

UCR 2030 - Research and Economic Development Strategic Initiatives

RED Leadership
 Vice Chancellor for Research and Economic Development (VCRED) - Rodolfo Torres
 Associate Vice Chancellor - Office of Technology Partnerships (AVCOTP) - Rosibel Ochoa
 Associate Vice Chancellors - Faculty (AVCFs) - TBD (two positions are being filled)
 Associate Vice Chancellor - Research Administration and Compliance (AVCRAC) - Charles Greer
 Chief Financial and Administrative Officer (CFAO) - Laura Manor
 Communications Director (CD) - Kendall Burks
 Human Resources and Administrative Policy Manager (HR) - Bri Cates
 Office of Technology Partnerships (OTP)

STRATEGIC GOAL I: Build financial stability, resiliency, and sustainability

| Objectives | Initiatives | RED Action Items | Metrics | Lead Coordinator | Key Collaborators | Comments |
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| Increase Revenue Opportunities | Grow extramural awards and contracts funding | Provide competitive internal seed funding opportunities. | <ul style="list-style-type: none"> Numbers of proposals received in response to solicitations Number of proposals funded Total extramural research dollars obtained as ROI of seed funding | VCRED, AVCFs, AVCOTP | CD, Deans, Faculty | Ongoing Initiatives: EFOPA, OASIS grants |
| | | Continue to participate in workshops and conferences for funding opportunities and advocate for UCR and Minority Serving Institutions (MSIs) at the UC system, state, regional, and national levels. | <ul style="list-style-type: none"> Total extramural research dollars Total F&A revenue Extramural funding for faculty members | VCRED, AVCFs, AVCOTP | CD, Deans, Faculty | Participation in several consortiums and organizations (SoCalHub, IEGO, IEEP, CalIT2, HSRU) is already on-going |
| | | Expand campus and school/college support for grant proposal development and grant management. | <ul style="list-style-type: none"> Number of funded faculty | Provost, VCRED, Deans | Units' analysts | Need to find funding to hire grant development staff in units outside RED |
| | | Fully staff contract and grant activity based on increases in funding. | | AVCRAC | CFAO, AVCOTP | This is elastically supported by F&A |
| | | Improve processes for identifying opportunities and communicating them to units and faculty. | | AVCFs, CD, Additional staff | Deans, University Relations, Government Relations, Units' analysts | |

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| Increase Revenue Opportunities (Continued) | Grow philanthropy | Build fundraising campaign focused on OASIS innovation park. | <ul style="list-style-type: none"> • Donor Identification • Number of proposals submitted • Number of dollars secured | VCRED, AVCFs, AVCOTP, CD | Advancement, Government Relations, University Communications, Faculty | This is a completely new role for RED | |
| | Diversify IP Portfolio | Maintain/increase licensing income; in particular from the Avocado portfolio and non-agriculture technology. | <ul style="list-style-type: none"> • Existing and new faculty engaged • Disclosures submitted • Patents filed • Number of outreach/marketing campaigns | OTP, CD | Deans, Department Chairs, Center Directors, Faculty, Senate | | Faculty need to be properly recognized for their efforts in these initiatives |
| | Increase industry sponsored research to 6% of research grants | Increase opportunities for networking with corporate partners. | <ul style="list-style-type: none"> • Number of partnerships secured • Number of contracts negotiated • Number of SBIR/STTR secured, dollars of funding | OTP, Deans, Department Chairs, Center Directors | Advancement, Faculty | | |
| Offer training on how to work with industry, protect IP, and promote research to the community. | | <ul style="list-style-type: none"> • Number of proof of concept grants, startups formed, IP protected, contracts with industry secured | | | | | |
| Improve Financial Models | Stabilize funding for select core research facilities | Provide central support to select core facilities. | Achieve financial sustainability | VCRED, Provost, AVCFs, AVCOTP, CFAO, CD | VCPBA, Deans | Needs central funding | |
| | | Develop and communicate fee structure. | | | | | |

