

Milagros Peña, Dean, College of Humanities, Arts, and Social Sciences

Self-Assessment Statement, Fifth Year Review

As Dean I provide leadership for the College, which includes 20+ departments and programs and 60+ majors and minors that supports more than 10,000 undergraduates and 700 graduate students. I am responsible for making budgetary decisions, implementing policies, and contributing to shaping and putting into action university and department strategic plans guided by the College's strategic principles for investment that I put into place in consultation with department chairs and program directors shortly after my arrival at UCR in fall 2015. The central tenets of the guiding principles for investment I adopted in CHASS focus on areas to strengthen and build in support of our College and University mission. Consequently, faculty hiring plans put focus on hiring with a look toward strengthening department areas where well-articulated plans reflect potential for continued success, as well as, building existing strengths in other College and University programs or initiatives that can be leveraged. The adopted tenets of the guiding principles show that we value promoting interdisciplinary relationships, particularly in College areas where hires will have the greatest impact given emerging disciplinary areas; strengthening graduate programs; with attentiveness to department separations noting opportunities for strengthening department areas of need; and, pursuing generally hires that tie to department, programs, and College, as well as, University hiring priorities. In a number of cases, recruitment decisions are made with an eye to addressing significant gaps in meeting our teaching and research missions, creative and research activity, and challenges undermining our mission if not addressed. To support this broader mission, I served on several campus-wide committees that allowed me not only to serve the College but also the campus. These included 4 years of service on the campus planning and budget advisory committee, the advisory committee for campus art, the long-range development plan committee, and more recently on the campus steering committee for the next University strategic plan. In summary, the guiding principles for investment are geared to creating and enhancing synergies among departments and programs that also strengthen and raise the visibility of the campus as a whole.

With increased investment in the College, I currently oversee and manage an annual budget of ~\$105 million in expenses in support of our College programs that includes to-date some 336 faculty and 149 staff. In addition to providing support for our research and academic mission, I support community outreach and engagement efforts. I also lead fundraising efforts for the College having reached to-date 117% of the College's \$45 million goal set for the Living the Promise Campaign with almost a year remaining in the campaign. The College's increased fundraising efforts during my tenure as Dean and other highlights of success appear below with ongoing efforts for this year still in progress.

CHASS Fund Raising Totals booked during FY2015 – FY2019

Based on UC Giving Standard/Campaign standard (includes cash and pledges, revocable bequests, and face value of among all planned gifts)

Fiscal Year	Total Dollars Raised
2015	\$3,264,561.23
2016	\$3,092,279.84
2017	\$7,690,221.22
2018	\$4,437,196.73
2019	\$7,465,419.37

\$25,949,678.39

Campaign total (to date): \$52.2 million – 117% of goal

Among the gifts received, below are some highlighted achievements that include new endowed chairs established in CHASS:

- \$1,500,000 gift to establish three Pollitt Endowed Term Chairs for Interdisciplinary Research & Learning in the Humanities and Social Sciences in CHASS
- \$500,000 gift to establish the Endowed Term Chair for Research Excellence and Undergraduate Research Mentoring in CHASS
- \$1,000,000 gift to establish the Shrimad Rajchandra Endowed Chair in Jain Studies

Other Significant Gifts to CHASS span support for undergraduate international study/research opportunities, graduate student fellowships, support for centers including some highlight gifts listed below:

- \$500,000 gift to grow the CHASS "At Home in the World" Endowed Student Award Fund initially established by a fund supported by a pledge from Dean Milagros Peña and Professor Frederick Hamann that was completed in the 2020 Winter Quarter.
- Three \$300,000 gifts to establish the Campbell CHASS Endowed Grad Student Fellowships
- \$100,000 trustee campaign gift to CHASS from Judith Posnikoff (used to leverage \$1 million Mellon gift to the Center for Ideas and Society)
- \$370,000 gift to establish the Mike and Lorrie Hong Next Generation Endowed Fund (Young Oak Kim Center)

Other similar range of gift support also span across the disciplines and support programming for faculty, undergraduates, and graduate students, as well as the College's UCR ARTS. A number of these awards have come from foundations with the College providing wide ranging cost-share commitments made to programs or faculty that led to receiving the awards.

