Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE AND THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

DISCUSSION ITEM

For Meeting of September 21, 2023

**STRATEGIC CAMPUS OVERVIEW, RIVERSIDE CAMPUS**

EXECUTIVE SUMMARY

UC Riverside (UCR) is the full embodiment of the University of California mission, and represents a dream fulfilled for many Californians. By driving the economy of the state's fastest-growing region through innovation and research, leading the U.S. News social mobility rankings since its inception, and most recently, joining the world's leading research institutions as part of the Association of American Universities (AAU), UCR has created a new model for what a public research university can achieve.

BACKGROUND

UC Riverside is heralded nationwide for its leadership in shifting the narrative to prioritize student success and social mobility, rather than promoting exclusivity and wealth. UCR enrolls more students who receive federal Pell Grants (i.e., students with exceptional financial need) than nearly every university in the country, and more than the entire Ivy League combined. A recent report from the Chronicle of Higher Education rated UCR number one in the U.S. in retaining Pell Grant freshmen, the only California university in the top 25. UCR was also named number one among public universities on a second Chronicle list — a list of universities with the highest graduation rates that have at least 50 percent Pell Grant students.

Over the past decade, UCR has experienced historic growth in enrollment, graduation rates, research, physical infrastructure, and national reputation. The campus has added schools of medicine and public policy, and has also grown its faculty while increasing racial, ethnic, and gender diversity among incoming faculty members. To support this expansion, the campus has added more than 2 million square feet in leading-edge laboratory facilities, state-of-the-art classrooms, and residential and dining facilities.

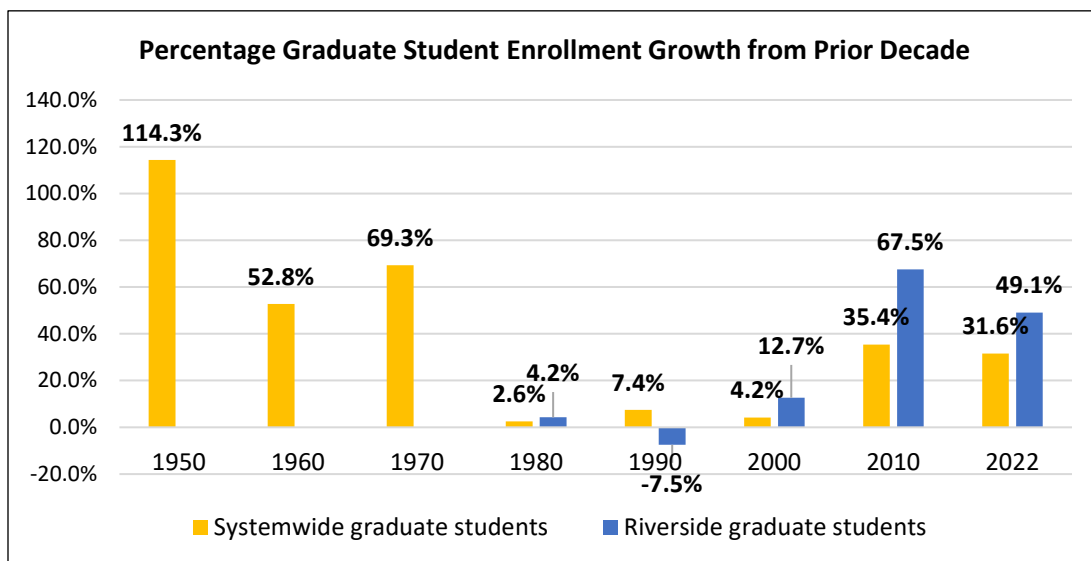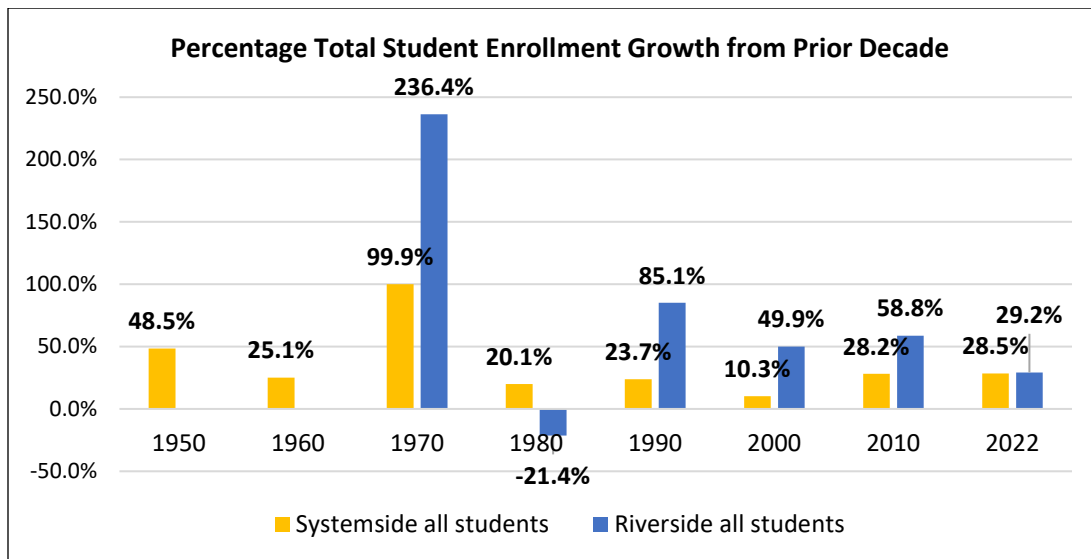**UCR Total Student Enrollment (1954-present)**
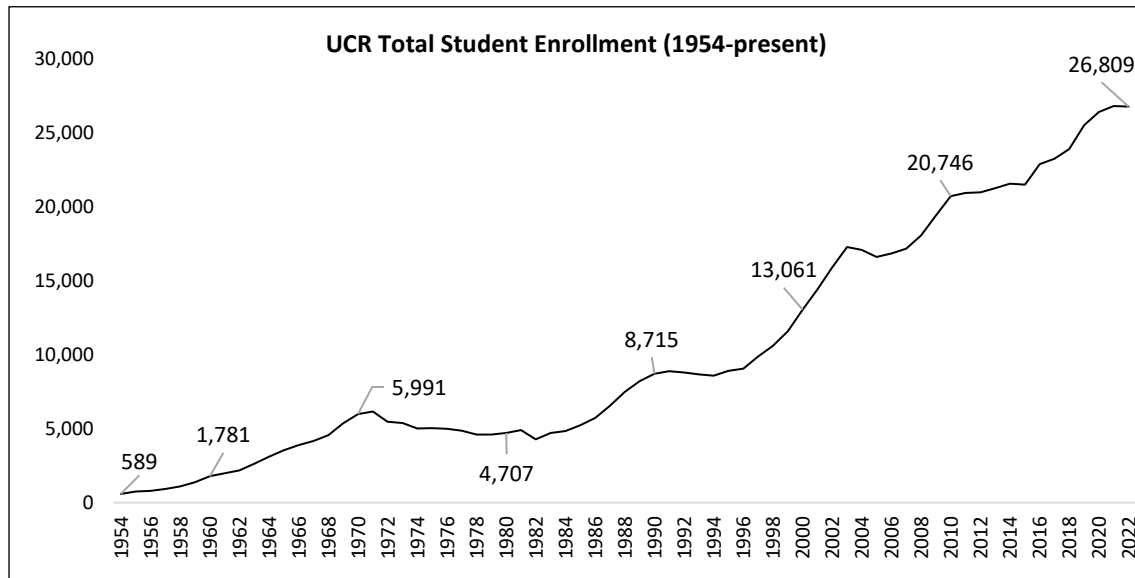
Historical Context

