

# Fall Campus Update

Chancellor Kim A. Wilcox

November 21, 2019



# Land Acknowledgement

In the spirit of Rupert and Jeanette Costo's founding relationship to our campus, we would like to respectfully acknowledge and recognize our responsibility to the original and current caretakers of this land, water and air: the Cahuilla, Tongva, Luiseño, and Serrano peoples and all of their ancestors and descendants, past, present and future.

Today this meeting place is home to many Indigenous peoples from all over the world, including UCR faculty, students, and staff, and we are grateful to have the opportunity to live and work on these homelands.

# Overview

1. Changing the Narrative in Higher Education
2. Research and Creative Excellence
3. Campus Budget and Priorities
4. Task Forces and Initiatives

## Student Affairs Presentation

# Changing the Narrative in Higher Education

## The Washington Post

Grade Point

**UC-Riverside vs. U.S. News: A university leader scoffs at the rankings**



University of California at Riverside (Carrie Rosema/UC-Riverside)



By **Nick Anderson**  
Reporter

**2015**

## The Washington Post

Higher Education

**Princeton and Williams top the U.S. News college rankings, yet again**

But UC-Riverside leads a new list on social mobility for underrepresented students.



Students gather for a fall 2018 event at the University of California at Riverside. (Stuart W. Palley for The Washington Post)

By **Nick Anderson**

**2019**

# Changing the Narrative in Higher Education



2013

# Changing the Narrative in Higher Education

 **Office of the Governor...** @CAgovernor

Tweets **1,106**   Following **181**   Followers **108K**   Likes **375**   Lists **47**

5   8   23

 **Office of the Governor of California** @CAgovernor · Sep 10  
Congrats @UCRiverside for ranking #1 in the U.S. for social mobility! Your dedication to making higher education accessible and affordable is pushing our students forward.



**UC Riverside reaches No. 1 in social mobility**  
University of California, Riverside, is the top university in the United States for social mobility in the 2020 U.S. News & World Report Best Colleges ...  
[news.ucr.edu](https://news.ucr.edu)

# Changing the Narrative in Higher Education

## Fastest-Rising University in America

- US News, Forbes, Wall Street Journal/Times Higher Education

## Top 20 Public University

- Washington Monthly, Money Magazine, Forbes

## Top 1% of Universities Worldwide

- Center for World University Rankings

Metrics determined by faculty excellence and student success

# Research and Creative Excellence

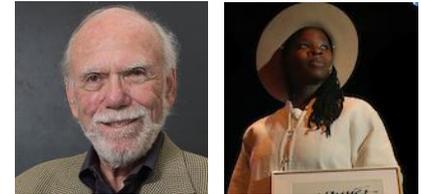
## National Academy of Sciences

- Marilyn Fogel (Earth & Environmental Sciences)
- Sean Cutler (Botany & Plant Sciences)



## Great Britain's Royal Society, Foreign Member

- Barry Barish (Physics & Astronomy)



## Bessie Award for Outstanding Visual Design

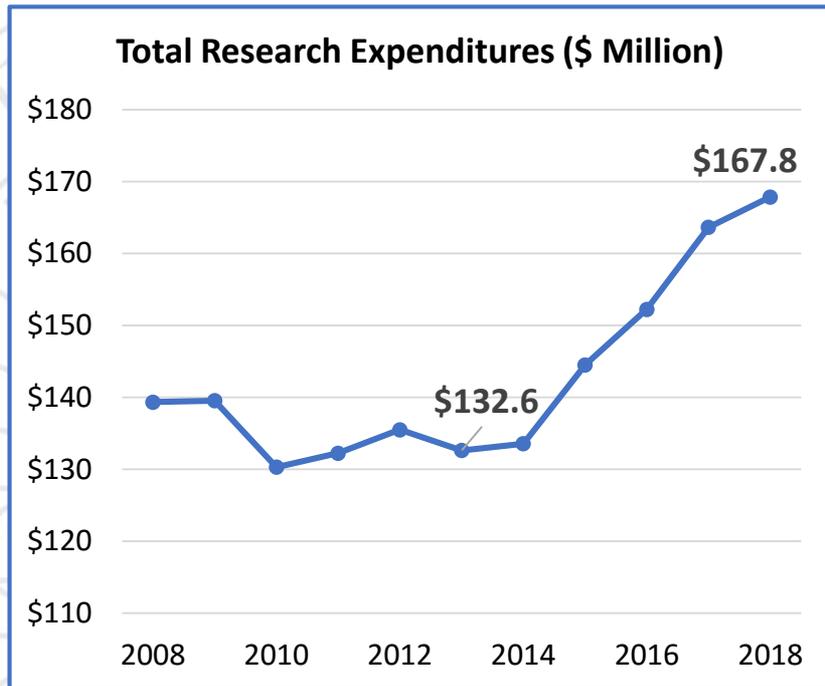
- *Oba Qween Baba King Baba*, Ni'Ja Whitson (Dance)

