

An aerial photograph of a city, likely Riverside, California, showing a dense residential area with many houses and trees. In the background, there are large, dark mountains under a blue sky with some clouds. The city is nestled in a valley, and the mountains rise sharply behind it.

Revitalizing the California Dream

David C. Barker, Dean Candidate, UCR School of Public Policy



The Next 19
Minutes . . .

- Opportunities & Challenges
- Vision
- Strategies (Time Permitting)
- Highly Provisional!

Opportunities Present Challenges

- **Inland Growth Demands Faculty, Staff, & Attention to Sustainability**
- **Outstanding Faculty & Staff Deserve More Resources**
- **Practical, Community-Minded Students Deserve Tailored Curriculum**
- **UCR Values/Identity Require Vigilance in Response to Threats**
- **SPP's Interdisciplinary Character Calls for Collaborative Leadership**

Challenges Present Opportunities

- **Inter-Connected Regional Problems Provide Exemplary Policy Laboratory**
- **Regional Governance Facilitates Collaborative Policymaking**
- **Polarization Provides Impetus for Diplomatic Leadership**
- **Anti-Intellectual Suspicion Provides Opportunities for Epistemic Leadership**

A stone tower with a cross on top, overlooking a city and mountains. The tower is built from light-colored stone blocks and has a domed top with a cross. It stands on a rocky hillside. In the background, a city is visible, followed by a range of mountains under a blue sky with some clouds.

Vision

- A National Leader, Overall (just need growth)
- THE Academic Leader:
“Revitalizing the California Dream”



What is the “California Dream”?

- **Social Mobility through Entrepreneurship and Resources**
- **Social Mobility through Equity & Inclusiveness (Distinctive, and Caveat)**
- **Social Mobility through Democratic Innovation**
- **Social Mobility through Enhanced Quality of Life (Nature, Culture)**

UC Riverside School of Public Policy:

Transforming Individual Lives

+

Generating Critical Knowledge

+

Partnering with Government, Industry, Non-Profits

=

Transforming the Region, Transforming the World



Dean's Role

Attract, Nurture, Reward,
and Celebrate Inclusive
Excellence



The Path

Inter-Connected Growth:

- **Philanthropic & Foundation Support**
- **Student Enrollment & Persistence, while Strengthening Standards**
 - **Especially Graduate/Professional Students**
- **Faculty & Staff, Steadily & Sustainably, while Maintaining Standards & Culture**
- **Resources & Support for Faculty, Staff, & Students**
- **Collaboration across Campus (UCR and UC) and in Community**

Strategies

- **Build, Maintain Relationships*****
- **Hiring: Identify Targets of Opportunity, Prioritize Character, Move Fast**
- **Retaining: Realistically Challenge, Resource, Respect (Agency), Recognize**
- **Supporting: Provide a Grant-writing Workshop, Support/Rewards for Submissions**
- **Celebrating: Rewarding Public Intellectualism**
- **Recruiting: Innovate Curriculum & Programs (will require more faculty and staff)**
- **Tracking: Meticulously Measure and Assess**

Other Specific Ideas to Consider

- **More Joint Programs**
- **Concentration in Social Mobility**
- **DEIB in 1st Year MPP Core**
- **Certificates in Collaborative Policymaking and Negotiation (maybe a center)**
- **Leadership Program for Professionals**
- **Concentration/Certificates in Data Science/Advanced Policy Analysis, Community-Based Research**
- **Policy Advocacy “Institute” or Certificate**
- **“Empire Speaks” and “Empire Leads” Survey Panels**
- **Evidence-Based Policymaking Partnerships with Cities of Riverside & San Bernadino, Involving Faculty and Students (“The Lab”)**