Originally envisioned as a small liberal arts college for undergraduates, student enrollment peaked at 6,186 students in 1970, and then stalled and eventually dipped below 5,000 in 1980. Facing the specter of significant budget cuts, the campus rebounded in the late-1980s by more than doubling enrollment and substantially expanding the research enterprise through the 1990s. During this period, Chancellor Ray Orbach rallied the campus toward becoming a top-tier research institution and focused more deliberately on enrolling *all* Californians. Chancellor Orbach famously traversed across the state to visit elementary and high schools and to encourage more Latino students to enroll in UC.

As a result of these efforts, UCR achieved the exclusive "R1" research university designation in 2000. In 2008, UCR became the first University of California campus to be federally designated as a Hispanic-Serving Institution (HSI), with total student enrollment surpassing 18,000 and more than 25 percent Chicano/Latino undergraduate enrollment.

In 2018, UCR was named an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), with greater than 10 percent Asian American and Native American Pacific Islander students, and at least half of UCR's total undergraduate students are designated as low-income. In June 2023, UCR was invited to join the world's leading research institutions as part of the Association of American Universities (AAU).

Altogether, these accomplishments have distinguished UCR as an institution that embodies excellence and inclusion in equal measure – a rare feat across the landscape of American higher education.

Percentage Total Student Enrollment Growth from Prior Decade

Year	Systemside all students	Riverside all students
1950	48.5%	
1960	25.1%	
1970	99.9%	236.4%
1980	20.1%	-21.4%
1990	23.7%	85.1%
2000	10.3%	49.9%
2010	28.2%	58.8%
2022	28.5%	29.2%

Percentage Graduate Student Enrollment Growth from Prior Decade

Year	Systemwide graduate students	Riverside graduate students
1950	114.3%	
1960	52.8%	
1970	69.3%	
1980	2.6%	4.2%
1990	7.4%	-7.5%
2000	4.2%	12.7%
2010	35.4%	67.5%
2022	31.6%	49.1%

UCR intends to increase total student enrollment to 35,000 by 2035, while strengthening the campus' physical infrastructure, continuing to diversify and expand faculty and staff, advancing the research enterprise, and ultimately transforming the Inland Empire region. UCR's expansion efforts have largely outpaced the UC system and are essential to achieving Governor Newsom's multi-year compact and statewide priorities to advance social mobility, enhance economic development in every region across California, and secure a sustainable future for all.

UCR: The Research and Economic Development Engine of the Inland Empire (IE)
Since its inception, UCR has served as an anchor institution and leader in workforce development and technological innovation, across the historically less-densely populated and agriculturally-focused Riverside and San Bernardino counties of inland California. The city of Riverside was founded in 1870 and grew to its splendor in the late 19th and early 20th century.

The first two hybrid Washington Navel Orange trees in California, planted by one of the city founders, Eliza Tibbets, successfully adapted to the region's climate and led to the explosive growth of the citrus industry across the state. The industry generated important technological and scientific progress in fruit cultivation, fumigation, irrigation, packing, and transportation.

The booming citrus industry brought together government, scientists, private growers, and the people working and living in the region – positioning Riverside as the wealthiest city per capita in the U.S. at the dawn of the 20th century. This economic surge prompted the creation of the UC Citrus Experiment Station, a new site for state-funded agricultural research. In 1954, citrus growers and civic leaders lobbied for the creation of the UC Riverside campus.

Today, UCR is fully embedded in the region and collaborates with local stakeholders to address technological challenges and social inequities. UCR is a leader in agricultural innovation, clean air technology, renewable fuels, and natural resources management. Notably, UCR's strongest areas of expertise align with global and existential challenges related to climate change, energy, and food production. The campus therefore functions as the primary catalyst for economic development in the Inland Empire – a large swath of California that is ripe for investment. Accordingly, UCR has engaged with federal and state agencies to advance policies and help direct funding toward the region.

Home to about five million people, the Inland Empire (IE) is one of the fastest-growing regions in the United States — expected to grow 20 percent by 2048.[1] The Ontario-Riverside-San Bernardino metropolitan area recently surpassed the San Francisco-Oakland-Berkeley area to become the 12th largest in the nation. While many parts of California saw a decline in population during the pandemic, Riverside County continued to experience population growth.

