UNIVERSITY OF CALIFORNIA
UCRIVERSIDE

Chancellor Kim A. Wilcox Stewardship Review
March 2018

Introduction

After nearly five years as Chancellor of the University of California, Riverside, I find myself more energized than when I first arrived. I am grateful for this review and the opportunity to reflect on all that we have accomplished.

I was humbled in 2013 to be selected as Chancellor and came to the campus with two primary goals, the first was to honor and amplify those characteristics of UCR that have made it great, and the second was to identify those areas where I could add value in my role as Chancellor and assist the university on its path. Importantly, that path was largely defined in UCR 2020: The Path to Preeminence, the university's strategic plan. I noted at the time, that I believed it was one of the better strategic plans that I had read, and it continues to guide our work five years later.

Another guiding document has been the Graduation Rate Task Force Report, commissioned by Provost Rabenstein, upon my arrival. We implemented nearly all of the report's recommendations; and as a result, have increased our 6-year graduation rates by nearly 9 percentage points to 75.0%, while remaining attentive to parity across ethnic and economic groups. The report was formative to my early thinking, because it underscored the campus's commitment to put students first. We were, and remain, determined to help ensure that everyone who enrolls at UCR thrives.

One of the first issues that drew my attention was the mismatch between our enrollment and our capacity to manage that enrollment. Given the enrollment growth through the 1990s and early 2000s, we had outgrown the capacity of our faculty and our administration. Our total enrollment was 8,746 in 1993 and had grown to 21,285 over a 20-year period; but the faculty numbers had not kept pace, resulting in one of the highest student-faculty ratios in the UC.

In addition, the administrative processes that worked well for a campus of fewer than 10,000 students were simply inadequate for a campus of 22,000 students. UCR's culture of centralized authority resulted in a bottleneck of decisions in the Chancellor and Provost's offices, a perceived lack of transparency, and unnecessary distance between decision-makers and the individuals responsible for implementing those decisions. The centralized system also meant that the Chancellor and Provost offices had less capacity to effectively advocate for resources in support of our strategic goals and to focus on elevating the institution's profile.

I committed to UCR in 2013 because I believed it was emerging as one of the national leaders in higher education; but it was clear that we needed to move beyond simply comparing ourselves to our sister UC campuses, and to calibrate our accomplishments and aspirations nationally. We had all the

elements that America was beginning to value in higher education: an outstanding faculty with expertise in the questions and issues (both basic and applied) that are important to 21st century society; an inclusive environment where students of all backgrounds were not simply welcomed, but thrived; and a deeply-rooted commitment to the surrounding community and its welfare.

With that context, I recognized that to best position UCR within the national landscape of higher education would require transforming our institutional culture. That would mean decentralizing authority, providing greater budget transparency, and engaging in robust dialogue among internal and external campus stakeholders. Further, such a transformation would help yield a system of bold and nimble decision-making, not just centrally, but across the entire campus.

In the years prior to 2013, the campus had experienced significant enrollment growth but hadn't had the time or capacity to "catch up" with that growth. Now, five years later, it is clear that we have caught up and moved ahead. By almost every metric, we have improved – our faculty numbers and research funding have increased dramatically, our student quality and outcomes have achieved national acclaim, our fundraising has reached historic levels, and our physical campus has continued to expand.

Together, we have elevated UCR's national profile, and we are increasingly viewed as an equal and contributing member of the University of California. In the sections that follow, I will provide detail on some of our key accomplishments, describe our current state as a campus, and outline goals for the next five years.

I. Key Accomplishments

A. Financial Stewardship

UCR relies on four primary sources of revenue: tuition and fees, state appropriations, contracts and grants, and philanthropy. We have made significant progress in all four areas, but the two largest contributors to our budget are tuition (33%) and state appropriations (29%); and both are driven by enrollment. Since the late 1990s, UCR enrollment has been on a relatively linear growth trajectory. And, during much of the period of our greatest enrollment growth (2001 – 2011), funding per student fell and then remained stagnant.

With the support of President Napolitano and her office, UCR's funding from state appropriations and tuition revenue has improved in recent years, but our history of inadequate funding had yielded a backlog of facilities projects left undone, staff and faculty positions unfilled, and key services unavailable to our students. We find ourselves now investing in those historically underfunded areas, while simultaneously working to ensure a high-quality educational experience for today's students and world-class research facilities for our growing faculty.

An implication of our dependence on tuition revenue has been the need to think more holistically about enrollment. This, in part, is why we have moved to a new budget system that more directly (and transparently) ties enrollment to college funding, and why we have

moved Enrollment Services into the Provost's Office to more directly tie enrollment decisions to curricular and scheduling needs.

In the prior budget model, tuition was held centrally and allocated incrementally across campus. Our new budget system has helped create a more straightforward resource allocation model, has elevated the role of Deans to determine funding priorities, has streamlined and improved financial management processes, and has fostered university-wide collaboration and stakeholder engagement. Since its implementation, we continue to review and improve the model each year to address campus priorities and strategic growth.

While tuition and state support are the largest sources of funding, all sources are important to our future. I am proud that we have grown our total contract and grant funding by more than 50% since 2013, from $93.4M to $144.5M. This growth reflects the outstanding talents and hard work of the faculty; though, credit also goes to Vice Chancellor Pazzani and the Research and Economic Development staff for catalyzing and supporting faculty efforts.

In 2016, we launched the public phase of our first-ever comprehensive fundraising campaign, Living the Promise. As we approach the final two-and-a-half years of the campaign, we have raised $195M toward our $300M goal. Campaign priorities include a goal of $100M for research, a goal of $120M for infrastructure support (including departmental funds and capital projects), and a goal of $50M in support of student success.

Additionally, we have improved our asset management and financial modeling tools. By simply looking longer term, we have generated an additional $36.8M in investment income over the past five years, which has gone to direct support for the campus. Moreover, we have instituted Cognos analytic tools to enhance our budget modeling capabilities, and to help ensure our financial solvency in the short- and long-term.

Finally, we have partnered with private entities as well as regional and state agencies to leverage funding for important campus projects, such as the North District Development Site, the Mobility Hub, and new research facilities.

B. Faculty Achievements

i. Faculty Hiring. Since the campus's original founding as a Citrus Experiment Station, faculty excellence in research has served as the foundation for UCR's distinction as a cutting-edge, public research university. In 2013, the campus set a bold and ambitious goal to grow the faculty by 300 – a priority outlined in the UCR 2020 strategic plan and consistent with the campus's aspiration to achieve the profile of an AAU institution. The faculty expansion provided an opportunity for the campus to strategically invest in emerging fields of scholarship, foster cross-disciplinary work, and further diversify the faculty.

Five years ago, the campus employed 671 full-time, instructional faculty members (651 tenure-track, 3 LSOE, and 17 clinical). Since that time, we have added 143 tenure-track, 16 LSOE, and 37 clinical faculty members, for a total of 867. This represents a 29% increase or nearly one-third growth in full-time faculty. This growth has touched every part of the academic enterprise, with

every department having made at least one successful faculty hire.

A significant portion of the faculty expansion involved a "cluster hiring initiative," which has helped stimulate faculty collaboration in innovative, interdisciplinary areas. Faculty collaborations will continue to be supported via the Teaming Mini-Grant Program, and eight faculty teams will be housed in the new Multidisciplinary Research Building beginning in the next academic year (2018-19).

