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 AANAPISI, and member of the AAU. Over nearly six decades, we have continued to proudly embrace and amplify 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 the SAP and more 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 - Strategic Planning Steering Committee**

The steering committee will provide advice, guidance and support to ensure the success of UCSC’s strategic planning process. The enthusiasm of the committee will inspire the campus community to explore opportunities for the next decade centered around the five pillars of the plan: An Unparalleled Undergraduate Student Experience, Envisioning Graduate Education for the Future, Distinction in Research, Scholarly and Creative Activities, An Inclusive and Thriving Campus Community, and Climate Change Sustainability and Resilience. The committee will set the stage for the successful development of the strategic plan by providing input into the themes, committee charges, and membership of the committees. The steering committee will finalize mission and vision statements incorporating campus input to produce documents that will guide the university along our future path.

Over the course of the academic year, the committee will help to steer the strategic planning process and the development of the final plan. The steering committee will meet periodically as a group and with the chairs of individual committees to help guide their work, including providing advice on the individual committee’s direction, goals and metrics. The steering committee will help to ensure our community at large is consulted via surveys, open forums and town hall meetings in a manner that is welcoming, inclusive and respectful. With the assistance of a professional writer, the committee will help to synthesize the steering committee reports,
including goals and metrics, to develop a draft plan and incorporate campus feedback to create the final 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.