Economic prosperity for all Inland Empire residents, however, remains a work in progress. At present, the region ranks last in GDP per capita ($45,815) among the 56 large metropolitan areas across the country, as compared to the San Jose area (ranked first at $210,235) and the San Francisco-Oakland-Berkeley area (ranked second at $144,633.[2]). Similarly, just 22 percent of residents hold a bachelor's degree, significantly below the state proportion of 34 percent. Fifty-one percent of residents are Latinx or Hispanic, with only 10 percent of this population completing a college degree.

Local leaders and residents look to UC Riverside, as the only major research university in the region, to lead the region's economic development. At present, UCR contributes to the creation of more than 20,000 jobs and generates an economic input of more than $2.3 billion per year in the Inland Empire. UCR's research enterprise is one of the fastest growing in the nation, as measured by externally sponsored research. Over the last five years, the University has more than doubled the amount of total funding from contracts and grants, exceeding $300 million per year in 2021; and research expenditures reached nearly $200 million last year. UCR balances a broad portfolio of basic research, scholarly work, and creative activities, along with translational

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[1] State of California Department of Finance, 2023 (https://dof.ca.gov/forecasting/demographics/projections/).
[2] *U.S. Cities with the Largest Economies*, 2023 (https://smartestdollar.com/research/cities-with-the-largest-economies-2023).

and use-inspired research. Its faculty has received numerous prestigious awards, including a record number of 14 National Science Foundation CAREER awards in 2021.

The present breadth of UCR's areas of excellence and range of funding sources are exemplified by the following awards:
- $7.5 million awarded for a Department of Defense Center of Excellence
- $10 million Artificial Intelligence grant from the U.S. Department of Agriculture for Environmental Sciences
- $3 million grant from the National Science Foundation to train STEM graduate students to conduct research focused on sustainable transportation
- $2.9 million grant from the U.S. Department of Education to support literacy programs for English-language learners for the School of Education
- $5 million grant from the California Institute for Regenerative Medicine for the Stem Cell Center
- $2 million awarded by the California Attorney General's Office to the Center for Environmental Research and Technology (CERT)
- $2.9 million from the Mellon Foundation for "Latinx Futures."

UCR boasts a range of state-of-the-art facilities, such as the light and heavy-duty vehicle electrification, design, testing, and optimization facilities; plant transformation research facilities; analytical laboratories and clean rooms; and core facilities open to the private sector and broader research community. UCR's LEED platinum-certified Multidisciplinary Research Building, which opened in 2019, is home to the only wet-laboratory incubator facility in the Inland Empire. The university also has 1,000 acres of agricultural operations, 30,000-square-feet of high-tech greenhouse research space, and 28,000 acres of natural reserves in eight locations.

The logistics industry is currently the largest economic sector in the IE, with Amazon being the largest employer in the region. This industry is crucial, as the region processes approximately 40 percent of all goods sold in the nation. Southern California is home to one billion square feet of warehouse space, making it the largest North American logistics hub for the storage and distribution of goods. This commerce is vital to Southern California's economy, where it accounts for 1.6 million (or one out of every seven) jobs.

However, while the Inland Empire houses these critical warehousing operations, there are zero Fortune 500 corporate headquarters located within the inland region, thereby limiting opportunities for higher-wage employment and social mobility. By comparison, over 50 Fortune 500 companies are located on California's coast in San Francisco, San Jose, Los Angeles, and San Diego. The IE logistics industry brings further challenges related to traffic congestion, pollution, and community health; and the sector must significantly transform its technology and infrastructure to mitigate its impacts on climate change. Specifically, inland Southern California must address the interrelated problems posed by the need to: (a) transform massive, fossil-fuel-dependent logistics into sustainable, zero-emissions operations, and (b) generate economic prosperity and environmental justice for all who are affected by the negative effects of logistics sprawl.

To increase prosperity, net-zero efforts must also address the region's: (1) shortage of living-wage employment; (2) poor air quality, noise, and congestion; and (3) environmental impacts on human health, which are unevenly borne by vulnerable populations, especially children and people with underlying medical conditions who live close to freight hubs, railyards, and warehouses.

Workforce Development and Entrepreneurship
UCR is called upon to be an engine of prosperity, contributing through research, innovation, education, and workforce development. UCR educates students to be the innovators of tomorrow, and the campus provides opportunities to explore their ideas and to develop an entrepreneurial mindset. The university's student entrepreneurship program has reached more than 7,000 students since 2019. Among other opportunities offered, UCR leverages the specialized facilities and makerspaces housed on campus to spark ingenuity and innovation.

The campus also offers training opportunities for faculty and provides "proof of concept" grants. Since the start of the program in 2013, 59 faculty projects have been supported with more than $2 million. These funds have returned an additional $14 million in investments, several Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) awards, and numerous research grants. Fourteen of the projects have led to commercialization activity. One recent example involves the UCR Ag Tech training program, supported by the Irvine Foundation and run through UCR Extension. The program provides a specialized certificate program for community members on how to start companies in the agriculture and logistics sectors, and a Micro MBA program that is also offered through UCR Extension in partnership with the National Latina Business Women's Association.

Additionally, UCR houses the only Life Sciences wet-laboratory incubator in the Inland Empire, which is a valuable resource for local entrepreneurs who were previously forced to migrate to coastal cities to find laboratories and expert mentoring to grow their companies. Housed in the Multidisciplinary Research Building, the Life Sciences Incubator is a 3,000 square-foot facility specially outfitted to host startups in the life sciences, agricultural, biotechnology, and medical fields. It is currently occupied by 10 companies.

UCR's ExCITE incubator in downtown Riverside was created in partnership with the City and County of Riverside to help technology startups quickly move to market and succeed. Thirty regional entrepreneurs are presently housed in the new facilities, and four have transitioned into startup companies. In addition, the EPIC (Entrepreneurial Proof of Concept and Innovation Center) Small Business Development Center provides individualized support to early-stage technology entrepreneurs and companies to grow their businesses at no cost. Services include specialized consulting and access to capital and SBIR/STTR assistance. To date, the center has supported 248 small businesses and startups, provided more than 11,000 hours of expert mentorship, and developed over 300 jobs. The Small Business Development Center has also trained over 600 entrepreneurs and raised more than $70 million in capital.