Moving forward, Provost Cindy Larive will determine how the continuing faculty expansion can best achieve strategic institutional priorities, while providing greater transparency and working with Deans to address individual departmental hiring needs. As part of this evolving process, the Academic Senate has conducted two faculty surveys and provided substantial input to inform our efforts.

ii. Faculty Diversity. Prior to 2013, our incoming faculty cohorts had averaged 36% women and 10% underrepresented minority (URM) faculty members over a 15-year period. To help increase faculty diversity, we reshaped hiring practices by broadening recruitment efforts, asking all candidates to provide diversity statements, and mandating diversity training for search committees. We also created incentives for hiring President's and Chancellor's Postdoctoral Fellows.

The campus immediately began to see the product of these efforts in the 2015-16 cohort, which included 22% URM faculty – the largest percentage of any cohort for which we have data. In 2016-17, we reproduced this outcome with 22% URM faculty in the incoming cohort, along with 47% women – the second largest percentage since 1984.

UCR's efforts to diversify the faculty have received funding from the UC Office of the President to serve as a model for the system, as well as recognition in the national media. Notwithstanding our progress, the campus must continue to improve efforts to recruit, hire, and retain underrepresented minority and women faculty members to better mirror UCR's diverse student body.

iii. Faculty Leadership Development. The Provost's Office has significantly expanded leadership opportunities for faculty members across their careers. This year, Provost Larive piloted the New Faculty Development Program, which provides early career faculty with opportunities to develop their communication, supervision, and mentoring skills, while building a cross-campus professional network.

UCR is currently offering its second iteration of the Provost Faculty Leadership Program, which provides post-tenure faculty members the opportunity to explore leadership opportunities and develop a range of skills as they anticipate taking on administrative positions in their departments, Academic Senate, and professional organizations. Further, the Office of Academic Personnel plans to lead future efforts to identify national award opportunities and facilitate campus nominations for UCR's most outstanding faculty.

Last fall, UCR began providing opportunities for executive-level academic leaders to receive 360 reviews and executive coaching. We piloted the program with six Deans and Vice Provosts receiving 360 reviews, and three Deans participating in coaching. These programs are intended

to identify the right tools and relationships to provide ongoing support for executive leaders at UCR; as well as to cultivate a culture in which leaders feel well-supported and well-informed about their strengths and avenues for improvement.

We have regularly funded participation in external leadership training programs, such as the Academy for Innovative Higher Education Leadership, the Executive Leadership in Academic Technology and Engineering program, the Executive Leadership Academy, Aspiring Leaders Forum, and UC-Coro Systemwide Leadership Collaborative. These opportunities allow more experienced leaders to deepen their knowledge of leadership, map their future administrative careers, and develop a state or national network of fellow leaders.

C. Research and Economic Development

i. Research Grants and Awards. Federal funding awards have increased by 78%, and total contract and grant awards by 56%, since 2013. In 2014, for the first time in UCR's history, the campus exceeded $100M in total awards; and in 2017, the campus received $144.5M. Our efforts to support large team projects have helped secure a prestigious $12M Energy Frontier Research Center grant from the Department of Energy and a $14.7M DARPA contract.

Just prior to my arrival, the campus set a goal of tripling federal research funding over a ten-year period. That goal has been achieved for the Department of Agriculture, the Department of Defense, and NASA. We have also doubled funding from the Department of Energy and the National Endowment for the Humanities. Last year, UCR tied with UC Berkeley for the largest number of active NSF Career Awards in the UC (34), and has received over $5.3M in federal funding for Graduate Assistance in Areas of National Need (GAANN), matching UC Irvine for the most GAANN awards in the nation (5).

UCR departments have also been recognized internationally, with the first-ranked Philosophy and second-ranked Entomology departments in the world (Center for World University Rankings, QS World University Rankings), based on measures such as number of citations and articles placed in top-tier journals. Current UCR faculty have largely been responsible for these significant gains, and I anticipate further achievements spurred, in part, by faculty growth.

ii. Economic Development. The campus has increased its support of entrepreneurship and innovation. We recently launched the federally-funded Entrepreneurial Proof of Concept and Innovation Center (EPIC) in partnership with the City and County of Riverside. UCR also won a Regional Small Business Development Center (SBDC) award to provide consulting, training, and capital access to university and Riverside County-based teams. Last year, we established a $10M Highlander Venture Capital Fund to provide seed funding to university and regional entrepreneurs. To date, 76 UCR teams have received entrepreneurship training, and the Highlander Fund has invested in "Sensorygen" – a UCR faculty-led start-up company developing safe and effective mosquito repellents.

UCR has also expanded its relationship with the California Air Resources Board (CARB) which will relocate to an 18-acre site at UCR, representing a $366M state investment and bringing 400 knowledge-based jobs to the Inland Empire. UCR partnered with the California Citrus industry,

which provided funds to construct an $8M university-operated facility for research on citrus diseases. UCR also signed one of its largest licensing deals for advanced battery technology, with over $1.4M in research funding resulting in a $10M license.

In total, UCR generated $2.71 billion in economic activity in 2015-16 (compared to $1.4 billion in 2009-10), with $1.35 billion right here in the Inland Empire. UCR takes seriously its leadership role in catalyzing regional economic development, and continues to collaborate with the Greater Riverside Chambers of Commerce, the City and County of Riverside, as well as local and state officials to identify the next set of opportunities to elevate UCR and Inland Southern California.

D. Student Success

UCR is presently on track to achieve its enrollment goal of 25,000 students by the year 2020. In fall 2016, UCR enrolled the largest and most diverse incoming class in its history: 6,592 first- year and transfer students (62.5% first-generation and 51.2% URM) and 1,103 graduate students (21.4% URM). Our students' academic credentials have steadily risen, with the average incoming high school GPA increasing from 3.43 to 3.74, over the past ten years.

i. Undergraduate Student Success. We have continued to emphasize our Graduation Rate Task Force recommendations by implementing new technology tools for course and degree planning, academic interventions to improve mastery of course content and grades, prioritizing the availability of courses and sections necessary for students to graduate, and high impact practices to enhance the quality of the undergraduate experience. Accordingly, the campus has continued to improve in various student success metrics, such as the number of units enrolled per quarter and first-year retention rates. These collective efforts have yielded significant improvement in 4- and 6-year graduation rates, now at 56.0% and 75.0% respectively.

Since the fall 2007 freshmen cohort, we have improved 4-year graduation rates by 15 percentage points, and 6-year graduation rates by nearly 9 percentage points. At the same time, we have achieved near-parity across racial/ethnic groups, and among Pell and non-Pell recipients. In recognition, the Association of Public Land-grant Universities (APLU) awarded UCR with the [Project Degree Completion Award](#) in 2016.

In terms of individual student distinctions, UCR undergraduates received three national awards in 2013-14, compared to 22 awards this year. Altogether, our students have received 74 national scholarships and fellowships, including Gates-Cambridge, Goldwater, Fulbright, Strauss, Coro, Mellon Mays, HHMI, and NSF graduate fellowship awards since 2013, due in large part to increased attention from the Office of Undergraduate Education.

ii. Graduate Student Success. Consistent with our 2020 Strategic Plan, since 2013 our graduate student population has grown from 2,664 students (12.5% of total enrollment) to 3,209 students (13.8% of total enrollment), with much of the enrollment growth driven by the professional schools and the Bourns College of Engineering. Among our domestic graduate students, URM enrollment has grown from 20.2% to 26.5%.

