

# Application: 0000000062

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IEP Designation

## Summary

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## APLU IEP Universities Designation Application Submission Form

Completed - Feb 2 2024

# APLU IEP Universities Designation Application Submission Form



## INNOVATION & ECONOMIC PROSPERITY UNIVERSITIES DESIGNATION APPLICATION SUBMISSION FORM

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### Institution

University of California, Riverside

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**Applying for comment only or for decision?**

Decision

**INTRODUCTION**

## NARRATIVE

In this section, provide an overview of your institution's submission for the designation program. Include highlights of items described in more detail in later sections. Describe how the phrases "innovation" and "economic prosperity" have been interpreted by your campus team and how your submission reflects these ideas.

URLs, figures, and photos should be linked in text. If a figure is not available online, you may link to a file or graphic on Dropbox or another image sharing platform. Tables linked in the narrative do not count toward that section's word limit.

Since the ranking's inception, U.S. News and World Report has consistently ranked UC Riverside (UCR) as one of the top public universities in the nation for social mobility, holding the #1 position for first four years and #2 in 2023. UCR takes pride in fostering generational change for a predominantly first-generation student body, with our students leveraging their education to boost the economic well-being of their families and communities. Successful graduation and career outcomes are an important part of the way our stakeholders describe our contribution to economic prosperity. We are also proud to be a top-tier research university that recently joined the prestigious Association of American Universities (AAU). Our research and innovation enterprise is a key driver for the economy of California's fastest-growing region. We aim to boost social mobility by channeling our research and innovation to develop researchers and studies that create businesses and jobs in our region, fostering economic prosperity for all.

UCR is now preparing for ambitious new levels of innovation and economic growth. The OASIS initiative (Opportunities to Advance Sustainability, Innovation, and Social Inclusion) will be featured prominently in this IEP designation application. It includes both programmatic and physical infrastructure plans, including the construction of a technology park as a new gateway to campus, serving as a place for research, startup innovation, and industry collaboration. OASIS has already received some county, state, and federal funding, with strong support from local and regional partners. The synergy of regional collaboration and intellectual expertise will position the city of Riverside to become a global hub for clean air, clean energy research, innovation, and policy development.

The OASIS umbrella includes two additional physical infrastructure developments in the region. One is an agriculture innovation center to train the next generation of farmers and incubate technology startups in climate-smart solutions. UCR is also leading research in the harvesting of lithium and other critical minerals for electric vehicle batteries and other technologies, and UCR's Palm Desert campus will soon house an analytical training laboratory to support the critical minerals extraction efforts at the Salton Sea.

The development of OASIS has been synergistic with our campus strategic plan and our desire to use the APLU Innovation and Economic Prosperity designation process to strengthen our foundation for this initiative. It is an important moment to undertake careful self-study to ensure a collective understanding of the regional needs for workforce development (talent), support for new and thriving companies (innovation), and collaboration between partners (place).

This application outlines our self-study process of forming an advisory committee and collectively selecting questions and data collection methods, including five sets of interviews and focus groups with over 100 stakeholders. Based on the committee's work, we detail our economic engagement enterprise and future plans, emphasizing shared definitions of regional assets and challenges and UCR's institutional commitment. In the promotion/communication and advancing economic engagement sections, we provide insights into our current and future two-way communication strategies locally and through diverse organizations, leading to the tables and narratives on our accomplishments and growth plan.

UCR is actively collaborating with regional partners to create a transformative ecosystem for the prosperity of Inland Southern California. Through excellence in research, education, entrepreneurship, and innovation, UCR is leading the region in addressing challenges in energy, transportation, food security, natural resources, health disparity, and human development, improving the lives of our people and in particular of the most underserved populations in the region. Moreover, UCR's solutions can be scaled to the state and national levels and beyond, establishing our campus as a global leader among universities truly committed to community engagement.

## Links

Please insert all accompanying links in this textbox. URLs will appear as hyperlinks to reviewers.

Tip: It may be helpful to label and use links similar to footnote citations. In your Narrative, include references to links in the section below. Please ensure the labeling (1) is after the link in this text box.

Example: The sky is blue (1).