Opportunities to Advance Sustainability, Innovation, and Social Inclusion (OASIS)
The next stage of the University's innovation and entrepreneurship growth is ambitious. The OASIS initiative (Opportunities to Advance Sustainability, Innovation, and Social Inclusion) consists of several infrastructure projects and programmatic activities focusing on six pillars:

- Agriculture Technology and Food Security
- Community Health and Health Disparity
- Human Development
- Natural Resource Management
- Renewable Energy and Fuels
- Sustainable Transportation and Infrastructure.

Located along the University Avenue corridor to downtown Riverside, within the city's Innovation District, and next to the California Air Resources Board (CARB) $400 million zero-emission building, the Clean Tech Park will be the new gateway to campus, serving as a place for research, startup innovation, and industry collaboration. The initiative has received more than $65 million in funding and strong support from local and regional partners. This synergy of regional collaboration and intellectual expertise will position Riverside to become a global hub for clean air and clean energy research, innovation, and policy development.

UCR has partnered with the City of Riverside to build the Northside Agriculture Innovation Center. In an effort to ensure food security in the IE, the new facility will train the next generation of farmers and incubate technology startups in climate-smart solutions. The project will also serve as a pilot for a scalable solution to mitigate the effects of the aging farmer population, the predicted loss of agricultural land, and the subsequent impacts upon food production. The average age of California farmers is 60, and it is predicted that 800,000 acres of land will be lost in California by the year 2040.

Described as the next California "gold rush," UCR is leading research in the harvesting of lithium and other critical minerals for electric vehicle batteries and other clean technologies. UCR's Palm Desert campus will soon house an analytical training laboratory for critical minerals, with UCR researchers at the forefront of answering important questions about their extraction and use. The facility is ideally located a short distance from the Salton Sea, which holds lithium and other mineral deposits that are vital for a range of applications in zero-emission vehicles, defense, semiconductors, rocket propellant, high-grade film lighting, and permanent magnets. UCR therefore aims to accelerate the nation's transition to a clean energy economy, rebuild the domestic supply chain, and ensure national defense preparedness regarding the critical minerals industry.

In sum, UCR is leveraging the region's assets to develop, attract, and commercialize innovation in the Inland Empire, California, and beyond. Ongoing federal and state investment, private support, and regular infusions of capital will secure UCR's position as a global leader in sustainable agriculture, clean technology, and perhaps most importantly, social mobility.
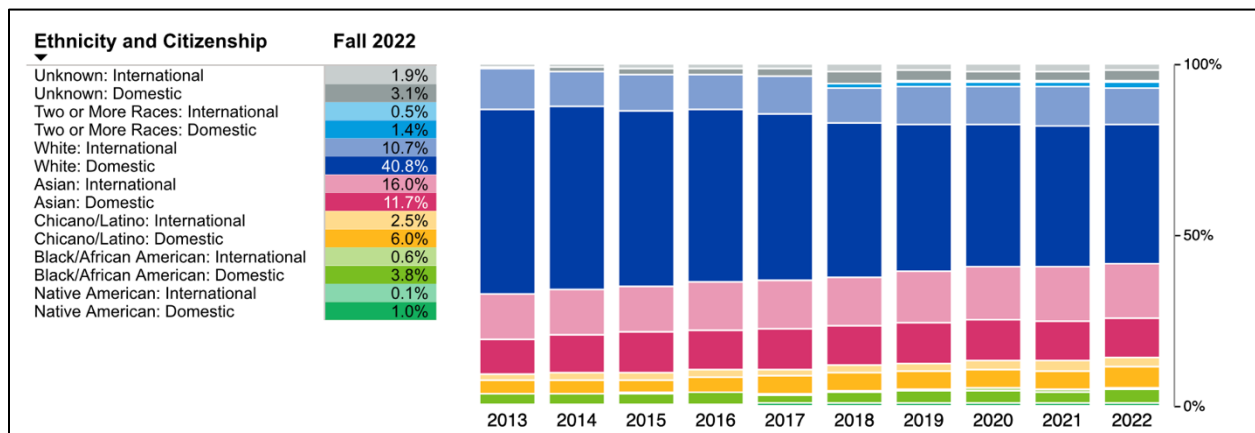
Faculty Size, Composition, and Recognition

Between 2013 and 2020, UCR increased the size of the Senate faculty by 33 percent (from 654 to 870). During that time, the faculty became more diverse by race/ethnicity, with Asian, Black, Hispanic, and Native American faculty growing from 32.2 percent in 2013 to 38.8 percent in 2020. (Note that gender trends are more difficult to discern across this period because in 2020, UC included an "unknown" category – nonbinary, different identity, and decline to state – that accounted for 13.3 percent of the faculty population).

Over the next two (pandemic) years, the number of faculty at UCR declined by 3.5 percent (to 839 in 2022). However, 37 new faculty were hired between July 1, 2022, and January 31, 2023. These faculty are a diverse group:

- 38 percent women (campus 35.5 percent)
- 54 percent men (campus 63.2 percent)
- 38 percent Asian (campus 29.6 percent)
- 16 percent Black (campus 4.5 percent)
- 11 percent Hispanic (campus 8.7 percent)
- 35 percent white (campus 53.7 percent).

This pattern is consistent with the trend toward greater diversification of the faculty by race/ethnicity over the last ten years.