Highlights include awards from:

The Andrew W. Mellon Foundation

- \$250,000 gift to Center for Ideas and Society in 2016
- \$1,000,000 gift to Center for Ideas and Society in 2018
- For FY2020: \$1,000,000 gift to California Center for Native Nations
- \$9,000,000 Templeton Foundation awarded to Professor Rebekah Richert

To Build Unit Excellence in A Key Area for CHASS:

Led an External Review and hired Executive Director for UCR ARTS (formerly ARTSblock)

In addition to expanding fundraising for the College and putting the College in a competitive position to receive large foundation grants, another area that needed attention was raising the visibility of UCR ARTS (formerly known as ARTSblock). When I arrived in 2015, there was no permanent executive director. In assessing the state of affairs at UCR ARTS, I decided that to plan for UCR ARTS future and to prepare for the permanent hire of its next executive director an external review was necessary. Therefore, in 2016 I secured a firm that specialized in reviewing organizations like UCR ARTS to conduct an external review, which proved invaluable in hiring the new director as it provided me and the new director an opportunity to see a new direction for UCR ARTS. The review process included extensive input from CHASS faculty, and the subsequent search committee also included faculty representation. We were successful in hiring Sheila Bergman who has brought great vision, exhibits, events, and a revenue generating and fundraising plan that has put UCR ARTS on its current terrific path forward.

UCR ARTS is a critical College and UCR investment as it houses UCR's California Museum of Photography (founded in 1973), the Jack and Marilyn Sweeney Art Gallery (1963), and the Barbara and Art Culver Center of the Arts (2010). Located three miles from UCR's main campus, UCR ARTS is located on a single block in adjacent historical buildings along the pedestrian mall in downtown Riverside. Housed in two renovated department stores from the late 19th and early 20th centuries, UCR ARTS' adaptive reuse enlivens the city's downtown core. UCR ARTS' activities embody UCR's commitment to broadly-based public education and cutting-edge research. I was fortunate to have recruited Sheila Bergman, who has already provided the type of leadership I envisioned for the museum which was to have it become more engaged in our arts and performing arts programs and the broader Riverside community with its programming and also provide space for exhibits that would bring national attention. In 2017, the exhibition of *Mundos Alternos: Art and Science Fiction in the Americas*, not only drew visitors to Riverside that was recognized by the Mayor's office, but as well it has become a travelling exhibit, and was featured in a New York times review. You can read the review here:

<https://www.nytimes.com/2017/08/25/arts/design/science-fiction-artists-university-of-california-riverside-pacific-standard-time.html>.

Given my presence serving on the Mayor of Riverside's steering committee for the City of Riverside's Long Night of Art and Innovation and my work supporting UCR ARTS, these afforded me the honor of being selected by the Riverside Chamber of Commerce's Leadership Riverside Program for last year's 2019 class. The opportunity has broadened the networks I now have before me in engaging the College and UCR in community efforts. I am also learning more of what I can do to be a more effective and present citizen in the City of Riverside.

OTHER ENHANCED AND EXPANDED OPPORTUNITIES FOR CHASS: Highlights of Support for Centers, Initiatives, and Departmental/Program Events and Activities

Hiring in collaboration with The Huntington:

The College successfully completed three faculty hires in collaboration with and support from The Huntington. In response to the distressing number of humanities programs at universities around the country that are being cut or even dissolved as more students focus on science and technology, The Huntington Library, Art Collections, and Botanical Gardens launched a bold partnership with the campuses of the University of California to help increase the number of faculty members in humanities fields at public research universities. The initiative started in 2015 with a pilot program that led to the appointment of two stellar researchers to tenure track humanities positions in the College of Humanities, Arts, and Social Sciences at UC Riverside. Each of these two positions included funding for two full years of on-site research at The Huntington. That pilot project has been so successful that The Huntington program expanded to fund four new positions: an additional one at Riverside to the two previously supported and three others at UCLA, UCSD and UC Irvine. The expansion of the program was made possible with generous funding from the Fletcher Jones Foundation to The Huntington Library, Art Collections, and Botanical Gardens

Film and media studies:

