

Presidential Priorities Plan

INTRODUCTION

The University of California is a multifaceted and complex organization, positively impacting the state of California and the larger world in countless ways. It is hard to imagine an issue or subject the University does not touch through its missions of teaching, research and service, and the breadth of its impact is a testament to decades of investment in the excellence of UC. We bring a commitment to excellence to tackling each of these issues and subjects, a commitment that has allowed us to not only provide a world-class education to our students, but to consistently serve as an engine of progress in California.

Throughout our history, the University's success has depended not just on that continued excellence, but on its ability to identify and meet the challenges posed by each new generation. Decades of thoughtful work and investment have contributed to building the finest public university in the world, grounded in excellence in teaching, research and health care, and committed to fostering a culture of public service and community engagement. But we must always be looking ahead to the next challenge. Progress demands focus, and focus requires prioritization.

With that commitment to identifying and meeting the challenges of today in mind, I have spent the past few months formulating a set of presidential priorities that will focus our work as we head into the new academic year.

Over the past two years, I have met with a wide range of University citizens and stakeholders, from students and faculty to elected officials and community leaders. As we have navigated the strains of the pandemic and the challenges facing modern institutions, I have strategized with, and learned from, our Regents, our Chancellors, University leaders, our students, and our staff. These countless meetings, both in-person and virtual, have helped shape a set of priorities that respond to the moment that we are facing as a University, a state and a nation.

Through assessment of the scholarship and thoughtful input of our community, I have identified and will focus on a set of institutional priorities with specific, measurable goals, each one grounded in, and expressed through, our mission of teaching, research and service. These priorities are:

- 1. Expanding Opportunity and Excellence**
- 2. Leading on Climate Change**
- 3. Strengthening an Inclusive, Respectful and Safe Community**
- 4. Promoting Health Across California, Including Its Most Vulnerable Communities**

These priorities represent areas where the University is both uniquely positioned to make a difference in the world and where we can collectively improve our efforts and impact through concerted effort. They are not meant to, nor could they, capture every important area where the University can, must and will make contributions. They will, however, help the University focus time, resources and effort, providing the

direction needed to effectively organize across a large and complex organization. By bringing special attention and focus to these priorities, we will build on our tradition of excellence and advance our ability to have a meaningful impact on the world.

In some instances, these priorities will find expression through specific, intentional, systemwide efforts. In some cases, they will help shape budget and policy decisions. In others, they may result in new programs and initiatives from the UC Office of the President. We are a vast and varied institution, and there will not be a one-size-fits-all approach to moving forward on each priority.

What will be consistent, though, is the use of these priorities to help focus our efforts and as a call to action across all of our campuses, health centers and national labs. Everyone should be looking for ways to contribute to progress on these priorities, not because of a mandate from the Office of the President, but because it will contribute to our University's ability to strengthen the education, health and well-being of people across California.

I have appointed leaders from the UC Office of the President to manage and track progress for each of these four priorities. While monitoring will be ongoing, each priority will be evaluated formally on an annual basis, with each year's evaluation determining if priorities should be added or recast based on the progress to date and emerging needs and opportunities. The world around us and the demands on our institution are constantly changing, and this annual re-evaluation will allow us to meet those changing demands in a thoughtful and forward-looking manner.

For over 150 years, the University of California has blazed a trail as the finest public teaching and research university in the world. It has met countless challenges, strengthening California, serving Californians, and contributing to the progress of the world at large. These strategic and operational priorities, along with a continued commitment to excellence in all that we do, will allow us to rise and meet the next set of challenges as we serve the next generation of Californians.

PRIORITY 1: EXPANDING OPPORTUNITY AND EXCELLENCE

What is our aspiration?

The University of California's academic and research enterprise will better tap California's diversity and talent by improving access, opportunities, support and the experience for its students, faculty and staff.

Why is this important?