Personnel Type	2018	2019	2020	2021	2022
Academic Personnel	**1,802**	**1,841**	**1,817**	**1,811**	**1,781**
Instructional Faculty - Acting and Ladder Ranks+Professors of Teaching	**840**	**855**	**869**	**844**	**839**
Full Professor	363	370	370	372	368
Associate Professor	203	211	227	227	243
Assistant Professor	248	245	233	204	176
Professor of Teaching	26	29	39	41	52
Instructional Faculty - Other	**332**	**338**	**326**	**335**	**312**
Clinical	63	63	63	69	65
Lecturer Without (Potential) Security of Employment	215	223	208	217	202
Other	54	52	55	49	45

Ethnicity and Citizenship	Fall 2022
Unknown: International	1.9%
Unknown: Domestic	3.1%
Two or More Races: International	0.5%
Two or More Races: Domestic	1.4%
White: International	10.7%
White: Domestic	40.8%
Asian: International	16.0%
Asian: Domestic	11.7%
Chicano/Latino: International	2.5%
Chicano/Latino: Domestic	6.0%
Black/African American: International	0.6%
Black/African American: Domestic	3.8%
Native American: International	0.1%
Native American: Domestic	1.0%

UCR faculty include two Nobel Laureates, 16 Members of the National Academies of Science, Engineering and Medicine, four National Book Award Finalists, three Guggenheim Fellows, two members of the Academy of Motion Picture Arts and Sciences Governing Board, and one former United States Poet Laureate.

Twenty-two UCR faculty have been named Fulbright Scholars since 2013. The 33 faculty in the Department of Computer Science and Engineering have collectively won 18 national awards since 2020. Last year alone, two faculty from the College of Humanities, Arts, and Social Sciences received Guggenheim awards.

In 2023, Patricia Cardoso, professor in the Department of Theater, Film, and Digital Production, was elected to the Director's Branch Executive Committee of the Academy of Motion Pictures Arts and Sciences. In 2022, Gail Hanson, professor emerita of physics and astronomy, was ranked the eighth top female scientist in the world by research.com. In 2021, Brandon Brown, professor in the Department of Social Medicine, Population and Public Health, was named an Emerging Leader in Health and Medicine Scholar by the National Academy of Medicine, one of only 10 chosen in the nation that year.
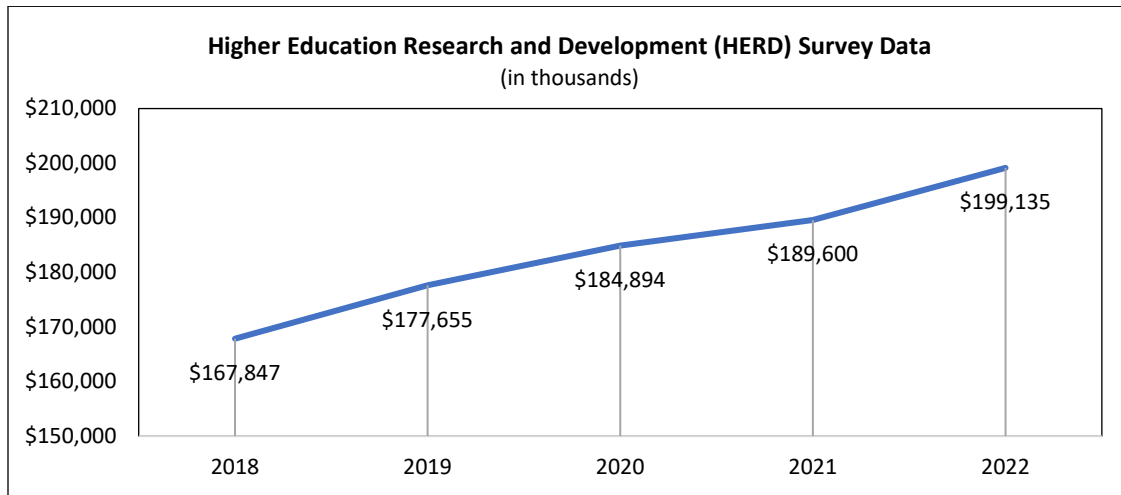
Awards are won not only by our established senior faculty, but also by the rising stars of our early-career faculty. Currently, UCR has 48 active CAREER awards from the National Science Foundation, a higher percentage relative to total Senate faculty than any other UC campus.

NSF CAREER Awards as a Percentage of Senate Faculty (2022)			
Campus	**Awards**	**Senate Faculty**	**Percentage**
Riverside	48	860	5.6%
San Diego	70	1,648	4.2%
Santa Barbara	35	933	3.8%
Berkeley	50	1,558	3.2%
Irvine	46	1,497	3.1%
Davis	49	1,702	2.9%
Los Angeles	49	1,996	2.5%

Portfolio of Research and Creative Activities

In 2010, UCR's strategic plan "UCR 2020: The Path to Preeminence" named its aspiration to achieve the distinctive profile of an AAU (Association of American Universities) member institution. Representing the elite tier of public and private research universities across North America, the AAU employs a range of primary and secondary indicators to assess institutional excellence, such as the number of faculty and doctoral students, research expenditures, and student graduation rates. In 2023, UCR officially joined the AAU by achieving these measures.

To illustrate, aggregated research expenditures were $199,135,000, which averaged to $237,348 per faculty member (Academic Year 2021-2022). Of that aggregated total, competitively funded federal research support accounted for $114,257,000, or 57 percent ($136,182 per faculty member).

Higher Education Research and Development (HERD) Survey Data
(in thousands)

Year	Value
2018	$167,847
2019	$177,655
2020	$184,894
2021	$189,600
2022	$199,135

A complement to the quantitative metric of extramural research dollars is the qualitative assessment of the impact of our faculty's research and creative activities. Across the humanities, arts, social sciences, life and physical sciences, and in agriculture, medicine, engineering, education, public policy, and business, UCR faculty make original contributions to fundamental and applied knowledge that have significant influence in multiple registers on the regional, national, and global levels.

Some examples from recent research activities: UCR engineering faculty have discovered a way to turn plastic waste into a highly porous form of charcoal that could be added to soil to improve water retention and aeration of farmlands. Life scientists have determined how memories of traumatic events that happened in the distant past are stored in the brain, which may lead to new therapies for people living with PTSD. Other biologists have shown the potential of ammonia and similar compounds to repel mosquitoes that spread malaria and dengue; these compounds could be applied around doorways, windowsills, and food storage areas to combat insect-driven diseases. Botanists have pinpointed the precise signals plants use to initiate photosynthesis; knowledge about this communication pathway in plants may help us understand what goes wrong in human cancers, and the potential to grow plants in the absence of light. School of Education faculty are developing technology-based language and literacy programs for English-language learners, while others have demonstrated the need for culturally sensitive mental health screenings in schools to help students from racial and ethnical minorities.