A recent survey of Ph.D. graduates found that 99% of respondents were employed, with 45%

employed by four-year universities (including 20% in tenure-track academic placements) and 7% employed at community colleges. Nearly one-third (32%) reported employment in a business or industry not connected to education.

The Graduate Division has further enhanced a variety of services focused on student success and retention. The GradSuccess program includes the Graduate Student Resource Center, the Graduate Writing Center, and GradQuant. To improve diversity, UCR participated with UC Davis, UC Berkeley, and UCLA in a Mellon workgroup on graduate recruitment including outreach, admissions, retention, and holistic application review. In addition, the Chancellor's *Making Excellence Inclusive* program has piloted training modules specifically for graduate students.

iii. Student Diversity and Well-Being. UC Riverside is blessed with a diverse and vibrant student body, recognized as one of the most altruistic in the nation. These students are supported by an array of programs and professionals dedicated to their academic and personal success. Over the past five years, we have continued to grow those programs by establishing the Middle Eastern Student Center, Undocumented Student Programs, Veterans Resource Center, and Transfer Success Program.

In 2015, students passed the Highlander Empowerment Referendum to help bring more diverse events, programs, and services to the community. This has led to support for 25 FTE staff in the Ethnic and Gender Programs offices, and a wide range of programming, including speakers such as Black Lives Matter founders Patrisse Cullors and Alicia Garza, and Persist 2017: Women's Political Engagement Conference. In addition, the Diversity Council (DC) was established to strengthen the participation of underrepresented communities within student government.

We have consolidated and enhanced our Health and Wellness programs by integrating Student Health Services with Counseling and Psychological Services (CAPS); forming the UCR Basic Needs Workgroup to address campus hunger and homelessness; and launching the R'Pantry to provide food resources, facilitate enrollment in CalFresh, and offer cooking and financial workshops. We have added 4.5 FTE staff, including clinicians and a psychiatrist, to the CAPS team. We have also established UCR's Campus Advocacy Resources and Education (CARE) office, an intervention and prevention support program focused on sexual violence.

This year, Student Life launched the Leadership and Service program for students to learn about societal challenges and how to respond as leaders. The initiative will help students track service hours, as well as provide a leadership certificate series, service projects, a student leadership conference, and cultural awareness training.

Underscoring our commitment to both our students' development and our institutional values, we have reaffirmed our Principles of Community; and we are presently revising procedures and developing training in support of free expression on the campus.

E. Academic Divisions

i. Schools and Colleges.

School of Public Policy (SPP). Established in 2012, SPP has grown in size, quality, and impact. SPP has hired 19 faculty headcount (12 FTE), launched the master's in public policy degree program, and will formally assume responsibility for the undergraduate public policy major this July – the only one of its kind in the UC. Additional academic offerings include the MD/MPP Dual Degree Program, Designated Ph.D. Emphasis in Public Policy, and postgraduate programs offered in partnership with University Extension. In three years, SPP's external funding has grown from $498,000 to $2.4M. Through generous donor and foundation support, SPP has established three new policy research centers. Further, SPP has offered seminars, convenings, and symposia to bring national thought leaders and policy makers to UCR, including 85 public events on campus last year.

School of Medicine (SOM). The SOM opened in 2013, and has since grown its ladder-rank and clinical faculty from 30 to 76. In 2017, SOM achieved full accreditation by the Liaison Committee on Medical Education (LCME) and graduated its inaugural class of 40 medical students. All of those graduates (100%) "matched" into residency training programs – an extraordinary accomplishment for any medical school, let alone a brand new one. SOM has stimulated creation of ten residency training and fellowship programs; has created three new multi-disciplinary research centers; has grown enrollment in the Ph.D. Program; and has expanded the UCR Health clinical enterprise to five UCR Health clinics and several hospitals in the region.

Graduate School of Education (GSOE). Last year, GSOE launched its first undergraduate major in Education, Society, and Human Development, and this fall will welcome about 100 students to the major. Since 2013, applications to master's programs have more than doubled; GSOE has hired 20 new ladder-rank faculty, including 60% faculty of color; and external grant funding has increased from $1.3M to $5.8M. Included in this total is Project Moving Forward**,** a research-based program to support English language and vocabulary development, which received a $2.7M grant from the U.S. Department of Education. Notably, GSOE was the first unit in the university to meet its campaign fundraising goal of $3M.

School of Business. Distinguished as the UC's largest undergraduate business program, the School's full-time faculty has increased from 20 to 32 in the past five years. Faculty have ranked second in per-capita publications among the six UC Business Schools. The School has been recognized as a top ten Business School for Minorities (Princeton Review), top ten MBA program for graduates earning greater than $100K, and top 100 undergraduate and MBA programs (U.S. News and World Report). Graduate enrollment has nearly doubled, with the introduction of three self-supporting programs. The School's endowment has also nearly doubled; and the campaign has successfully established five new endowed professorships and more than a dozen new endowed student scholarships.

Bourns College of Engineering (BCOE). Since 2013, 24 BCOE faculty members have been recognized as Fellows through professional societies and national academies; and 16 junior faculty members have received NSF CAREER awards. BCOE's graduate program has moved up ten spots in the U.S. News & World Report rankings over three years, and was ranked number one in three categories related to research citations and impact. BCOE launched the campus's first online master's program, which has grown to include six

specializations. BCOE is on track for a record number of grant dollars received this year (estimated total of $50M); and has nearly achieved its $80M campaign goal, with plans to exceed the goal by 15-20%.

College of Natural and Agricultural Sciences (CNAS). This fall, CNAS welcomed 1,700 new undergraduates, and now has as many students as the entire campus had 30 years ago. To accommodate student growth, CNAS has added 27 online courses, and increased annual faculty hiring from ten in 2012-13 to approximately 40 in 2016-17. Since 2013, faculty have received 17 NSF CAREER awards, and the number of National Academy of Sciences members has expanded to eight. Faculty have also been named to the Royal Society (UK); Leopoldina, the German National Academy of Sciences; and as fellows of the American Association for the Advancement Science and American Academy of Microbiology. Contracts and grants have grown from $51M in 2013 to $68M in 2017. Through fundraising efforts, CNAS has filled seven endowed chairs, and raised nearly $70M toward the college's $100M campaign goal.