Invested in a media lab that will provide for expanded film studies at UCR and will be able to incorporate partnerships with the City and County through Riverside Studios (led by Professor Rickerby Hinds) as well as UCR Extension programs. The lab includes 24 computers, top-notch video editing rooms for students to use in the creation of their media and for faculty to develop their research as well as mentor student projects. We are building toward a signature program in film studies that will not only serve students at UCR but as well as students in our extension programs, other school programs including the Riverside Unified School District, the City of Riverside and the County. The relationships across these entities come during a time I invested in expanding opportunities for film and video editing to serve two departments that have film studies and video creation opportunities for our students. With this resource I am forging a partnership with the Director of Riverside Studios, Professor Rickerby Hinds, who is also the chair of the Department of Theater, Film, and Digital Production at UCR. Riverside Studios, is a film production studio and film training center created as a partnership between Riverside County and the non-profit under which Riverside Studios will function. This opportunity will

allow UCR to expand a number of partnerships we have in the City of Riverside at the same time that it will raise the profile of film and media studies at UCR. Strengthening these programs serve to illustrate my philosophy in the strategic investment principles I adopted when I came to UCR. The film editing and video making now possible in the College lab will strengthen the hidden gem CHASS has had in film and video making in two departments (The Departments of Theatre, Film, and Digital Production and Media and Cultural Studies) that together serve about 650 majors. More broadly, in summary, the lab provides for instruction, research, and film as well as video production.

Efforts in Support of CHASS Presence in MRB

Served on Steering Committee for Selection of Research Areas to be Included in the Multidisciplinary Research Building (MRB). As one of the goals for the building states this is an environment that promotes scientific collaboration and cross-discipline research in an atmosphere that stimulates academic scholarship and provides opportunities for intellectual discourse. A good number of the CHASS Psychology Department researchers are included in the multidisciplinary and interdisciplinary areas that are part of the research taking place in MRB.

Created a CHASS Dean's Discretionary Support Fund Policy to Provide Support for Events and Activities that need additional support

Under the policy, it is expected that the Department/Program budget covers funds for particular enterprises or creative activities including sponsorship of speakers and conferences, arrangements for performances or similar activities. With proposed partnership through cost-sharing, the College funded opportunity has supported faculty and student initiatives for conferences, invited speakers, and programming that have broad impact for the College and UCR to have resources that fosters outreach and interdisciplinary engagement across and beyond College units.

ENHANCED COMMUNICATION IN THE COLLEGE TO SUPPORT DEPARMENTS AND PROGRAMS

To support the College, departments, and programs in April 2018, Jeff Girod was hired as our Director of CHASS Marketing & Communications. During its second year, the CHASS Marketing & Communications department has continued to grow with new initiatives and more hires. The CHASS student marketing team (who are work study students) expanded from 8 to 10 students with additional hiring to support the marketing/communications efforts of UCR ARTS and the California Center for Native Nations. Four members of the initial CHASS student marketing team graduated in June 2019 and three were quickly hired into full-time, paid positions in marketing/communications. (The fourth student chose to go into business for himself.) In summer 2019, we printed a 30-page, full-color glossy brochure showcasing CHASS people, departments, majors, rankings and support services. It also features photos of current CHASS students, staff, distinguished faculty and notable alumni. The brochure won a bronze award in design from the Council for Advancement and Support of Education (CASE) in a contest with

more than 540 submissions from across the country. In September 2019, we relaunched a fully redesigned and responsive CHASS.ucr.edu website featuring 23 new web pages with all-new written content, full-width photos, and integrated dynamic feeds for news, events and social media. An additional 20 CHASS department websites are also being updated and redesigned including CHASS F1RST, Gender & Sexuality Studies, Political Science and Anthropology. Eighteen digital newsletters were sent between April 2019 and March 2020, opened and read more than 23,000 times, and including student-generated news articles, photos and videos. CHASS social media has continued to expand and increase. In addition to Twitter (increased from 750 to 950 followers, more than 4k engagements), Instagram (increased from 342 to 868 followers, more than 10k engagements) and YouTube (4,400 views and 125 hours of videos watched). CHASS Marketing also created new channels on Facebook and LinkedIn to broaden its communications reach and better connect with CHASS alumni. These communication efforts are also integral to our fundraising development activities.