## National Book Award Finalist

- *The Other Americans: A Novel*, Laila Lalami (Creative Writing)



# Research and Creative Excellence



**Total R&D Expenditures: \$167.8M**

**Federal R&D Expenditures: \$77.3M**

## Recent Investments in Research Infrastructure

- Plant Growth Environments Facility
- Biosafety Level (BSL-3) Facilities
- Multidisciplinary Research Building

November 2019 Update	UCR	Newest AAU Members		
	Latest Comparable Figures	UC Santa Cruz	University of Utah	Dartmouth
<b>AAU Membership Criteria</b>				
<b>Phase I Indicators</b>				
<b>I- Federal Research Expenditure (x1,000) (FY2017)<sup>1</sup></b>	\$76,795	\$66,563	\$248,908	\$137,448
- Federal Research Expenditure per faculty (FY2017)	\$102,257	\$124,185	\$227,521	\$232,569
- Most recent 3 years Average (x1,000) (FY2015-17)	\$70,266	\$84,909	\$252,312	\$140,924
<b>I- National Academies Members<sup>2</sup></b>	11	12	24	17
- National Academy of Science	10	11	14	3
- National Academy of Engineering	0	1	6	4
- Institute of Medicine	1	0	4	10
<b>I- Faculty Awards (2016)<sup>3</sup></b>	12	8	15	9
- National Rank	51	69	41	63
<b>I- Citations (2018)<sup>4</sup></b>				
- Total Publications	3,205	2,225	7,019	2,905
- Sum of Times Cited <sup>5</sup>	13,416	14,591	22,739	9,522
- h-index <sup>6</sup>	37	39	43	28

	UCR	Newest AAU Members		
	Latest Comparable Figures	UC Santa Cruz	University of Utah	Dartmouth
<b>AAU Membership Criteria</b>				
<b>Phase II Indicators</b>				
<b>II Non-Federal Research Expenditure(x1,000) (FY2017)<sup>1</sup></b>	\$86,837	\$57,781	\$131,387	\$170,997
- Non-Federal Research Expenditure per faculty (FY2017)	\$115,628	\$107,800	\$120,098	\$289,335
<b>II Doctoral Education<sup>7</sup></b>				
Doctor's degree - research/scholarship (AY2016-17)	268	167	339	83
- Most recent 3-year average (AY2014-15 to 2016-17)	260	164	351	85
Doctor's degree - professional practice (AY2016-17)	40		451	72
- Most recent 3-year average (AY2014-15 to 2016-17)	13	na	406	82
<b>II Number of Postdoctoral Appointments (2017)<sup>8</sup></b>	223	136	514	168
- Most recent 3 years Average (2015-2017)	209	132	502	183
<b>II Undergraduate Education</b>				
SAT Total Scores (Fall 2017) - Average <sup>9</sup>	1195	1250	1230	1495
Six-year Graduation Rate (Fall 2011 Entering Cohort) <sup>7</sup>	75.1%	77.2%	67.4%	95.9%
Undergraduate Student -Faculty Ratio (Fall 2017) <sup>10</sup>	22	19	16	7