Moreover, UCR faculty work in interdisciplinary teams to synergize their expertise in shared areas of interest. The Center for Healthy Communities pursues research to improve the health of the culturally and economically diverse communities in inland Southern California. The BREATHE Center (Bridging Regional Ecology, Aerosolized Toxins, and Health Effects) focuses on regional climate modeling, culture and policy studies on air quality and health, environmental justice and health disparities, and health impacts. The Center for Health Disparities Research, established in 2019 with a five-year, $16 million grant from the National Institutes of Health, is one of only 13 centers in the nation that brings together environmental, biomedical, and social scientists to study health disparities and supports the next generation of investigators seeking to develop community-engaged research projects.

Faculty also work in partnership with other entities to facilitate practical applications of their findings. There are at least 10 ongoing research collaborations with the California Air Research Board, which is co-located on UCR's campus. One example of these projects is the recently established statewide Heavy Duty Vehicle Inspection and Maintenance Program. Other faculty are working with partners at Berkshire Hathaway and Lawrence Berkeley National Laboratory to develop a roadmap for an eco-manufacturing hub around Lithium Valley; they are studying opportunities for extraction of lithium and critical minerals, battery manufacturing, workforce and economic development, as well as the potential policy and community impacts. Work done by researchers in the School of Public Policy on water markets, recyclability, affordability, and policy has informed the California Natural Resources Agency on long-term strategies for the Salton Sea and Governor Newsom's consideration of variances for recently passed legislation on indoor water conservation targets.

National Model for Student Success
Leading the nation in student success requires excellence at scale. Over the past decade, UCR has improved four-year graduation rates by more than 20 percentage points, while increasing total enrollment. In 2016, UC Riverside was named a national leader in student success, receiving the Association of Public and Land Grant Universities (APLU) Degree Completion Award for raising graduation rates and closing graduation gaps across race/ethnicity and income levels. Moreover, UCR has been named number one among public universities in the U.S. News social mobility rankings every year since their inception in 2019. This recognition highlights UCR's commitment to enrolling and graduating large numbers of Pell Grant recipients, thereby contributing to their overall success and financial security.

UC Comparison of Four-Year Graduation Rates by High School GPA Incoming Fall 2018 Cohort, CA Residents			
	UCR	Systemwide	UCR Share of Cohort (%)
Bottom Third	64.8%	59.0%	31.4%
Middle Third	72.1%	72.2%	9.9%
Top Third	75.6%	81.8%	2.4%

UCR Student Demographics (Fall 2022)		
	UCR %	Systemwide %
Underrepresented Minorities		
Undergraduate	43.4%	30.4%
Graduate	23.1%	18.2%
Total	40.4%	27.8%
First Generation		
Undergraduate	51.0%	37.0%
Pell Recipient		
Undergraduate	46.0%	33.0%

Pipeline Programs

UCR's large portfolio of pipeline programs supports the campus to attract and enroll a large, diverse, and talented student body. Notably, UCR has an intentional focus on increasing transfer enrollment among students who participate in the Puente and Umoja programs, pipeline programs specifically providing support for Chicano/Latino and Black students. The goal of this engagement is to increase the opportunities for Puente and Umoja students to transfer to four-year postsecondary institutions, including those who are first-generation college students, socioeconomically disadvantaged, and/or identify as a historically underrepresented minority.

Puente staff provide presentations for 70 cohorts at community colleges across the state, special programming for high school and community college Puente groups visiting UCR, and represent UCR at Puente motivational conferences. UCR trains current students to serve as Puente outreach mentors to provide peer-to-peer advising to prospective Puente students. In 2008, UCR began partnering with the statewide Puente Project to host Puente summer residential programs on campus. In 2023, UCR will offer two new Puente programs focused on transfer students: *Justice, Power, and the Transfer Journey* and *Transfer Experience.* Finally, UCR's Puente Connection student organization provides Puente Project participants, or "Puentistas," with opportunities to connect with UCR and build leadership skills. It is the first of its kind in the UC system and provides continual support to Puentistas who enroll at UCR.

Umoja at UCR provides resources and support to students interested in transferring to UCR, as well as current transfer students. Umoja students have the opportunity to connect with a mentor as they adjust to life on campus, take part in weekly study sessions, attend workshops and presentations on topics including career readiness and financial wellness, get connected with the variety of resources available on campus specific to transfer students, including mentoring programs and tutoring, and serve on the Umoja at UCR board. Umoja students have the opportunity to participate in support programs that aim to ease the transition from their community college to UCR. These interventions include the Blue, Gold, and Black Mentorship Program, African Student Program engagement, 828 Summer Bridge Program, and support from a dedicated Black Student Success Coordinator.

UCR currently serves as the principal investigator for the Regional K-16 Education Collaborative Grant Program grant. This program has the potential to affect student achievement, pathway completion, and workforce readiness across the entire Inland Empire. The grant provides an opportunity to create an integrated system that eliminates racist structures, increases diversity among faculty and staff, and increases opportunities for students and families to prepare for their college and career journey earlier and with intention. The K-16 Collaborative will reach over 60,000 students and families through various activities and outreach opportunities at school sites, media campaigns, and technology that will be available to students. Historically, the Inland Empire has served over 3,000 students in these pathways, and the program intends to increase participation at a rate of at least five percent annually. The goal is to ensure that all pathways lead to professional certifications and accelerated and approved coursework at higher education institutions.

Student Support Programs
UCR is committed to helping every student succeed academically and participate meaningfully in co-curricular activities. Student success programming exists in four overlapping areas: (1) fostering student engagement, (2) promoting timely degree completion, (3) achieving equitable outcomes, and (4) providing a safe and supportive environment.