ADDITIONAL INVESTMENTS IN THE COLLEGE IN SUPPORT OF OUR MISSION

Faculty Hiring and Opportunities Pursued:

--Every Department has had an opportunity to hire focusing on their strategic plans and leveraging strengths in the College as well as address needs to address gaps identified by external reviews

--Successful Diversity & Interdisciplinary Cluster Hires

--Target of Excellence resulted in success with hiring UC President's and Chancellor's Postdocs

--Hired Tomás Rivera Endowed Chair

--Leveraged key hires in partnership with The Huntington

--Continued focus on supporting and growing diversity among our faculty

Hiring and retaining faculty is critical to our endeavor in sustaining our present and in building our future. Between 2016 and 2020 (the period under my tenure as Dean) the College completed 110 hires and was successful in building on the College's diversity hiring. The following are hires that occurred during my 5-year tenure at UCR, including those conducted this academic year:

HIRING IN CHASS AND INCREASING DIVERSITY SUCCESS IN THE LAST 5 YEARS

Diversity %

62% of hires between 2016 to 2020 were diversity hires from underrepresented groups (68 of 110 hires)

A total of 28 hires of the 110 were from cluster hires made between 2016-2019.

19 of the 28 cluster hires were diversity hires. The cluster initiative increased the overall diversity hires by 28%.

Gender %

53.64% of hires between 2016 to 2020 were women

* a small number of hires are of an unknown ethnicity due to declination to state.

** Five of the hires from 2020 are currently under review, pending final approvals

Adopted Strategies for Retention

To support retention efforts, I have promoted and invested in creating spaces for intellectual communities in CHASS. While our colleagues often are approached to consider other positions, and we offer competitive retention offers, some are compelled to leave for any number of reasons, including because they experience alienation or other difficulties in their programs. Yet, colleagues can find it difficult to leave when they have a community where their intellectual and creative energies have a space that allows them to feel connected and grounded in community. To expand these opportunities for creating intellectual communities beyond one's department I have invested in supporting events and spaces where colleagues can find and flourish in spaces with likeminded colleagues. An initial investment I made toward this effort, positioned the Center for Ideas and Society here at UCR to receive a grant that now supports what is called the "Faculty Commons Project." The Faculty Commons Pilot Program supports collaborative faculty research and programming, with community building as an

explicit aim. The program enables faculty members to coalesce as intellectual cohorts that engage in both collaborative projects and reciprocal mentorship and support. The Faculty Commons Pilot Program at the Center for Ideas and Society is supported by an Advancing Faculty Diversity: Piloting Best Practices on UC Campuses grant CIS received from the UC Office of the President. For additional information on the project, see the link to the Center for Ideas and Society which is housed in CHASS: <https://ideasandsociety.ucr.edu/facultycommons/>. In addition, I provide cost sharing with CIS to support the Mellon Dean's Professorships that are in-residence fellowships at the Center for Ideas and Society specifically for retention. Elsewhere throughout the College, I support proposals for events and speakers to support additional opportunities for faculty to come together.

OTHER AREAS INVESTED IN TO SUPPORT THE COLLEGE MISSION

Staff Support:

Increased staff FTE by 32 over the last 4 years. While this increase is notable, the College has not recovered from staff losses during the great recession. To address our College challenges in staff needs, UCR will need support from the system followed by a UCR campus review where staff investment to colleges and schools will need assessment for addressing shortages;

Restructured academic advising with over half of the additional FTE joining the Advising/enrollment management team. Additional information on the restructuring appears below.

Added work-study student interns to assist departments with marketing needs through our communication team.

STAFF HIRING IN THE COLLEGE WITH PARTICULAR FOCUS ON SUPPORTING STUDENT ADVISING

Advising Restructure

In the summer of 2017, I centralized supervision of our college's academic advisors under the Associate Dean of Student affairs by re-organizing the structure of academic advising. To achieve this goal, I created a new unit within the college, CHASS Majors Advising, and hired new staff (3 Academic Advisor Supervisors and 3 Enrollment Management Support Staff) to provide supervision and support to the work of the departmental academic advisors. Restructuring the supervision to senior academic advisors, allowed for the college to provide support and oversight to the advising staff. As a part of the restructure and addition of enrollment support staff, the college was able to remove several non-academic advising tasks, including academic scheduling, from the advisor's job descriptions. The result has provided capacity for the advisors to provide high-impact, high-quality advising to our students. Specifically, CHASS majors' advisors have significantly increased the number of engagement opportunities they provide our students and have started collaborations with many campus partners. Additionally,

advisors report more job satisfaction and support from their supervisor which has stabilized our staffing. I am happy to report that over a recent 12-month period there was not a single vacant position amongst advisors working within academic departments – something unheard of before the restructure.