STRATEGIC GOAL II: Invest in the success of the people who teach, research, work, learn, and live at UCR

| Objectives | Initiatives | RED Action Items | Metrics | Lead Coordinator | Key Collaborators |
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| Improve Graduate Student Success and Pipeline | Increase culture of entrepreneurship on campus | Provide entrepreneurial education and experiential opportunities for graduate students. Attract members of underrepresented groups. | <ul style="list-style-type: none"> • Number of participants in NSF HUB west and Innovar workshops • Companies formed • Capital raised • Grad students engaged in OTP activities • Invention disclosures filed (total and by grad students) | OTP, Deans | Department Chairs, Faculty, Senate |
| | | Work with academic units to create for-credit courses. | | | |
| | Increase number of training grants | Provide support for faculty to apply for more training grants; specially focus on opportunities for MSIs. | Number of training grants applied for and awarded | AVCFs | Graduate Division, Faculty |
| Improve Undergraduate Student Success and Experience | Increase culture of entrepreneurship on campus | Provide entrepreneurial education and internship opportunities for students. Attract members of underrepresented groups. | <ul style="list-style-type: none"> • Number of participants engaged • Participants admitted in NSF HUB West, Blackstone and Innovar workshops • Admittance to EPIC Small Business Development Center • Companies formed • Capital raised | OTP, Deans | Department Chairs, Faculty, Academic Senate |
| | | Work with academic units to create for-credit courses. | | | |
| Support Research Integrity and Compliance | Continue to address state and federal changing requirements | Implement an electronic system to reduce administrative burden on researchers. | Status of system implementation | AVCRAC, Research Compliance Committees, AVCFs | CD, Units' analysts |

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| Support Research Integrity and Compliance (Continued) | Continue to address state and federal changing requirements | Implement an electronic system to reduce administrative burden on researchers. | Status of system implementation | AVCRAC, Research Compliance Committees, AVCFs | CD, Units' analysts | Need campus-wide training |
| | | Provide continuous training and educational opportunities for faculty and staff as related to research administration and compliance. | Trainings provided | AVCRAC | CD, Units' analysts | |
| | | Create a more robust responsible conduct of research training to meet new federal guidance for compliance aspects, and safe and inclusive environments. | Implementation of training | VCRED, Graduate Division | Provost, Academic Senate | We need to address new Federal policies |

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| Address Staffing Levels, Staff Flexibility and Professional Growth | Invest in strategic hiring | Assess current service levels and augment staffing as necessary to support RED functions and campus strategic priorities. | Productivity, engagement, and client satisfaction in targeted units | CFAO, HR | RED leadership, RED supervisors | These initiatives are internal to RED |
| | Enhance professional development | Assess and enhance resources to support hybrid and remote work. | Productivity, engagement, and employee satisfaction across RED | CFAO, HR | RED leadership, RED supervisors | |
| | | Identify and support professional development opportunities. | Retention rates and employee engagement and satisfaction levels | CFAO, HR | RED leadership, RED supervisors | |
| | | Continue to promote and create a diverse, equitable, and inclusive working environment. | | | | |
| | Strengthen research administration processes | Review UCR practices and procedures related to contract and grant management to identify administrative burdens that can be removed; this will assist with researchers spending more time on their research. | Efficiencies achieved | AVCRAC | RED leadership, RED supervisors | |

STRATEGIC GOAL III: Expand the visibility and scope of influence of UCR locally, nationally, and globally

| Objectives | Initiatives | RED Action Items | Metrics | Lead Coordinator | Key Collaborators | Comments |
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| Elevate UCR's profile and research, scholarly work, and creative activities | Promote faculty and UCR nationally through media, awards, and national networks | Develop compelling stories to highlight UCR's research, economic impact, and innovation. | Number of stories written and picked up by large media outlets | CD, University Relations | Deans, Department Chairs, Center Directors, VPAP | Beyond RED, there could be a more proactive approach at the campus level to promote faculty for prestigious awards (this is an important AAU metric) |
| | | Improve RED web presence. | | | | |
| | | Work with University Relations on earned and paid media. | | | | |
| | Invest in centers for research | Work with campus stakeholders to develop a process for the creation of centrally supported research centers. | Number of centers created | VCRED, AVCFs, Provost, Deans | Department Chairs, Center Directors and/or Lead Faculty | Needs central funding |