Student engagement
UCR is a national leader in diversity, equity, and social justice. Ongoing programmatic initiatives from the Ethnic and Gender Programs (E&G) foster student engagement and sense of belonging. The Ethnic and Gender Centers were established to support a diverse student population and were among the earliest E&G Centers established nationally. In 2022, African Student Programs and Chicano Student Programs were recognized for 50 years of excellence. This year, the Women's Resource Center, established in 1973, will also be recognized. The E&G Centers actively collaborate with academic units across campus. An example of this work is the Black Student Success Initiative, a collaboration between Undergraduate Education and African Student Programs. As part of this effort, Undergraduate Education and African Student Programs jointly fund a Black Student Success Coordinator position to provide additional support to students on campus.

Timely degree completion
In 2013, UCR established a Graduation Rate Task Force to study both graduation rates and time to degree and to make recommendations for improvement. The taskforce published more than 30 recommendations including improved outreach to feeder schools, expanded seat availability, use of highly experienced instructors in lower division gateway courses, development of four-year course plans for all majors, redesigned learning communities, early intervention for transition advising, Finish in Four campaigns, and more. The campus has vigorously pursued these recommendations. Since the task force report was published in 2014, average time to degree has steadily improved from 4.27 years to 3.94 years for first-year entrants. Average time to degree for transfer entrants also has been improving and reached 2.10 years in 2019-20.

Equitable outcomes
Learning Communities are a common, cohort-based practice for all of UCR's colleges, schools, and departments. UCR undergraduates typically opt in to Learning Communities as a first-year or transfer student. While the curriculum varies across the campus and even within a school, college, or department, common topics include orientation to campus, how to access resources, peer mentoring, exposure to research opportunities, career exploration, and professional development. Ten-year trend data from UCR's College of Natural and Agricultural Sciences (CNAS) demonstrates a positive association with student GPA and retention rates for students participating in Learning Communities, as compared to students who were waitlisted or were non-participants.

In CNAS Learning Communities, incoming first-year students are grouped in cohorts of 24 students determined by math placement and major type. Students receive mandatory peer

tutoring (i.e., supplemental instruction) in their most challenging math and science course each quarter for approximately two hours per week. Students also experience a one-hour faculty discovery seminar in the fall which addresses the "why" of scientific research and careers and one hour of academic advising in a discussion section format that addresses the "how" of student academic success. Some students can also take advantage of an optional team-based research project.

Similarly, in the School of Education, undergraduates participate in either the first-year or transfer student learning community. In partnership with the Academic Resource Center, peer mentors are assigned to every learning community seminar and students are exposed to a myriad of resources and opportunities such as opportunities offered by the Division of Undergraduate Education (e.g., undergraduate research and UCDC) and the library.

Safe and supportive environment
In order to meet the evolving needs of a distinct student population, UCR established the Division of Health, Well-being, and Safety (HWS) in July 2021. HWS is made up of nine departments that are dedicated to listening, supporting, and providing UC Riverside students with helpful resources and services in order to improve safety and well-being for the campus at large.

The mission of the division is to raise awareness and provide students with an inclusive safety net of services, resources, and programs that cultivates community and partnership. HWS prioritizes and supports diversity and student success through an integrated culture of holistic wellness and the advancement of the public good to foster sustainable social justice outcomes. UCR's view of holistic safety is more than protection from violence; it also includes food security, housing security, mental wellness healthcare, equitable access to educational attainment, and more.

The HWS division is committed to deconstructing the historic safety model that relies upon the police as the primary responder to all types of incidents. The holistic tiered-safety response model is designed to better serve the needs and well-being of the whole Highlander community. Specifically, the Student Well-being Intervention and Follow-up Team (SWIFT) will respond to community members experiencing a mental health crisis. Additionally, Police and Campus Safety Services have added Community Safety Responders (CSRs) – a cohort of new, unarmed safety professionals, along with Highlander student EMTs, to respond to nonviolent and medical aid calls. The division has implemented a "Culture of Guardianship," an operational paradigm shift focusing on guardianship through prevention, intervention, education, transparency, and efficacy. Recent efforts have included the development of a data dashboard, feedback mechanisms, policy accountability board, and restorative justice programming.

UCR is also actively engaged in national organizations like the University Innovation Alliance, American Talent Initiative, and Association for Undergraduate Education at Research Universities where campus leaders share best practices and experiment with innovative approaches such as predictive analytics, proactive advising, completion grants, chatbots,

redesigning courses with high rates of withdrawals or grades of D or F, and others. Most recently, UCR has invested in academic data dashboards that allow quick access to outcomes data at the course-level, including equity gaps. Any instructor can easily view their own course-level outcomes and make comparisons to other courses, programs, or colleges. In addition, faculty are able to utilize this data to redesign their pedagogy and to more deliberately address low pass rates or equity gaps. Presently, 65 UCR instructors are working together in faculty-led learning communities to accomplish these goals.

UCR School of Medicine and Clinical Enterprise
The UCR School of Medicine was established in 2013 to prepare a diverse physician workforce and to develop research and clinical programs to improve the health of this medically underserved region. As previously noted, the Inland Empire has faced financial, geographic, and language barriers to education and health care. For example, the region has just 41 primary care physicians per 100,000 residents, the second lowest of any region in the state, and far below the recommended 60 to 80 per 100,000. Mental health physicians are also in short supply with just 8.2 licensed psychiatrists per 100,000 residents, compared to 16 per 100,000 statewide.

As the School of Medicine (MD) celebrates its 10th anniversary this year, its impact is already substantial:
- Over 380 M.D. students have graduated since 2017 (including the class of 2023)
- Over 85 percent M.D. students matched into residencies in primary care or regionally underserved specialties
- Over 35 percent M.D. students matched into residencies in the Inland Empire
- Over 40 percent of medical residents (postgraduates) elect to practice in the Inland Empire
- Over 100 employed clinical faculty bringing UC-level clinical care to the region in local hospitals and UCR Health clinics
- Ranked 5th for diversity by U.S. News and World Report (2023)

Moreover, the School is poised to grow from its current enrollment of approximately 80 students per class to 125 students per class for a total enrollment of 500 M.D. students. The new Education and Administration Building II opening in August 2023 will have the capacity to support this growth and provide a state-of-the-art educational platform for training in the first two years of medical school. However, this growth requires additional clinical training locations for the expanded number of students and long-term financial stability for the clinical enterprise. These challenges and the solutions being explored are further outlined below.

