Goals of 2022-23 Campus wide Strategic Planning

This is a defining moment in time for UC Santa Cruz. It has been 57 years since our founding in 1965 and we have matured into a preeminent student-centered research university, an HSI and member of the AAU. Over nearly six decades, we have continued to proudly embrace and advance our founding values of social justice and environmental sustainability.

The last campuswide strategic plan, Envision, was launched nine years ago in October 2013 around six goals: advance and support student success, allocate faculty resources strategically, support research excellence, make UC Santa Cruz a place where people enjoy working, address workload issues, and tell the world our story. In 2017-18 the campus began work on a Strategic Academic Plan (SAP) with a focus on interdisciplinary research and faculty hiring and reducing recognized barriers to collaborative and interdisciplinary activities.

The strategic planning we will undertake this year will build on these prior strategic planning efforts, but will be broader than SAP and similar to Envision in addressing opportunities for improvement and transformation impacting a wide cross section of campus constituents and experiences. The strategic plan will chart a path for progress on our campus goals over the next decade and establish metrics by which success will be measured. The plan will be opportunity-focused, identifying new and emergent future dimensions of research, education and service to advance our global and regional impact, improve the experiences of our students, staff and faculty and strengthen the university in our efforts to lead at the intersection of innovation and social justice.

Charge - Distinction in Research, Scholarly and Creative Activities Committee

We are a campus of extraordinary scholars, scientists, and creators who individually and collectively advance work that matters. By identifying areas of distinction, we can better highlight our discoveries, tell our stories, and plan to extend our reach into new or emerging areas. The committee will create opportunities for faculty, staff, and students to discuss how the campus should approach achieving even greater distinction in research, scholarship, and creative activities over the next decade. Venues for discussion might include town hall meetings and open forums, both in-person and online, as well as focus groups and surveys. The cross-cutting themes of equity, social justice, and academic excellence should be central to every aspect of the committee’s work and meaningfully integrated into all committee outputs.

The committee is asked to address the following areas but may choose to consider additional topics based on community input.

- Identify the current cross-cutting themes and areas of research, scholarship, and creative work that distinguish UC Santa Cruz.
- Identify new or emerging areas of research, scholarship, and creative work that the campus should consider for investment; provide a rationale and indicate how each area would support the UC Santa Cruz mission.
• Identify existing barriers to be removed and additional infrastructure needed to support current research strengths and to develop new and emerging areas. These might include major instrumentation, power stability, and library and computational resources, as well as staff, space, and housing. What broad structures do we need to elevate research at UC Santa Cruz to the next level, and in particular, what roles do centers and institutes play in this effort?

• Propose approaches to provide greater internal recognition of faculty contributions in research, scholarship, and creative work, especially in collaborative, interdisciplinary, public-facing, and community-engaged research, and with attention to reducing identity/cultural taxation and acknowledging invisible labor.

• Identify ways in which faculty, students, and researchers can be better supported as they engage the community in research and outreach.

• Identify ways to better support faculty, students, and researchers throughout the external funding process, from proposal development to implementation.

• Suggest ways we can better leverage the assets of our international partnerships and relationships with federal and state agencies, multi-campus research collaborations, and our networked campus (main campus, Westside Research Park, Coastal Campus, Scotts Valley Center, Silicon Valley Campus, MBEST, and the Natural Reserve System).

• Suggest ways we can better highlight our discoveries and creative work and tell our stories to raise our profile as a distinct and distinguished research university and MSI.

The outcome of the committee’s efforts will be goals, metrics, and a narrative for each area addressed, which are summarized in a report that incorporates campus feedback to advance our distinction in research, scholarly and creative activities. The final version of the report will be integrated with the work of the other committees to form the campus strategic plan.

With the completion of the strategic planning process, an implementation committee will be established to monitor progress toward achieving the goals laid out in the strategic plan using the metrics defined in the plan.