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| Elevate UCR's Profile and Research, Scholarly Work, and Creative Activities (Continued) | Increase number of CAREER awards | Provide support for junior faculty applying for CAREER awards. | Number of awardees | AVCFs | Deans, Department Chairs | |
| | Participate in large multi-campus proposals | Strengthen research development activities within RED. | Number of large, multi-campus proposals submitted | VCRED, AVCFs, AVCOTP | Provost, Deans, Associate Deans, Department Chairs, Center Directors, Pls | These often required matching or cost-sharing funds which need to be contributed by all parts involved |
| | Better data tracking related to research inputs and outcomes. | Continue to develop dashboards to track, proposals, awards, funding trends, units, faculty successes. | Dashboards developed | VCRED, AVCFs, AVCRAC, CFAO, Campus Dashboards Committee | Deans, Associate Deans for Research | |
| | Increase multidisciplinary research activities on campus. | Organize thematic lunches and workshops around research areas of interest (for example, OASIS pillars). | Number of events and faculty attendance | VCRED, AVCOTP, AVCFs, CD | Faculty | |

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| Contribute through Research and Innovation to the Economic Development of the Inland Empire and Beyond | OASIS | OASIS Innovation Park | Building fully occupied by 2030 or sooner | VCRED, AVCOTP, AVCFs, VCPBA, Campus Architect, CD | Government Relations, UNEX Dean, CE-CERT | Construction aspects are beyond RED but the actual construction project should be completed well ahead of 2030. Several funds for the project have earlier deadlines to be used |
| | | Consistently communicate about OASIS and other research and initiatives and create advisory committee(s). | Level of campus participation | VCRED, AVCOTP, AVCFs, CD | Deans, Department Chairs, Faculty, Academic Senate, University Relations | Meetings already take place but they need to be scheduled at regular intervals throughout the year |
| | | Formally establish frequent and periodic meetings with advisory committee(s), department chairs, units' faculty, senate committees, and senate leadership. | | | | |
| | | Identify funding and partners for innovation park and other OASIS-physical infrastructure projects such as the Ag Innovation Center and the Critical Minerals Laboratory. | Number of partners secured | VCRED, AVCOTP, AVCFs, Advancement, Government Relations | CD, Regional partners (cities, counties, community orgs., etc.) | |

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| Contribute through Research and Innovation to the Economic Development of the Inland Empire and Beyond (Continued) | Build a pipeline of promising startups and support company attraction and job creation | Leverage seed grants and entrepreneurial fellows to increase faculty participation and awareness to improve Innovation and Entrepreneurship (I&E) culture across all units. | Number of proof of concept grants, startups formed, IP protected, contracts with industry secured | OTP | | |
| | | Identify faculty ambassadors/champions (faculty Entrepreneurs-in-Residence) from the National Academy of Inventors (NAI). Create other I&E recognition awards. | <ul style="list-style-type: none"> Members in NAI and participants in events Recognition awards granted | OTP | Deans, Department Chairs | |
| | | Support regional Small and Mid-size Enterprises (SMEs) and attract international SMEs to the region. | <ul style="list-style-type: none"> Companies participating in the Technical Assistance to COVID Impacted Inland Empire Small Business (TACIES) program Number of companies mentored Number of companies admitted into regional Small Business Development Centers and international programs | OTP | CD | |
| | | Leverage campus strategy on OASIS to attract capital and talent to region. | OASIS-affiliated startups relocating to the region | OTP, Southern California Energy Innovation Network (SCEIN) | Other regional partners | |
| Achieve Additional National Recognition | APLU classification – Innovation & Economic Prosperity (IEP) | Complete IEP designation process. | Earn designation | VCRED, AVCOTP, IEP designation writing group | Provost | This will bring great visibility for UCR |