UC's population does not mirror the state's diversity, either racially/ethnically or geographically. The majority of California public high school students today are Pell Grant recipients, first-generation college students, or underrepresented (e.g., African American, American Indian, and Hispanic/Latino(a)). California is also projecting a gap in degree recipients needed to support workforce needs, with greater gaps in inland regions that have fewer college graduates, less economic opportunity and poorer health care outcomes. With intentional growth that promotes inclusive excellence and success, the University can expand opportunities for undergraduate and graduate students and diversify degree recipients across all disciplines that will strengthen existing programs and research. This approach will yield more women in STEM, more professors who are Black and Native American, more researchers who are Hispanic/Latino(a), and more degree recipients and health care professionals located in the Central Valley and Inland Empire.

What specific and measurable goals support this priority?

There are a number of priorities that support UC's aspirations, including but not limited to:

- **Becoming a minority-serving system:** Have all UC campuses formally designated as HSI/Minority-Serving Institutions/Asian American and Native American Pacific Islander-Serving Institutions.
- **Expanding UC capacity and degree attainment:** Grow by 20,000 students (e.g., undergraduate, graduate academic and health science students and residents) and produce 200,000 additional undergraduate and graduate degrees on top of the 1 million degrees already projected by 2030, with nine of 10 undergraduates leaving with a degree.
- **Offering debt-free pathways to UC undergraduates:** Leverage expanded financial aid and work opportunities, as well as lower costs, to provide options for more students to leave with no debt.
- **Improving timely graduation and closing equity gaps:** Achieve a 75 percent four-year freshman and 70 percent two-year transfer graduation rate, while closing equity gaps for Pell, first-generation or underrepresented students.
- **Growing and diversifying graduate students:** Have 40 percent of UC Ph.D. students coming from UC undergraduate programs, California State Universities, other Hispanic-Serving Institutions (HSI), Historically Black Colleges and Universities, or Tribal Colleges and Universities and expand Programs in Medical Education (PRIME) model to other health professions to create a faculty availability pool for UC, California State Universities and California Community Colleges.
- **Growing and diversifying faculty:** Add 1,100 ladder-rank faculty over the next four years, including 15 percent (or 165) in the health sciences, increasing the diversity of these populations through initiatives like Advancing Faculty Diversity and SEA Change.

PRIORITY 2: LEADING ON CLIMATE CHANGE

What is our aspiration?

The University of California will be at the forefront in understanding the climate crisis and implementing practical solutions. Our goal is to help build a more equitable, resilient and healthy world.

Why is this important?

The University of California's actions should all reflect the overwhelming urgency and ever-increasing impacts of the climate crisis, which threatens many of the University's other long-term goals. At all levels of the University, we must build upon ongoing climate science, decarbonization strategies, policy recommendations, health impacts, adaptation and communications research. Our academic and health enterprises must lead coordination of existing curricula and expand UC's development of next-generation climate leaders. We must build upon our 2025 carbon neutrality goal to pursue fossil-free operations across the UC system. We must continue to identify and support regenerative farming and agriculture opportunities. Our capital projects will champion "green" construction methods.

What specific and measurable goals support this priority?

Climate action and leadership must span all aspects of UC's mission.

- **Support for systemwide research collaborations:** Leveraging UC's living laboratories and strengths in holistic solutions, energy storage, resilience and climate justice, organize systemwide proposals for State, Federal and private funding with the goal of doubling historical external funding for climate research by 2025.
- **Lead coordination of existing curricula and expand UC's development of next-generation climate leaders:** Achieve a curriculum score of 36 or higher from the AASHE STARS assessment by 2025 and have one million people take one of UC's *Bending the Curve* training modules by 2030.
- **Achieve carbon neutrality in 2025 as each location establishes a goal for fossil-free operations:** Set a sunset date on each location's operation of combined heat and power plants, establish more aggressive transportation goals (e.g., discontinuing the purchase of new fossil fuel vehicles by 2025), and set reduction goals for our supply-chain purchases, food, water, waste and construction emissions.
- **Develop opportunities in farming and regenerative agriculture:** Expanding on UC's Global Food Initiative, by 2023 establish a program to have at least two Regenerative Agriculture Student Fellows working from each location. By 2023, locations will define the actions and resources needed to procure at least 25 percent of our own food supplies from sustainable sources by 2025, five years ahead of our existing goal.
- **Establish UC as the industry leader in low-carbon construction:** Establish "showcase" facilities at each location to demonstrate the benefits of design choices that use advanced timber products, low-carbon concrete and green steel by 2025.

