The University of California Riverside experienced a change in leadership at the end of the 2006-07 academic year. Chancellor France A. Córdova left to assume the Presidency of Purdue University, and Dr. Robert D. Grey was appointed Acting Chancellor at the end of June. The following is his assessment of UCR’s performance over that time period, and an overview of his priorities for the campus over the coming year.

**UCR Performance, 2006-07**

**School of Medicine** – A priority for UCR has been establishment of a school of medicine. In November 2006 Chancellor Córdova presented UCR’s preliminary proposal to the Regents, who in turn gave their approval for continued planning. Since that time, faculty in the Biomedical Sciences Program have worked with the Academic Senate and a consultant from UCLA to develop the 3rd and 4th year curriculum for the proposed school. A new Senate committee was formed in Health Affairs to review and expedite Senate review of the curriculum and, ultimately, the final proposal. In addition, UCR engaged Deloitte Consulting to assist in development of a detailed business plan for the school of medicine. At the same time, efforts continued to work with area hospitals and clinics for future residency and clerkship programs. Dr. Kiki Nocella was brought on as Vice Provost for Health Affairs, effective June 1.

**School of Public Policy** – The establishment of a School of Public Policy, offering a Masters of Public Policy and a Ph.D. in Public Policy, will allow UCR to provide education, research, and leadership critical for the future development of Inland Southern California, with implications for national and international regions as well. The proposal for establishment of the school is now before the UCR Academic Senate, and is expected to come to vote at the November 2007 Divisional meeting.

**UCR Palm Desert Graduate Center** – In June UCR graduated its first class of 9 MBA and 1 MFA students from the UCR Palm Desert Graduate Center. For fall 2007, the Center has 13 new and 12 returning MFA students as well as 9 full-time and 3 part-time MBA students. The Center is striving to become a hub of other intellectual activities in the Palm Desert area, by hosting a variety of conferences, educational programs, and other outreach activities. Efforts to engage the local community include expansion of the “executives in residence” program, founding the Coachella Valley Angel Network to benefit both MBA students and emerging businesses, and establishment of the Coachella Valley Lyceum to explore issues of consequence to the future of the region. While the Center and its facilities are not yet fully utilized, it is expected to become increasingly active under the leadership of Executive Director Carolyn Stark and the new Dean of the A. Gary Anderson Graduate School of Management, who has plans for expanding existing programs and developing new ones at this site.

**New Graduate Programs** – During the past year, new Ph.D. programs in bioengineering and music received CCGA approval. A new Ph.D. program in ethnic studies was approved by the UCR Division of the Academic Senate, and is now awaiting CCGA approval as well.
The reorganization of the graduate program in environmental sciences was undertaken, and is expected to significantly strengthen graduate student recruitment efforts. To achieve UCR’s enrollment goals (described in detail below), the campus will need to energize some of its existing graduate programs and think creatively about additional graduate and professional programs that will attract students and serve the growing Inland Southern California region.

**Enrollment** – Over the past several years, UCR has struggled to meet its enrollment targets. With additional recruitment efforts, however, and creative activities such as college “Discovery Days,” one-stop-shopping days for transfer students, and special strategies for out-of-state and home-schooled students, the campus exceeded its targets for 2007-08. UCR expects to realize an enrollment of 3,800 freshmen and 1,000 transfers over fall and winter quarters combined; the targets were 3,850 and 900, respectively. UCR’s new “111 Facts” viewbook earned the campus the CASE silver award for student recruitment publications, and first place for best video for a series done for recruitment. At the graduate level, UCR had a record number of students in fall 2006, at 2,083. The Bourns College of Engineering did particularly well, with a 65 percent increase. Other parts of the campus did not do as well, however, with only a 2 percent increase in the College of Natural and Agricultural Sciences and a 14 percent decrease in the Graduate School of Education.

**Student Success** – This past year saw the implementation of many of the recommendations made by the Student Success Task Force from 2005-06. First year learning communities were established and/or enhanced in each of the three colleges. During fall quarter, almost one-half of incoming freshmen participated in either the learning communities, the Honors Program, or the Medical Scholars Programs, each of which provides peer counseling and a variety of other support mechanisms for students. Supplemental instruction was expanded to cover most of the large, first-year gateway courses. UCR became the first campus to approve a professional academic advisor job series. Colleges have begun hiring into these new positions and identifying ways to attain a 200-300/1 ratio for advisors. A robust student academic advising system and a student academic information system were created for use by academic and faculty advisors. A preparatory math initiative was successfully launched; unfortunately, the national search for a director of the UCR Writing Program was unsuccessful.

**Staff Climate Survey** – The Vice Chancellor for Administration led campus efforts to follow up on the 2006 staff climate survey. A steering committee organized workgroups and focus groups to examine issues related to career opportunities, communications, and staff recognition. The process yielded 15 short- and long-term recommendations to address concerns in each of these areas. The VCA now chairs a committee overseeing implementation of these recommendations. Staff Assembly and representatives from the UCR Coalition of Unions are significantly involved in the process.