College of Humanities, Arts, and Social Sciences (CHASS). As UCR's largest college, CHASS teaches approximately half of UCR's enrolled students. With continued enrollment growth, CHASS has made strategic investments in both faculty and staff since 2013. The ladder-rank faculty has grown from 283 to 330, and staff has increased from 155 to 187. Faculty members have received many prestigious awards and distinctions, including U.S. Poet Laureate, Spanish Knight Commander, Guggenheim and Fulbright Fellowships, Edward A. Dickson Emeritus Professorship, Radcliffe Institute for Advanced Study award, and Bessie Award for Outstanding Performance. CHASS fundraising has increased from $3.1M to $4.9M, including $2.5M for term and endowed chairs. Total contracts and grants have nearly doubled to $10.5M in 2015-16. CHASS Learning Communities have increased first-year student participation from 10% to 92%; and the College has hired eight advisors to reduce the student-advisor ratio.

ii. University Library. The University Library has developed more robust opportunities to engage students, faculty, and staff. Since 2013, the University Library has launched the Creat'R Lab "MakerSpace" with the Office of Research and Economic Development; partnered with the California Digital Library to scan 6,000 images from the Jay Kay Klein Photographs and Papers on Science Fiction Fandom collection; refurnished the Orbach and Rivera Libraries to significantly increase usage; partnered with the School of Medicine, the Health Professions Advising Center, the new Center for Geospatial Sciences, and the new Teaching and Learning Center to fortify and grow their academic and student engagement; and reconfigured former storage space to provide more study spaces and create a new exhibit hall.

iii. University Extension. With over 25,000 enrollments and more than 1,700 courses each year, Extension engages in significant outreach activities with the community and region. Working with local businesses and the Workforce Development Agency, UNEX has increased professional certificate training in the region. The Education department provides professional development for over 2,000 P-12 educators each year, in programs such as the Computer Science Authorization credential and new STEM certificate. The Bilingual Authorization credential has been included in two large California Department of Education grants. Youth programs have been extended to the

Coachella Valley, and customized for at-risk and migrant youth. The Osher Program now offers courses for nearly 800 community members, aged 50 and above; and Extension's international programs have grown to a local economic impact of approximately $33M.

iv. Enrollment Services. To better support our students, we have replaced an aging and inadequate student information system with Banner. While the challenges of replacing enterprise software are many, we now have a robust system that includes Ellucian Banner, a new degree audit system (Degree Works), a reporting tool (Cognos), document storage (Ellucian BDM), an academic scheduling tool (25Live), and a payment gateway (CashNet). Currently, 23,000 students, alumni, and many faculty and staff use these tools.

Additionally, Academic Preparation Programs (APP) renewed federal funding to support three Upward Bound grants, an Educational Talent Search grant, and a Student Support Services grant. APP also acquired P-20, a UCOP-funded initiative, that focuses on the improvement of student academic achievement. APP participated in the UCOP-sponsored Local Control Funding Formula (LCFF+) grant opportunity, which sponsored a summer program and recruitment efforts to increase the application, admission, and enrollment numbers of students from LCFF+ schools.

The Career Center relocated to a new state-of-the-art facility in the heart of campus, which allows for the establishment and expansion of programming for specific student populations.

F. University Advancement

i. Fundraising and Alumni Relations. To prepare for the public launch of the campaign in 2016, we hired and located development officers across California and on the East Coast, nearly doubled the number of alumni and donor events from 49 to 95, and created a targeted strategy for engaging national foundations and principal gift prospects.

As a result of these changes, we have increased annual private support by 14%, the number of bequest intentions from 0 to 26, and the number of principal gifts (each greater than $1M) to 19. The campus has raised $195M toward the $300M campaign goal and increased the number of faculty endowed chairs from 36 to 60. The 2016-17 academic year was the most successful fundraising year in UCR's history, with $31.6M in private support.

To reinforce our efforts, the UCR Foundation Board of Trustees has been significantly professionalized, including a heightened focus on philanthropy, expansion of membership beyond the Inland Empire, and an emphasis on well-networked individuals. In addition, the UCR Alumni Association embraced a $1.5M scholarship endowment fundraising goal, achieved 100% donor participation among its board members, and bolstered leadership for alumni networking opportunities and career services.

ii. University Communications. We have successfully raised our national stature over the past five years. Significant accomplishments have included a fourfold increase in media placements outside the Inland Empire (excluding athletics) from 4,330 to almost 20,000 today; as well as key op-ed and earned media content placed in the New York Times (NYT), Washington Post, Newsweek, US News & World Report, Washington Monthly, and Politico, including full front-page coverage in the NYT

[Science Section](#) of UCR entomologist and bee expert Hollis Woodard.

In March 2018, we relaunched the [UCR.edu](#) gateway on a new content management system, with enhanced multi-media content and more robust social media integration. We also increased year-round circulation of [UCR Magazine](#) to 110,000 alumni and donors. In the coming year, we will initiate a campus-wide exercise to better define and convey UCR's core values, and further elevate marketing and communications functions across the university.

G. Administrative Infrastructure

Over the past five years, we have strived to improve administrative efficiencies and leverage existing strengths within the university. For example, we established the new Auxiliary Services organization, bringing together the Campus Bookstore; Dining, Hospitality & Retail Services; Fleet Services; Mail Services; and several other units under the same umbrella. We have similarly merged and streamlined the campus's procurement function, as well as facilities services. Further, we have continued campus-wide engagement in the [Organizational Excellence](#) initiative to identify efficiency measures and help facilitate change management. While we still have much work to do, we have made significant progress in numerous areas, as described in the sections below.

i. Human Resources (HR). Major HR achievements have included successful implementation of the Career Tracks job classification structure and a new approach to merit-based performance appraisals, with the latter initiative recognized as a best practice by the UC Office of President. Both of these initiatives have engaged in post-implementation campus review to help update and improve central HR functions.

HR has also launched a new professional development framework, with a 173% increase in total classes offered and 86% increase in the total number of attendees over the past two years; and actively participated in the [UC-Coro Systemwide Leadership Collaborative](#), with 24 UCR participants in the past three years. HR has overhauled Equal Employment and Affirmative Action processes to improve transparency and comply with federal regulations; and developed the Healthy Campus Initiative (HCI) to elevate campus-wide health and well-being, which has been recognized with the American Heart Association's [Worksite Innovation Award](#) for three consecutive years.

UC recently conducted a staff engagement survey, which has helped UCR identify areas of strength (e.g., positive working relationships and communication with supervisors) and areas for attention (e.g., workload and change management). In response to the survey results, HR and Staff Assembly will be collaborating to provide recommendations and develop solutions.

ii. Information Technology Solutions (ITS). Instructional designers have supported 42 courses, that were awarded funding from UC ILTI-Innovative Learning Technology Initiative ($2.3M). Over 730 "Learning Glass" instructional videos have been produced for use in more than 30 courses. Faculty members have also saved students nearly $1M in textbook expenses through the Affordable Course Materials Initiative; and 87 classrooms have been upgraded with best-in-class technology features. More broadly, ITS has piloted a campus-wide secure desktop platform; upgraded cybersecurity protocols; developed the first enterprise-level backup solution; provided major technical support for the Banner and UCPath implementations; and collaborated with University

Communications to implement the new web content management system (Acquia SiteFactory). This year, ITS launched ServiceNow to provide an enterprise ticketing system for technology, finance, and human resource support centers (currently managing over 2,500 requests per month).

iii. Enterprise Risk Management (ERM). We have fully integrated the UCR Police Department, Environmental Health & Safety, Risk Management, Emergency Management, Continuity Planning, and Workers' Compensation by establishing the Office of Enterprise Risk Management. The integrated structure has strengthened the individual reporting units and helped enhance compliance and risk mitigation strategies. This has also led to the initiation of the Executive Management Policy Group (EMPG), which meets monthly to predict and mitigate potential disruptions to campus operations. ERM has earned the UC Office of the President's Award for Environmental Health and Safety and the Spotlight on Collaboration Award.