	UCR	Newest AAU Members		
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<b>AAU Membership Criteria</b>				
<b>Faculty Counts for Normalization (Fall 2017)<sup>11</sup></b>	780	561	1116	604
Number of Non-Medical Faculty (Fall 2017)	760	561	933	503
- Most recent 3 years Average(FY2015-17)	719	541	1117	596
Number of Medical School Faculty (Fall 2017)	20	na	183	101
- Most recent 3 years Average(FY2015-17)	19	na	180	103
<b>Campus-Specific Measures</b>				
Total Enrollment <sup>7</sup> (Fall 2017)	23,279	19,457	32,800	6,509
Number of Graduate Students <sup>7</sup> (Fall 2017)	3,206	1,880	8,165	2,099
- Proportion Graduate <sup>7</sup>	13.8%	9.7%	24.9%	32.2%
- Graduate Students per Faculty <sup>7</sup>	4.1	3.4	7.3	3.5

# Campus Budget and Priorities

## ~\$1 billion total budget

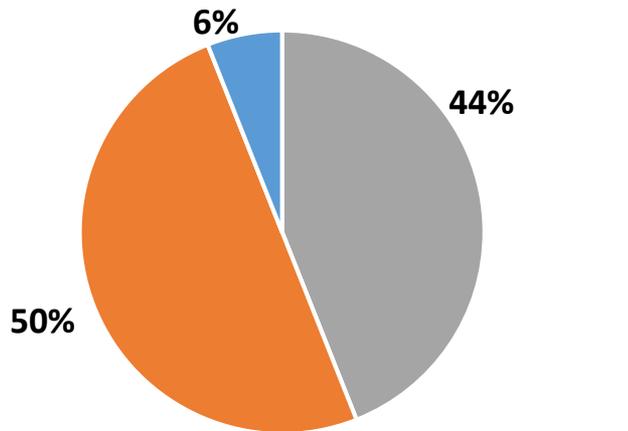
- Includes Auxiliary Services, which are not funded by state support or tuition and fees, e.g., Housing, Dining & Hospitality Services, Transportation Services

## \$575 million core budget

- Core teaching and research operations for the campus

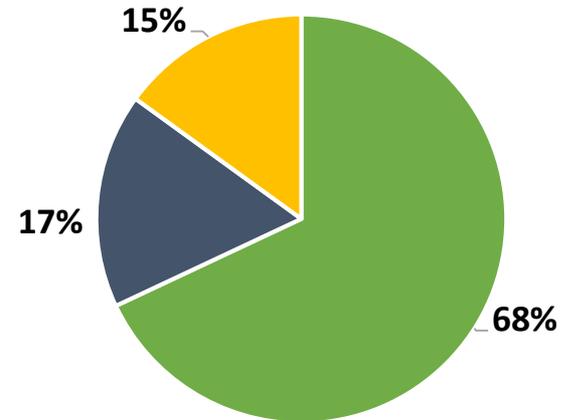
# Campus Budget and Priorities

**Core Revenue: ~\$575M (FY 19)**



- CA State General Funds (State & UC)
- Student Tuition and Fees
- Non-Resident Student Supplemental Tuition

**Core Expenditures: ~\$575M (FY 19)**



- Total Salaries and Benefits
- Financial Aid
- Other Expenses

# Campus Budget and Priorities

Lowest state-funded campus in the UC

Highest student-staff ratio in the UC

Critical capital and infrastructure needs

School of Medicine significantly undercapitalized



# Campus Budget and Priorities

## California Proposition 13

- School and Colleges Facilities Bond (March 2020)
- Focus on seismic improvements, deferred maintenance (DM), and enrollment growth
- \$2 billion for University of California

## UCR Bond Priorities (pending review and approval)

- New - Undergraduate Classroom, Lab/Studio Teaching Facility (\$100M for enrollment)
- Spieth Hall Improvements (\$75M for seismic and DM)
- Rivera Library Improvements (\$128M for seismic and DM)
- New - School of Business Building (\$80M for enrollment growth)
- New - Bourns College of Engineering Building (\$100M for enrollment growth)