Student/Advisor Ratio

	Fall 2015	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Student/Advisor Ratio	Actual	Actual	Actual	Actual	Projected	Goal
Students	10,463	10,383	10,883	10,762	11,750	12,200
Staff FTE	26	29	30	30	33	35
Student/Advisor Ratio	402	358	363	359	356	349

Graduate Programs Support:

Partnered with Grad Division to become a sponsoring institution of the Digital Humanities Summer Institute;

Exploration of adding Digital Humanities: Moved Center for Bibliographic Studies and Research to the former Media Library space with a view to support this goal.

The former Media Library space in addition to support film and media studies now also is poised to provide an opportunity for the College to organize its resources to give better training to undergraduate and graduate students in the field of digital humanities. We have moved to form a faculty taskforce to explore our full potential in pursuing options in the College for an undergraduate minor, and PhD designated emphasis in digital humanities. Here we also have an opportunity to collaborate with the Rivera Library given resources there in digital humanities.

I have also provided for a more predictable temporary teaching budget to help departments have a more predictable guaranteed funded number of years to support TAs.

Continue to provide cost share resources for increasing grant submissions and enhancing cross disciplinary projects through:

- Grant Support and Cost-Sharing to position faculty to compete for grants and support the activities associated with the research activities;
- Leveraged grant support thru VC Research, that allows for additional consultation;
- Added a new contract and grants analyst in Psychology and Dean's office (for all departments);
- Created a central contracts & grants team;
- Hired a contract and grant writer.

The College also provides support for the CHPin program (CHASS Proposal Incentive Plan, which Recognizes, rewards, and encourages faculty to seek extramural funding.

The CHPin program supports:

CHASS PI's who have never submitted a proposal at UCR receive \$1,000 for submission

CHASS PI's who receive \$500 per proposal after their first submission

The goal for the College is to provide the necessary support for increasing grant submissions and also provide for post award support. While we have been successful in increasing our foundation support, this support is intended to help increase grant submissions as well as awards. We are succeeding in bringing back a pattern of submissions and awards. The following table shows the College grant submission and award pattern. The table below shows that we have seen a steady returning to the rise in our number of contract & Grant proposals and a steady success rate of ~61% which is over 16% more than our 2014-15 value. We attribute some of this success in the investment in assisting faculty in their grant writing and also in seeking out new opportunities. We expect this number to continue to go up as we have recently invested in a new contract & grant analyst and re-organized our C&G team to provide more dedicated and seamless support to the department faculty.

Contract & Grant Proposals submitted thru VC Research

Research Metrics	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual
# of Contract & Grant Proposals	124	128	131	109	113
Amount of Proposals	33,307,492	34,608,196	21,527,983	23,226,568	25,840,969
# of Contract & Grant Awards	56	67	60	61	69
Amount of Awards	7,409,016	10,582,484	6,757,735	7,811,448	7,159,903
% of Proposals Awarded	45.2%	52.3%	45.8%	56.0%	61.1%
Average amount of award	\$132,304	\$157,948	\$112,629	\$128,057	\$103,767
Total Ladder Rank Faculty (FTE)	294	297	321	332	326
Average Award per LRF	\$25,201	\$35,631	\$21,052	\$23,528	\$21,963

Note that the table only shows awards that flow through the RED office. There are other grants that our College C & G team work with faculty on that are submitted directly by faculty and we are in the process of creating a system to capture information on those submissions and awards. The recent investment to increase staffing in our College C & G staffing is to support increasing submissions as well as the award success rate.

FINAL STATEMENT

In conclusion, it is an honor and privilege to serve the College as Dean. The successes and efforts noted above during my 5-year tenure, would not have been possible without the opportunity for collaboration and our being able to showcase what we have in CHASS and at UCR. My colleagues and I here in the Dean's office have succeeded by working as a team with

chairs, program directors, faculty, and staff colleagues who have worked to support our efforts. The successful outcomes highlighted above have become the foundation for an exciting college and university environment with colleagues who give of themselves to the learning, research, and community enterprise of the university. I am grateful for the support that has brought about the success of the College in these last 5 years.