iv. Chief Compliance Office. In 2014, we established the campus's first Chief Compliance Office to oversee Audit and Advisory Services, Fact Finding, Institutional Ethics and Compliance, Title IX, and Whistleblower/Locally Designated Official (LDO). The Office reports directly to the Chancellor and works collaboratively with campus partners in other compliance areas related to HR, research, health care, ADA, and athletics. This arrangement has facilitated positive working relationships, as well as a more robust and proactive compliance culture on the campus. Recent activities include the development of Title IX student, staff, and faculty adjudication procedures (in collaboration with UCOP); hiring additional staff in the Title IX office, including a new full-time Director; campus-wide outreach regarding Title IX and CARE resources; stronger coordination of campus investigators (I-Group); and with leadership from the Office of Diversity and Inclusion, the launch of the help.ucr.edu web site.

v. Sustainability. The campus has continued to make strides in improving integrated waste management and recycling programs, increasing usage of renewable energy, providing sustainable food sources, and developing more LEED-certified buildings. Last year, we installed more than 9,600 solar panels, and as a result, received recognition as the second-best campus in the UC for on-site renewable energy. The campus has risen in the Sierra Club's Cool Schools rankings from #102 in 2013 to #35 in 2017. We remain firmly committed to the UC Carbon Neutrality Initiative, which aims for net-zero greenhouse emissions by 2025; and have been working with students, staff, and faculty to determine future directions for the Office of Sustainability, as well as academic programming to enhance our commitments.

vi. Reorganization of A&E and Facilities Services. Over the past five years, we restructured our capital financing program; merged Physical Plant with the custodial, facilities, and grounds keeping functions of Housing, Dining, and Residential Services (now Facilities Services); and created a system for prioritizing renovation projects across the campus.

Last year, Architects and Engineers (A&E) and Facilities Services were temporarily assigned to the Vice Chancellor for Research and Economic Development Michael Pazzani, as we brought a special focus to research infrastructure and related capital projects. With the recent arrival of Chief Financial Officer and Vice Chancellor for Planning and Budget Gerry Bomotti, all facilities and capital-related activities have merged under this organizational structure. This brings greater alignment to our capital needs and promotes collaboration among existing units, particularly as we

embark on several major projects (outlined below).

H. Capital Planning

i. Major Capital Projects, Completed August 2013 to March 2018. Below are the construction and renovation projects completed in the past five years, totaling approximately 1.2M gross square footage.

Project Name	Project Budget	GSF	Year Completed
Bio-Control Culture Building Replacement	$648,000	1,200	2014
Bourns Hall Lab Renewal	$12,400,000	65,000	2017
Boyce Hall and Webber Hall Renovations	$32,676,000	175,920	2015
CHASS-Neuroscience Lab Renovation	$849,900	1,786	2017
Citrus Clonal Protection Program Upgrades	$393,447	486	2013
CNAS-Batchelor Hall 2nd Floor Lab Renovation	$1,033,000	2,000	2018
Commons Mall & Bookstore	$8,460,000	32,139	2017
DM-Central Plant Chiller Replacement	$1,266,000	--	2017
DM-Instructional Classroom Renovations (Century)	$4,425,000	4,858	2017
East Campus Infrastructure Improvements Phase 2	$15,314,000	--	2016
Environmental Health And Safety Expansion	$21,051,000	29,125	2016
fMRI Facility	$6,090,000	1,740	2017
Glen Mor 2	$157,600,000	377,732	2014
Glen Mor 2 Parking Garage	--	198,720	2014
Health Service HVAC Upgrade	$908,000	23,333	2017
Highlander Hall Demolition	$2,127,000	--	2016
Lothian Seismic Improvements	$14,359,000	254,500	2017
Material Sci & Eng - Clean Room Infrastructure	$2,996,000	7,225	2014
NOx Emissions Heat Recovery	$3,139,000	--	2015
Oban Addressable Fire Alarm	$875,000	--	2018
Oban Site Improvements	$984,000	--	2017
School of Medicine BSL-3 Research Suite	$2,730,000	1,400	2018
Solar 30,32	PPA	--	2017
Solar Greenhouse	$174,000	1,120	2017
SOM Dining (Taco Fresco Replacement)	$1,478,800	633	2014
SOM Trailer Replacement	$2,100,000	5,760	2018
SRC North - Locker Room Improvements	$1,014,000	3,400	2017
Student Recreation Center Expansion	$52,200,000	80,207	2014
UC Path TI	$5,940,000	--	2017
West Campus Solar Farm	PPA	--	2014
Total	$353,231,147	1,268,284	Number of Projects: 29

(PPA: Power Purchase Agreement)

ii. Major Capital Project in Planning, Design, or Construction. The projects listed below, including the Dundee-Glasgow Project, North District Student Housing, Outpatient Pavilion, and CARB relocation to UCR, represent over $1 billion in capital projects on the campus.

Project Name	Total Project Budget	GSF	Anticipated Completion
ADA Improvements	$2,840,000	--	Summer 2018
Barn Expansion	$28,990,000	16,425	Fall 2019
Batchelor Hall Building System Renewal	$18,179,000	110,091	Spring 2021
Batchelor Hall Interiors	$8,837,000	--	Spring 2021
Boyce Hall Vivarium Restoration	$1,670,000	5,310	Spring 2018
Boyd -Deep Canyon Desert Reserve Center	$1,576,000	--	Winter 2019
Chilled Water Coil Replacements - Various	$1,500,000	--	Fall 2018
Dundee Residence Hall, Glasgow Dining	PPP	227,200	Fall 2020
Mobility Hub & Central Campus Linkages	$15,611,000	--	Winter 2020
Multidisciplinary Research Building I	$157,200,000	179,100	Winter 2019
North District	PPP	600,000	Fall 2021
Outpatient Pavilion	PPP	175,000	Summer 2021
Pierce Hall Improvement	$34,680,000	114,269	Spring 2021
Pierce Hall Interiors	$23,425,000	--	Spring 2021
Plant Growth Environments Facility	$26,425,000	40,000	May 2020
SOM Research First Floor Fit-out	$9,600,000	17,400	Fall 2018
Stdt Rec Ctr North Digital Controls Upgrades	$1,034,000	--	Spring 2018
Student Success Center	$60,430,000	57,000	Spring 2021
Sweeney Granite Mountain Desert Research Center Facilities Improvement	$2,427,500	--	Winter 2019
Total	$394,424,500	1,541,795	Number of Projects: 19

(PPP: Public Private Partnership)

I. Intercollegiate Athletics

In the past three years, we have increased the number of student athletes receiving Best West Academic recognition, with a recent three-year average of 56 students per year (compared to an average of 41 students for the three immediately prior years). The women's softball team has achieved a .500 record for three consecutive years (prior to that time it had never finished above .500); men's tennis has set records for most wins in a season in the past two years; the women's track and field team had their best season since 2008; and the women's cross-country team had their best season since 2009. Both women's and men's golf teams won the Big West in 2016, and the women finished second last year. The women's basketball team went undefeated in the Big West during the 2015-16 season (16-0), remarkably with only seven players.