# **Task Forces and Initiatives**

**Campus Culture Task Force**

**Strategic Planning Committees**

**LRDP Steering Committee and Working Groups**

**Provost Search Advisory Committee**

**Ad-Hoc North District Naming Committee**

**Black Student Experience Working Group**

**Commencement Working Group**

# Welcome



**Dr. Brian Haynes, Vice Chancellor  
Student Affairs**



**Dr. Rodolfo Torres, Vice Chancellor  
Research and Economic Development**

# Student Affairs Presentation

1. Leadership
2. Workplace Assessment
3. Strategic Planning
4. Campus-Wide Task Forces and Committees



# Student Affairs Leadership



**Dr. Christine Mata**  
**Associate Vice Chancellor and**  
**Dean of Students**



**Dr. Denise Woods**  
**Assistant Vice Chancellor,**  
**Health and Wellness**

# **Student Affairs Workplace Assessment**

**Conducted workplace assessment in January 2019**

**Emerging themes from the data**

- Sense of belonging
- Employee satisfaction
- Need for professional development
- Trust in leadership

**Follow-up focus groups convened Spring 2019**

# Student Affairs Strategic Planning

## Cross divisional team convened to draft a Strategic Plan

- Members included team members at all levels, not just senior management

## Draft Strategic Plan completed in Spring 2019

### Four emerging themes:

- Transform the Student Experience
- Creating Collaborative Partnerships
- Establishing Organizational Excellence
- Fostering and Advancing Social Justice

## Implementation by Winter 2020

# Campus-Wide Task Forces and Committees

**Ad-Hoc North District Naming Committee**

**Black Student Experience Working Group**

**Commencement Working Group**



# Questions

Discussion

# Appendix

## Comparison Data Sources and Notes

1. Higher Education Research and Development Survey (HERD) Fiscal Year 2017 <<https://ncesdata.nsf.gov/herd/2017/>>. Faculty denominator is Fall 2016 to match the same fiscal year.
2. Number includes emeritus and foreign associate members. Membership obtained from The National Academies' directories at <<http://www.nasonline.org/member-directory/>>, <<https://www.nae.edu/MembersSection/MemberDirectory.aspx>>, <<https://nam.edu/directory-search-form/>>.
3. Faculty awards were obtained from the Center for Measuring University Performance at UMass <<https://mup.umass.edu/University-Data>>. Awards included as follows: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT (R37) , National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, US Secretary of Agriculture Honor Awards, Woodrow Wilson Fellows.
4. Web of Science Core Collection citations by author organization for the calendar year.
5. Citations are cumulative through the calendar year following the year of publication. Sum of times cited and h-index metrics are not created for institutions with greater than 10,000 publications.
6. h-index "means that there are h papers that have each been cited at least h times" as defined in the Web of Science Citation Report
7. IPEDS Data Center <<https://nces.ed.gov/ipeds/datacenter/>>.
8. NCES GSS Postdoc Survey <<https://ncesdata.nsf.gov/ids/gss>>. The AAU Committee "uses NSF-compiled data from institutions on postdoctoral appointees, most of whom are in the health sciences, physical sciences, and engineering."
9. IPEDS Data Center. Midpoint between 25th and 75th percentiles separately for reading and math. Total score is the sum of the midpoints. Arizona and Kansas did not report SAT scores on IPEDS; Iowa State and Missouri report very low percentages of test takers (i.e. they are predominantly ACT states) so their numbers are likely not representative.
10. IPEDS Data Center <<https://nces.ed.gov/ipeds/datacenter/>>. Total FTE students not in graduate or professional programs divided by total FTE instructional staff not teaching in graduate or professional programs.
11. IPEDS Data Center <<https://nces.ed.gov/ipeds/datacenter/>>. As AAU Membership policy, faculty counts only include full-time faculty who are tenured or on tenure track.