Despite these recent successes, UCR's community-based medical school faces a significant obstacle to its long-term growth and sustainability. Namely, the School of Medicine does not operate its own hospital, medical center, or dedicated clinical space for training students and residents, and is unable to offer UC-quality medical services broadly to the region. As a consequence, the School relies upon a very limited set of community partners to provide medical clerkships and residences and cannot control the number of available training slots, program quality, and academic rigor. Over the last three years, the School has navigated significant

relocation of several training programs, as partners have decided to start their own residency programs and partnered with new private medical schools in the region (Kaiser and Cal Med).

Moreover, without a hospital, the School and its clinical enterprise (UCR Health) do not have the ability to grow or derive revenue from clinical operations, including from specialty services. Other UC campuses derive most of their operating budgets from clinical income through their owned or operated hospitals, ambulatory care/surgery centers, and other outpatient operations. This income funds most training costs, supports research infrastructure, and funds 100 percent of clinical operations, including care for underserved communities. Currently the UCR Health clinical enterprise is outpatient-focused with significant primary care and has struggled to achieve financial sustainability due to these structural issues.

UCR believes it must evolve its community-based model, but not completely abandon it. The School is exploring paths to carefully developing its own clinical network that can contribute to the financial well-being of the school, will provide more stable placements for medical students and residents, and will support under-reimbursed, but important clinical services in the region.

The School is exploring different ways to partner with local hospitals to secure more stable commitments for clinical training, while also expanding access for patients in the region. The Riverside University Health System is just one example of an opportunity that is being explored. The School is also discussing how to partner with one or more of the other southern UC Health campuses. Opportunities are currently being explored as part of UC Health strategic planning. The goal is to develop specific clinical services to mutually benefit UCR as well as UCLA, UCI, and UCSD while expanding access in the region to services. This strategy leverages investments at UCLA, UCI, and UCSD in the region, and furthers UC Health in its commitment to serving all corners of the state.

Over the longer term, the School is evaluating opportunities to acquire or partner with a hospital facility that could provide more stable clinical training placements, support the continued growth in students and faculty, and ensure long-term financial stability for the entire clinical enterprise.

Philanthropy
In 2020, UCR completed its first-ever comprehensive fundraising campaign and surpassed its goal of $300 million. A total of $312,949,759 was raised, which included:
- Largest individual gifts in campus history from Winston Chung and Trustees Rochelle and Allison Campbell, $10 million each
- $121,394,884 from 23,294 first-time donors
- $494,165 from 5,733 graduates of the last decade
- $2,652,615 raised from gifts under $100.

UCR doubled the number of endowed professorships from 36 to 72 and established 229 new endowed funds to support student scholarships, research programs, and a range of other campus activities.

In 2021, the University launched a bridge campaign, *Beyond Brilliant: Campaign for Student Initiatives*, in advance of the next major fundraising campaign. UCR achieved its $50 million goal in two years (three years ahead of schedule), with $52,346,272 raised to date.

With two fundraising campaigns now complete, UCR must develop a sustainable pipeline of philanthropic donors and substantially increase total dollars raised annually.

Finally, University Advancement will work proactively with the Provost, Vice Chancellor for Planning, Budget and Administration, and Deans on physical infrastructure project planning in order to identify potential donors for future buildings. At present, UCR has several "named buildings" (e.g., Campbell Hall, Winston Chung Hall, and Costo Hall), but no fully donor-supported buildings on campus.

Campus Infrastructure: Deferred Maintenance, Capital Projects, and Staffing Levels
Within UCR's campus core, there are 17 buildings and facilities that were constructed prior to 1965, all of which remain in use today. Only two of these 17 facilities have been fully renovated, while the others are essentially utilizing original systems and furnishings. The campus' primary electrical infrastructure was built with a single point of failure from one substation, which must be addressed in partnership with the City of Riverside. Furthermore, infrastructure related to electrical distribution, aging roofs, as well as end-of-life mechanical, electrical, and plumbing systems are the most significant deferred maintenance issues facing UCR. The estimated deferred maintenance backlog is currently above $700 million.

The campus also remains short on instructional space, and in need of 4,800 classroom seats to meet current demand. For many years, the campus has utilized off-campus movie theaters to provide instruction. However, those theaters are no longer available, which further adds to the urgency for more instructional facilities.

Over the past decade, UCR has built or significantly renovated more than two million square feet of space across the campus, including the Student Success Center, Dundee Residence Hall, and Multidisciplinary Research Building.

The following projects are also presently underway and are expected to be complete within the next five years: Student Health and Counseling Center, School of Medicine II Building, School of Business Building, Undergraduate Teaching and Learning Facility, North District Housing (Phase 2), and Clean Technology Park.

Looking ahead and pending future State investment or a General Obligation bond, the campus' top priorities include: (1) Campus facilities renovations to address outdated classrooms and research facilities built before 1965, and (2) a new Engineering and Computer Science building to address the urgent demand for engineering and computer science degrees; each year, the campus turns away many highly-qualified undergraduate and graduate students due to space constraints.

Another area of concern is UCR's current staffing levels, which remain consistently below UC and national peer institutions. While the University of California has made investments in regular salary adjustments for policy-covered and represented employees, there are continuing limitations in regard to adding new staff and faculty to serve UCR's student enrollment growth.

Conclusion
While UCR is pleased with and encouraged by its successes and upward trajectory, the University continues to pursue an ambitious agenda in the coming years. This spring, the campus launched the UCR 2030 Strategic Plan, featuring comprehensive efforts by every campus organization to realize its strategic goals to:
- Expand the visibility and scope of influence of UCR locally, nationally, and globally
- Invest in the success of the people who teach, do research, work, learn, and live at UCR
- Build financial stability, resiliency, and sustainability.

In pursuing these strategic goals, UCR will continue to exemplify the University of California mission, while advancing the economic prosperity and social mobility in the Inland Empire and beyond.