We remain the most heavily subsidized athletics program in all of Division I in the country, but signs are improving in that regard, as well. Last year, we added 22 corporate sponsorships and increased the percentage of renewing sponsors from 63% to 92%, year over year.

J. International Affairs

During my first year as Chancellor, I made a commitment to strengthen UCR's international portfolio. Indeed, the UCR 2020 strategic plan emphasized establishing more strategic partnerships, creating opportunities for faculty and students, and building institutional capacity for global engagement.

We conducted a national search for UCR's founding Vice Provost for International Affairs in 2015, and formally established the office in 2016. We have since developed several strategic collaborations, including 23 MOUs with international partners. For example, these involve a $1M commitment from Xiamen University (China) to train 40 Ph.D. students; a partnership with the Korea Institute of Materials Science (KIMS) to create a joint interdisciplinary research center; UCR-Chile KNOW-HUB to promote research, innovation, and technology transfer; and UCR-UNAM (Universidad Nacional Autónoma de México) to foster increased faculty exchange opportunities.

We have reinvigorated our relationship with the World Affairs Council of Inland Southern California to help bring international issues and speakers to our community. We have partnered with the City of Riverside's Sister Cities Program to organize a delegation visit to Vietnam, to develop stronger collaboration on salinity research and train 100 Vietnamese graduate students at UCR. In addition, International Affairs has worked with UCR faculty to increase the number of faculty-led education abroad programs from four in 2014 to 14 in 2018.

Looking forward, Provost Larive has made a commitment to increase the proportion of non-resident students (domestic and international) to 10% by 2025. Collaboration among International Affairs, Enrollment Services, and University Extension will be central to achieving this important campus goal.

To augment our campus efforts, President Napolitano asked UCR to serve as the lead campus on a newly formed UC-Mexico Initiative in 2014. The Initiative has received $5.3M in funding from UCOP, which in turn has leveraged $23M from a variety of sources, in support of programs across the system. As a result of these efforts, academic mobility both to and from Mexico, including faculty, graduate students, and postdocs, has increased by 35%.

K. Governmental and Community Relations

UCR is proud of its long and supportive relationship with the community. That relationship is nurtured by a host of collaborations and partnerships, many of which are new or newly invigorated in the past five years. These include the Chancellor's Advisory Committees for Chicanos/Latinos, Native Americans, and Dr. Barnett & Eleanor Jean Grier Concerned Citizens (African Americans); the Citizens University Committee (CUC) and the Affiliates; the Monday Morning Group; the Brookings Institution's Metropolitan Division (led by former Riverside Mayor Ron Loveridge); Greater Riverside Chambers of Commerce; Riverside County Board of Supervisors; and the Offices of Mayor Rusty Bailey, Councilmember Andy Melendrez, Assembly Member Jose Medina, Senator Richard Roth, and other members of the Inland Southern California delegation. These key relationships have directly led to the establishment and continuing support for the School of Medicine and relocation of the CARB Southern California headquarters to the UCR campus.

At the state level, we have engaged in strategic efforts to foster a relationship of mutual trust, to promote UCR at the capitol, and to garner support for UC budget requests. As an example, last year our campus and our delegation successfully led efforts to pass "hold harmless" legislative language related to the 2:1 freshmen-transfer ratio at the Riverside and Santa Cruz campuses, which withholds $50M from UC's State General Fund appropriation. UCR has since

demonstrated progress toward achieving the 2:1 ratio, with the highest percentage increase in transfer student applications in the UC system for fall 2018.

Together with the Office of Research and Economic Development, we have significantly strengthened relationships in Washington, D.C., resulting in increased federal research funding. Recent successes include $8M for a CDC Vector-Borne Disease Center of Excellence, $5.1M USDA grant for citrus research, and $4.5M NASA grant to develop research and training opportunities in big data and visualization. We have also advocated for the reauthorization of the Higher Education Act and the Farm Bill, Deferred Action for Childhood Arrivals (DACA), tax reform legislation, and research and capital funding.

L. National and Regional Collaborations

UCR is a recognized leader in student success, and importantly stands as one of *the* leaders among research universities. We are the only institution in America that is an Hispanic Serving Institution (HSI), an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), a member of the America Talent Initiative (ATI), and the University Innovation Alliance (UIA). The first two, determined by the demographics of our student body, recognize the many years that the campus has worked to create and nurture a truly inclusive and welcoming environment. ATI membership places us among a group of "elite" institutions that have achieved relatively high graduation rates, and have committed to achieving the kind of success among all students that we, at UCR, have already attained. And the UIA, a collection of 11 large public research universities from across America, is dedicated to crafting strategies that the entire nation can use as we move to increase access and success among low-income students.

National leadership is important, but our local role is equally important. UCR was part of the team that received the Governor's Innovation Award, which led to the creation of Growing Inland Achievement (GIA), a collaboration among the business and the education communities (K-12, community colleges, CSU-San Bernardino, and UCR) in Riverside and San Bernardino counties. We also helped create the Riverside County Education Collaborative, recognized by President Obama in 2014 as a model collaboration across educational sectors. These two organizations share the goal of increasing college attainment in the Inland region, and they both complement and help to inform our work nationally.

M. Campus Leadership

Over the past five years, we have welcomed many new members to the campus leadership team. Each new vacancy provided an opportunity to bring experienced leadership and fresh thinking, while at the same afforded us the ability to diversify senior administration. We have successfully recruited top talent, both from within the university and nationally. I am exceptionally proud of our team, which today includes 25 Vice Chancellors, Deans, Vice Provosts, and other senior leaders. Included in this group are 12 people of color and 12 women, with 6 women of color. Several are also first-generation college graduates as well as members of LGBTQ communities.

The most recent appointments reporting to the Chancellor have included Provost and Executive Vice Chancellor Cindy Larive, Chief Financial Officer and Vice Chancellor for Planning and

Budget Gerry Bomotti, Vice Chancellor for Business and Administrative Services Ron Coley, Associate Chancellor Christine Victorino, Chief Campus Counsel David Bergquist, Athletics Director Tamica Smith Jones, Associate Vice Chancellor for Diversity and Inclusion Mariam Lam, and Assistant Vice Chancellor for Governmental and Community Relations Elizabeth Romero. The Vice Chancellor for Student Affairs and Associate Vice Chancellor/Chief Compliance Officer positions are currently under recruitment.

Vice Chancellor for Research and Economic Development Michael Pazzani and Vice Chancellor for University Advancement Peter Hayashida completed their five-year reviews and have continued to strengthen their respective divisions, as evidenced by significant growth in research funding and philanthropic gifts.

II. Assessment of the State of the Campus

By most measures, UCR is a campus *on the move*. Nearly every indicator is up. I have often described the campus as being at an inflection point. In a simple mathematical sense, that means that the slope of the curve is changing, something that is borne out by the data. But in a more philosophical sense, we are also bending the curve in how we view ourselves.

No longer are we a small university – we are a large university; no longer are we simply one of the smaller, lower-ranked UC's – we are a national model; no longer are we a fallback school for first-year applicants – we are a destination campus with more than 60,000 applications this year; no longer are we a follower – we are a leader.