PRIORITY 3: STRENGTHENING AN INCLUSIVE, RESPECTFUL AND SAFE COMMUNITY

What is our aspiration?

All University of California locations will be environments where those who study, teach, conduct research, work and receive patient care feel included, safe and valued.

Why is this important?

The policy and budget challenges facing the University are increasingly rooted in justice, equity, diversity and inclusion issues, including access, affordability and institutional climate. Yet members of historically marginalized and underrepresented groups continue to be more likely to experience exclusionary behavior, which impacts faculty recruitment and retention, student completion, diversity of senior leadership, patient care, and the University's reputation. Closer to home, the UC community has a collective responsibility to understand and be accountable for its own histories that have resulted in disparate opportunity and different and exclusionary experiences for members of its most vulnerable communities.

What specific and measurable goals support this priority?

Addressing the dynamics of the institution's climate around bias, discrimination and exclusion is critical for strengthening an inclusive, respectful and safe UC community.

- **Reimagining campus community safety:** By 2025, fully implement the UC Community Safety Plan, a data-driven, service-oriented, community-centric approach to campus safety.
- **Strengthening practices and policies that mitigate bias and discrimination:** By 2030, fully implement non-discrimination policies in all settings, including patient care.
- **Improving cultural competency of leaders at all levels:** By 2025, fully train and develop all UC leaders to foster inclusive campus environments, comply with non-discrimination policies and actively address population-based biases.
- **Addressing persistent exclusion:** By 2030, increase the critical mass of UC students, faculty and administrative leaders from historically underrepresented and marginalized communities by becoming the premier Hispanic- and Minority-Serving Research University system in the country; by increasing investment in K-12 student academic preparation and the Native American Opportunity Plan; and by expanding doctoral, postdoctoral, faculty and administrator diversity initiatives.
- **Expanding knowledge base of social justice through research:** By 2025, create systemwide research grant opportunities for faculty that build research excellence centered on social justice and that contribute to the eradication of racism, discrimination and harassment.

PRIORITY 4: PROMOTING HEALTH IN CALIFORNIA'S VULNERABLE COMMUNITIES

What is our aspiration?

The University of California will improve the health of Californians now and in the future by promoting health equity across the state and expanding access to UC care.

Why is this important?

The COVID-19 pandemic has disrupted lives, interrupted health maintenance and care, and led to significant morbidity and mortality. It has also further revealed existing health inequities in our state. As California and UC transition to the next phase of the post-pandemic world, there is a need to “catch up” on the health status of Californians and assure advancement in health equity. We therefore seek to improve the health of Californians, including the most vulnerable communities, in three key areas: cancer screening, chronic illness management (hypertension and diabetes control), and long COVID. UC also has a growing employee and student base statewide and is challenged by the need to deliver quality care in all regions. We seek to expand access to UC health care for all employees and students. UC is also mindful of the need to fully implement and adhere to UC policies governing affiliations with organizations that have policy-based restrictions on care.

What specific and measurable goals support this priority?

Several priorities support these UC aspirations, including but not limited to:

- **Improving access for screening and chronic disease management in vulnerable populations for conditions such as cancer, diabetes, hypertension and long COVID:** Work with the academic health centers and systemwide to establish baselines and identify opportunities to measure outcomes and report on progress. Leverage our UC Health systemwide resources such as the Quality and Population Health Collaborative and Center for Data-driven Insights and Innovation.
- **Expanding access to UC care for faculty, staff and students:** Identify opportunities to expand access to UC care for UC employees and students in all locations.
- **Effectively managing health care affiliation relationships:** Assure full compliance with the UC Regents' and President's policies governing affiliations with institutions with policy-based restrictions.