systems will have long-term effects on administrative efficiency, academic competitiveness, and fiscal well being. The usefulness of such a plan depends on our ability to develop a funding model that can support academic and administrative needs and aspirations. With this in mind, we support the development of new UC regional data centers to expand academic computing capacity.
- Determine and develop the library resources and services that will best support learning, teaching, scholarship, and research as we move forward in the 21<sup>st</sup> century. Libraries are undergoing profound changes, such as digitization, rapidly escalating costs of materials and changing demographics, with different patterns of learning, work, and study. UCLA's library has long been one of its great academic strengths, and we must assure its continued quality – but that may not be defined using traditional library formats or indicators.
- We must review and reform as needed administrative structures and processes that support the academic enterprise. This involves both service and compliance functions. Our administrative units must facilitate academic work and also promote a “culture of compliance” in an environment characterized by growing regulation and accountability requirements.

- Increase public understanding and support for UCLA's role as a vital community asset. Toward this end, expand publicity regarding academic activities and accomplishments inside and outside the UCLA community.
- Develop a robust communications strategy that draws in and coordinates academic units on campus (schools, divisions, centers, departments, and programs) to enable a stronger articulation and representation of UCLA's institutional strengths.