Accordingly, UCR has a growing list of recognitions that demonstrate our position within higher education in America. In national rankings, we are:

> #1 for freshmen financial aid (Student Loan Report),
> #2 region for alumni retention from 4-year institutions (CityLab/Brookings),
> #3 for producing the most altruistic students (Pillrs/The Limbic Group, Inc.),
> #4 Best "Golden Age" Universities, founded in U.S. 1945-1966, (Times Higher Education),
> #7 for the most low-income students at public research universities (Brookings Institution),
> #12 among public institutions in Washington Monthly's College Guide and Rankings, and
> #15 in the Social Mobility Index.

In addition, the Education Trust named UCR a "top-performing institution" for African American and Latino/a students – we are one of only three campuses nationally to receive both recognitions. Altogether, these rankings place UCR among the top 15 public research universities in the nation, but importantly, reflect our values of excellence, access, and equity.

We are also a more robust and dynamic community of individuals willing to make bold decisions and implement changes than we were five years ago. This means differing perspectives as well as competing priorities, and at times, conflict. To address these new realities, we have engaged in more regular consultation with Academic Senate, and a series of Campus Conversations and

town hall-style meetings to review and reflect upon the evolving state of our campus. I have appreciated the candor of many of my colleagues in helping me to recognize the importance of communication with students, faculty, and staff as we work toward our collective aspirations.

Since fall 2013, our enrollment has grown by 9.4%, but enrollment has been growing at that pace for over two decades. What has really changed in the past five years is the nature and breadth of "growth" across the campus. We have grown the faculty by 29.2%. We have grown the staff (excluding student staff) by 12.2%. Moreover, we are growing our research enterprise, our academic programs, our students' success, our community service and outreach, and our fundraising.

But, our growth has exacerbated other challenges. Arguably the most vexing is the state of our facilities – their size, quality, and ongoing maintenance. When I arrived at UCR, I hadn't fully appreciated the fragility of our physical infrastructure. This, combined with decreasing state support for deferred maintenance and new capital projects, has forced us to make difficult decisions regarding our organizational structure in A&E and Facilities Services, and to improve their respective administrative processes. Similarly, the School of Medicine was undercapitalized at its initiation, and we continue to struggle to adequately support its ambitions.

In response to these challenges, we have become more creative in working with public and private partners to fund new capital projects, and more successful in our advocacy efforts with the Office of the President and state legislature. We are now more vigorously addressing our campus infrastructure issues. We renovated 45 classrooms in 2017; the Multidisciplinary Research Building will open in fall 2018; Pierce and Batchelor Halls will be renovated in 2019; and a first phase of new student housing is scheduled for 2020. We have far to go, but we are now moving more quickly.

With so many moving parts, it is difficult to ensure that all the pieces work together in perfect synchrony. Challenges are not surprising, given the depth and breadth of change that has taken place. Our administrative and fiscal foundation is much more stable today than it was five years ago, and I believe that our rate of progress in addressing our campus infrastructure and related administrative processes will only increase in the coming months, as will our mounting successes in a number of other areas.

III. Campus Aspirations for the Next Five Years

We have achieved many of the campus goals set during the first five years of my tenure at UCR; and we have made significant progress toward achieving the profile of an AAU institution, by growing the faculty, federal research expenditures, national award recipients, and 6-year graduation rates. Indeed, our current profile now matches several current AAU member institutions; but we must continue striving for higher levels of research and teaching excellence particularly in the areas of federal expenditures per faculty member, national academies memberships, and student-faculty ratio.

We have also put UCR on the map in the national media and with state and national policy makers. And we have done all of this, and more, while staying true to our core values of excellence, access, and equity. So, what is our future?

George Kieffer, Chair of the California Board of Regents, offers this:
> UC Riverside probably is the next future of the [University of California] ... Riverside has a supportive community, more supportive than any other campus. Riverside has land and Riverside has energy. How the [University of California] goes in the next 20 years is going to be largely dependent on how Riverside goes. I think we need to give a lot of attention to Riverside. I don't think Riverside has gotten the attention it deserves. I think it's going to get that attention and I think it's going to be the hot campus going forward. (Exclusive Interview, The Highlander)

There is much embedded in those words: a recognition that we have been overlooked for too long; a recognition that our time has come; and a recognition that what so many have worked to build over the past 65 years provides a foundation like no other in California for building the future. Now we must build that future in earnest.

Growth, in all of its manifestations, has to be part of our future. We lag AAU public universities, including most UC campuses, in the size of our student body, faculty, and staff; the scope of our research enterprise and clinical operations; and the size of our endowment. We can't achieve our aspirations, and certainly not those of the Board Chair and the State of California, if we remain at our current size.

We have been growing student enrollment at a relatively steady pace for the past 20 years. We must now focus on growing other aspects of the campus and, in particular, facilities, faculty, staff, and administrative processes at a comparable pace. Now, with more sophisticated budget and investment strategies and a longer-term perspective on enrollment planning, we are better positioned to manage and coordinate our growth in the years ahead, and hopefully minimize some of the challenges we faced in the past.

Last year a workgroup comprising faculty, staff, and administrators posited a target enrollment of 40,000 students by 2040. This goal essentially continues the rate of enrollment growth that we have experienced since the early 1990's. I endorse this goal and believe it will help to guide our efforts at synchronizing related growth across campus activities in the years ahead.

How to make that happen? The first crucial component is planning. We are fast approaching the year 2020, the nominal end date for our current strategic plan, and Provost Larive is already preparing for our next campus plan. In the coming months, she will be consulting with the campus on the nature of that plan and how to proceed in its creation. We have a bit of a leg-up in that effort, in that we are currently undergoing our Western Association of Schools and Colleges (WASC) reaccreditation process. The campus self-study for that review has been submitted, and we expect our site visit this fall.

It is also nearing time to revise our Long Range Development Plan, which guides the future physical growth of the campus. Since finalizing the last plan in 2005, we have not developed the

west side of Interstate 215 to the extent originally anticipated as we wanted to better preserve those lands for posterity and use for Agricultural Operations. We have turned to the East Campus to increase overall density, with plans for more in-fill on the core campus; as well as revitalization of the north side and eventual growth to the south. While we have some broad notions of the future of the campus, there is much to consider in terms of the ratio of buildings to green space, traffic and pedestrian flow, and, of course, parking and multi-modal transportation. The next rendition of the LRDP will help us plan for all of these.

While our enrollment growth has been steady in the aggregate, it has been uneven in its composition – undergraduate vs. graduate, California resident vs. non-resident, and domestic vs. international. We must increase domestic non-resident and international enrollments in the years ahead, both to ensure a more robust revenue stream and to enrich the educational experience of our California students. We can't bring all of our students to the rest of the world, but we can do a better job of bringing the rest of the world to our students. We must also grow our graduate student enrollments and, in particular, our master's and professional degree enrollments, in order to better balance our portfolio of curricular offerings and funding streams.

We are presently planning over $1 billion in capital projects, and I anticipate the following to be initiated over the next five years: Student Success Center, Outpatient Pavilion (Student Health Center and School of Medicine), new plant growth facilities, multi-level parking structures, a professional school building, and a large complement of student living spaces with residence halls, apartments, classrooms, meeting rooms, and retail space. These will all be critical additions to the campus, but they represent only a fraction of what we need. In my role, I will continue to work on all fronts to secure the necessary funding for more facilities and capital projects.