**Faculty/Senior Leadership Recruitment** – UCR conducted ~70 faculty searches this year, resulting in the hiring of 54 faculty. The Eminent Scholars Program and Chancellor’s Chair in Innovation in Teaching Across Disciplines each resulted in the hiring of a distinguished professor. A career partners program was successfully launched, with close cooperation with the City of Riverside and area businesses. A number of executive searches were conducted this year. A promising hire was made for the dean of the A. Gary Anderson Graduate School of
Management, significant because of the instability in leadership over the past several years. The position of Vice Provost for Undergraduate Education was filled by an internal candidate. Unfortunately, searches for the dean of the College of Natural and Agricultural Sciences and the Health Sciences Research Institute both failed. These failures bear examination because the search for a new chancellor is just getting underway, and the campus also hopes to soon initiate the search for a dean for the medical school. Concern has been expressed by the medical school’s external advisory board that the dean search will be difficult until a chancellor is hired.

**Development** – UCR received the 2007 CASE Circle of Excellence Award for the greatest improvement in fundraising. This award is given to the institution that sustains the greatest increase in development over a three-year period.

**Diversity**

The September 2007 Overview Report to The Regents by the Study Group on University Diversity cited UCR as the campus “whose diversity profile and campus climate have been substantially transformed in recent years.” The report went on to suggest that lessons learned by UCR may be instructive for other campuses. Through Chancellor Córdova’s participation in this group, UCR was asked to develop a campus profile on diversity and climate.

UCR also achieved recognition in the media for its welcoming environment. A January 15, 2007, article in the *Los Angeles Times* touted UCR as the campus of choice for many black and Latino students, who were quoted as saying that UCR’s atmosphere and sense of community are key components in attracting new students. A March 23, 2007, article in *The Chronicle of Higher Education* carried a headline that read, “In California, a Public Research University Succeeds Because Its Low-Income Students Do.” The article goes on to quote a research analyst at the Pell Institute for the Study of Opportunity in Higher Education as stating that, “Riverside really could be a model for a research university that serves access and excellence missions.”


While UCR is proud of these accomplishments, it cannot boast the same success with its graduate student population, nor with faculty and staff. Considerable efforts are underway to improve UCR’s record in these areas, and to build on our success at the undergraduate level. The following describes some of these activities.

**Graduate Students** – A two-part effort was spearheaded by the Graduate Division: (1) to increase the recruitment of underrepresented minority (URM) students and (2) to increase the success rate of these students. Faculty, students, and staff were sponsored to participate in national conferences (Society for Advancement of Chicanos and Native Americans in Science and Annual Biomedical Research Conference for Minority Students) at which URM students present their research; these were used as recruiting trips. A substantial portion of UCR’s NSF-funded AGEP (Alliances for Graduate Education and the Professoriate) grant was used to make
financial support packages more competitive for incoming graduate students in STEM fields. Through a program called “Get Connected,” the Graduate Division sponsored highly successful monthly meetings with URM students in STEM fields, aimed at developing a sense of community among these students and providing them with a support structure. The goal of the program is to increase retention. A new associate dean was brought on board; her primary responsibility will be the recruitment and retention of a diverse graduate student population. Among her efforts will be development of UCR’s own undergraduate pipeline into our graduate programs. Among new graduate students in fall 2006, 3.3 percent are African American, 11.2 percent Chicano/Latino, and .7 percent Native American. A large percentage (28.6 percent) is unknown or declines to state; it is assumed many of these are international students.

Faculty – The Vice Provost for Academic Personnel and the Associate Vice Provost for Faculty Equity and Diversity developed a new diversity section of the web-based faculty recruitment and hiring toolkit. This is expected to have a major impact on the campus’ ability to attract and hire a diverse faculty. Additional programs include provision of funding for female or URM candidates when searches have already identified one such candidate, consultation on spousal/partner hires, and development of a “fast track” for files representing diversity candidates. A speaker’s series was developed with the aim of increasing faculty diversity in STEM fields. UCR became one of five campuses to receive a three-year NSF-PAID (Planning and Implementation and Dissemination) training grant for department chairs. It is designed to help change departmental culture in the STEM fields to attract more women and underrepresented minorities. The College of Natural and Agricultural Sciences (CNAS) and Bourns College of Engineering (BCOE) face a particular challenge in hiring women and underrepresented minorities. CNAS developed a cluster hire in bioinformatics, which attracted a diverse pool of scientists with interests in both physical and life sciences. Of their new hires, however, just 25 percent are women and none are underrepresented minorities. In BCOE, one of five new hires is a woman; none is URM. Overall, faculty hires in 2007 yielded 11 percent underrepresented minorities, compared to national availability pools of 12 percent, and 30 percent of all new hires were women.

Staff – Follow-up recommendations for the staff climate survey (described above) include a number of themes around diversity. Human Resources has initiated a program called the “Faces of UCR” to visibly celebrate UCR’s diversity and to attract other diverse candidates by showing the faces of our employees in recruiting ads for staff positions. This is just one aspect of an active branding campaign aimed at attracting a more diverse staff. A new Diversity Leadership Program was developed for one UCR staff member to gain leadership experience in establishing and managing diversity programs. The first person in the program is Dr. Adrienne Sims, director of the Women’s Resources Center.