Finally, we must continue what we have started, and that is maintaining and growing one of the best public research universities in the world, leading the way on student success, and ensuring a sound fiscal base for the future. UCR is redefining the notion of a research university for the 21st century: one that is student-centered, has the highest academic standards for students and faculty alike, and is deeply committed to the well-being and future success of everyone on campus and in the surrounding community. There are few, if any, other universities that can make that claim. I remain honored and humbled to a part of this one.

Appendix

Professional Service, Boards, and Committees
American Talent Initiative, Institutional Lead, 2017-present
Association of Public & Land-Grant Universities
- Member, Executive Board, 2014-2016
- Chair, Commission on Information Measurement & Analysis, 2014-2016
- Member, US-Mexico Committee, 2016-Present

Big West Conference, Board of Directors, Member, 2013-Present
- Chair, 2015-2017

Casa de California, Board of Directors, Member, 2015-Present
City of Riverside Mayor's Education Roundtable Committee, Member, 2013-Present
Coalition of Urban Serving Universities, Board of Directors, Member 2014-Present
Council on Competitiveness, Member, 2014-Present
- Member, Steering Committee, Energy & Manufacturing Competiveness Partnership, 2014-Present

Council on Foreign Affairs, Higher Education Working Group on Global Issues, Member, 2015-2016
Growing Inland Achievement, Education Council, Member, 2016-Present
Inland Action, Member, 2014-Present
Monday Morning Group, Member, 2013-Present
NCAA, Division I, Presidential Forum, 2015-Present
- Member, Steering Committee, 2016-Present

University of California, Global Health Initiative, Board Member, 2014-Present
- Member, Executive Board, 2015-Present

University of California, UC Mexico Initiative, Executive Sponsor, 2014-Present
University Innovation Alliance, Executive Board Member, 2014-Present

Publications and Media Appearances
2018
"How the University of California Set the Gold Standard for College Affordability" Op-Ed in
   Washington Monthly.
Roundtable discussion on higher education, hosted by *The Atlantic.* (Washington, DC)
"California Needs College Graduates, the Inland Empire has the Answer." Article in
   Challenges and Opportunities of the Inland Empire published by the Consulate of Mexico in San
   Bernardino. (Accepted for publication).

2017
"It's Not About Kneeling." Op-Ed in *U.S. News and World Report.*
"Why the Inland Empire should worry about DACA ending" Op-Ed in *The Press Enterprise.*
"Universities are Unpopular Because of Bad News from Ivy League Schools." Op-Ed in *Newsweek.*
"Legislators Successfully Advocate for UC Riverside." Op-Ed in *Press Enterprise.*
"Achievement Gap a National Crisis." Op-Ed in *Diverse Issues in Higher Education.*

2016
"College rankings miss the point of a university." Op-Ed in *Lake Tahoe News.*
"Media rankings don't address crucial qualities of universities." Op-Ed in *San Diego Union Tribune.*
"Why College Rankings Are Anti-Diversity." Op-Ed in *Zocalo Public Square.*

2015
"UC Riverside vs. U.S. News: A university leader scoffs at the rankings." Interview in *The Washington Post.*
"Innovating the future, California-style." Op-Ed in *Press Enterprise.*

"Embracing Failure to Spur Success: A New Collaborative Innovation Model." Article in *EDUCAUSE Review.*

2014
"The Four-Year Degree a Myth." Op-Ed in *Sacramento Bee.*
"Reaching Parity in Student Success." Interview in *Chronicle of Higher Education*.

Meetings and Presentations
2018
National College Board Colloquium on Higher Education and Upward Mobility, "Delivering the Promise of Affordability: Partnerships in Peril?" Panel discussion. (La Jolla, CA)
NCAA Convention Panel, "Promoting Diversity and Equity." Panel discussion. (Indianapolis, IN)

2017
National Competitiveness Forum, "Driving Productivity and Prosperity at the Frontiers of U.S. Innovation." Panel discussion. (Washington, DC)
Dreamforce 2017, "How to Move Faster Together & Achieve Real Innovation in Higher Ed." Panel discussion. (San Francisco, CA)
Sunbury Entrepreneurship Forum. Panelist. (Zhuhai, China)
American Council on Education, "Athletics: Perspectives from Presidents." Panel discussion. (Herndon, VA)
"Re-envisioning session for FOBESII", presenter, FOBESII 2.0 Roundtable. (Washington, DC)
UC-CORO Leadership Collaborative Graduation. Keynote speaker. (Oakland, CA)
UC Office of the President Risk Summit. Keynote speaker. (Palm Springs, CA)
US Chamber of Commerce's US-Mexico CEO Dialogue, Presenter on UC's Mexico Initiative. (Washington, DC)

2016
Panel presentation hosted by the American Academy of Arts & Sciences. (Los Angeles, CA)
Latin American Commission for Administration Schools, "The Global Imperative for Higher Education Leadership." Panel discussion. (San Bernardino, CA)
US Chamber of Commerce's US-Mexico CEO Dialogue, Presenter on UC's Mexico Initiative. (Mexico City)
"Clearing the Path on *The Endless Frontier*." Keynote address at Merrill Advanced Study Center. (Nebraska City, NE)
US Chamber of Commerce's US-Mexico CEO Dialogue, Presenter on UC's Mexico Initiative. (Washington, DC)

2015
National Science Foundation/Council on Competitiveness: Exploring Innovation Frontiers Initiative Southwest Regional Dialogue, welcome remarks, "Accessing the Crown Jewels of the US Innovation System: Socioeconomic Diversity in Higher Education" panel moderator, "The Path Forward", panel moderator, Culver Center. (Riverside, CA)
White House Council on Women and Girls Meeting, White House. (Washington, DC)
APLU/CIMA "Delivering Student Success" panelist and "Using Data Analytics in Institutional Leadership, Moderator.
U.S.-Mexico CEO Dialogue. (Mexico City, Mexico)
Scripps Forum for Science, Society & the Environment, "UC Chancellors Forum on Carbon Neutrality", UC San Diego. (San Diego, CA)
APLU's Commission on Information, Measurement and Analysis, "Joint Session on Common Priorities", Panelist.

US News and World Report STEM Conference. (San Diego, CA)
Council on Competitiveness' Exploring Innovation Frontiers Initiative: National Launch Dialogue, "The Path Forward" panel with President Peterson (GIT) and Deborah L. Wince-Smith, President and CEO, CoC. (Riverside, CA)
UCR Update, Korean News. (Seoul, Korea)
CAPCSD Plenary A, "At the Crossroads: Higher Education and Big Business" and Plenary B, "Leadership in an Atmosphere of Change". (Newport Beach, CA)
UIA Presidents Panel, ASU+GSV Summit. (Scottsdale, AZ)

2014
"Responding to Anti-Israel and Anti-Semitism on Campus." Panel presentation: Annual Meeting of the National Commission of the Anti-Defamation League. (Los Angeles, CA)
"Higher Education Challenges and Opportunities in the Golden State." Panel presentation at American Council on Education. (San Diego, CA)
"Social and Educational Inclusion-Quality in Education for All." Panel presentation: Mexico as a Global Player. Council on Foreign Relations. (New York, NY)
Panel discussion on Mexico, hosted by Council on Foreign Relations featuring leadership from the Mexico Ministry of Foreign Affairs.