Undergraduate Students – Although UCR’s track record is excellent, the campus continues to develop new strategies to recruit and retain URM students at the undergraduate level. Of the incoming class in fall 2006, 8 percent are African American, 27.5 percent Chicano/Latino, and .4 percent Native American. The campus has established new affiliations with the Council of African American Parents and with the PUENTE program. In spring 2007 a Diversity and Student Success Summit was held; the major outcome was a commitment to implement the recommendations of the student success task force report as a means of increasing retention
among educationally disadvantaged students. UCR continues its efforts to expand the highly successful FastStart and Medical Scholars Programs.

**Other Activities** – As the campus moves forward with its WASC reaccreditation, one of the three chosen themes is diversity and student learning. Planning for the medical school has included a concerted effort to involve members of the medical and business community who can help achieve our mission of serving the underserved. Diversity is part of the annual performance assessment for the entire senior leadership group, including deans. In spring of this year, UCR launched a new diversity website, available at [http://diversity.ucr.edu/](http://diversity.ucr.edu/). Additional information on ongoing and anticipated programs is available at the site.

**Overcoming Constraints**

**Budget Constraints** – UCR has been constrained by lack of student support at both the graduate and undergraduate levels. In the past few months the campus has mounted a development campaign to generate scholarships and fellowships to help meet this need. Likewise, UCR has not had funding to support the student success initiative described above. A proposal has been developed for a Student Success Center; the campus is in the process of seeking funding for this and other elements of the initiative. UCR’s physical plant is also constrained by lack of resources to invest in new space, renovation of existing space, and deferred maintenance. The campus is looking at new models for funding, including partnering with external parties. This points to the need for UCR to diversify its portfolio in terms of fund sources so the campus has greater flexibility and less reliance on the state.

**Leadership Development** – Numerous efforts have been launched in the area of faculty development, including the Tenure Academy and a completely revamped orientation program. A new orientation program is now being offered to incoming department chairs, who are invited to participate in monthly lunch meetings, at which issues of interest or concern are discussed. Quarterly forums are also held for chairs on academic personnel policies and procedures. At the senior management level little has been done in the past year. In previous years, the campus held an Executive Leadership Institute; we will revisit whether this should be resumed.

**Succession Planning** – This has been the topic of a number of senior leadership meetings, including an Executive Leadership Institute held last June. Vice chancellors have been encouraged to establish an administrative structure conducive to succession planning, and to identify and cultivate prospective leaders from their management ranks. These efforts have been taken at the level of the individual unit, however, so considerable variation exists in terms of what has been accomplished to date. This will be a priority area for consideration at future meetings of the senior leadership group.

**Priorities for the Coming Year**

UCR’s senior leadership team identified five priorities on which to focus during the year ahead. They are as follows:
**School of Medicine** – A major emphasis this year is on development of a “bullet proof” business plan that will become part of the final proposal for the school of medicine. A comprehensive process involving faculty and community leaders has been put in place under the guidance of Deloitte Consulting; the process is overseen by an Executive Council made up of the chancellor, executive vice chancellor/provost, vice chancellor for planning and budget, and vice provost for health affairs. As indicated above, the curriculum is currently being reviewed and will become part of the final proposal. The hope is to have the proposal before the UCR Division of the Academic Senate for review by early 2008, so that it can go to vote in the spring. Strategies are also being developed for communications with a variety of stakeholder groups interested in the UCR school of medicine.

**School of Public Policy** – As already described, the proposal for a new School of Public Policy is now making its way through the UCR Academic Senate. It is expected to go to the Academic Council by the end of this year. Facilitating this process is a priority for the campus.

**ARTSblock** – The campus has recently established UCR ARTSblock on the Main Street pedestrian mall in downtown Riverside. Located in three adjacent renovated historic buildings, ARTSblock consists of three autonomous arts institutions: the Sweeney Art Gallery, UCR/California Museum of Photography, and the Culver Center of the Arts, scheduled to open in 2009. Development of ARTSblock is a priority not only for the campus, but for the community, which has provided financial and other support to the effort.

**Staff Climate** – UCR has already invested considerable effort in conducting the staff climate survey and developing concrete recommendations that respond to issues that were raised. Of importance for the coming year will be implementing those recommendations to continue to improve the campus environment. UCR has committed to conducting a follow-up survey in 2009.

**Enrollment** – Of utmost importance to UCR in the coming year is development and implementation of a sound plan that addresses enrollment at the undergraduate, graduate, and professional school levels. A retreat was held on September 25-26, 2007, to begin this process. At the undergraduate level, the campus needs to develop creative strategies to meet ambitious targets. At the graduate level, special attention is needed to diversity and to developing additional resources (scholarships, fellowships) to offer more competitive packages. The campus also needs to consider what professional schools/programs might best serve our rapidly growing and diverse region. All of this must be carefully integrated and incorporated into our overall academic planning process.

Robert D. Grey  
*Acting Chancellor*  
*October 5, 2007*