<https://go.nasa.gov/3rXHlIP> (1)

(No response)

## SELF STUDY PROCESS EXPERIENCE

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## NARRATIVE

Provide a summary of the campus team's experience in participating in the process. Describe the approach used to: 1) collect data about the institution's economic engagement activity, touchpoints, and outcomes; 2) Collect information from internal and external stakeholders; 3) determine/identify the institution's primary accomplishments; 4) determine/identify the institution's opportunities for improvement; 5) distill all of this information into the growth/improvement plan.

Your process may have included tools such as the CECE Assessment Tools and/or the CECE New Metrics Field Guide. For example, you may have been working on the Carnegie Engagement Classification process at the same time as the IEP Universities designation. You may also include information about other processes at your campus, such as strategic planning, that helped you determine your institution's accomplishments and/or plans for improvement. You are welcome to describe other activities in your "process experience," as long as you are mindful of word count limits.

In describing the institution's determination of accomplishments and areas for growth and improvement, include indicators and data (quantitative and qualitative) used to arrive at these determinations. Explain not only how these processes helped the institution prepare its materials for designation application [1][2], but also if/how they helped the institution in thinking more broadly about its economic engagement efforts, and in particular how economic engagement affects the core learning, discovery, and engagement missions of the institution.

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UCR's self-study process began with the Provost and the Vice Chancellor for Research and Economic Development defining goals that were shared with senior leadership for feedback before inviting campus and community stakeholders to join the advisory committee.

UCR's IEP advisory committee includes faculty, staff, administrators, and external stakeholders [1]. Initially, we used the APLU categories and definitions of talent, innovation, and place to invite discussion and inclusionary/exclusionary examples from the committee. A writing group was also formed, including representatives from the Office of Technology Partnerships, University Extension, the Provost's office, and the faculty. This group reviewed the CICEP new metrics to identify the key questions for our self-study structure [2].

The self-study draws from more than 100 interviews and focus groups [3], and numerous on- and off-campus reports as secondary data sources. Collaboration was an important factor in our self-study as many partners were interested in collecting data and conducting interviews with similar goals for regional economic development. This

collaboration is part of long-standing relationships with the city, county, industry, community organizations, and advisory groups like the Chicano/Latino advisory committee, Native American advisory committee, and Grier Concerned Citizens. Campus leaders also meet outside the IEP process to exchange ideas and make decisions with community and regional partners. Our current study focuses on five synergistic data collection efforts, detailed below. While they have slightly different goals and protocols, they all sought to uncover accomplishments and areas for growth across the broad categories of place, talent, and innovation.

#### Contributions to the Public Good Interviews and Focus Groups

Recent strategic planning included a group of on- and off-campus stakeholders that met regularly to discuss UCR's contributions to the public good. More than 30 interviews and focus groups were conducted with elected officials, non-profit and educational partners, business, tribal, and local community leaders, asking: 1) What are the needs of the region? 2) How can UCR be involved? 3) What would be the ideal reality for our region in 20 years? One of the focus groups focused on regional workforce development, and another on education and economic development in the nearby underserved Coachella Valley. These responses were especially helpful in shaping our plans for improvement of talent, hearing from many partners how UCR can help with workforce development needs.

#### University Extension Market Study

UCR University Extension commissioned the University Professional and Continuing Education Association (UPCEA) to provide a market analysis of the Coachella Valley's workforce development needs. UPCEA conducted interviews with 17 professionals representing 15 organizations to gain an understanding of the skills and credentials that employers are seeking. This analysis further explored the talent aspect of the study, providing insights into the accomplishments of University Extension programs and highlighting current areas of growth. The market analysis found that nearly two thirds of Coachella Valley employers favor employees with bachelor's degrees. Industries with high demand include healthcare, business/management, STEM, education, and the public sector. Extension programs were evaluated in four categories: economic factors, graduate prospects, competitive factors, and institutional fit. Scores were used to understand the strength and competitiveness of our programs and guide future decision-making about program development [4].

#### Green Team Interviews

The Green Team, consisting of members from UCR and Riverside city, county, and Greater Riverside Chambers of Commerce, interviewed companies primarily in the cleantech space to learn more about the challenges and opportunities to grow their "green" businesses in the region, and how we can help. The team interviewed eight cleantech companies at various stages of maturity and nine logistics companies. They also gathered insights from



regional stakeholders who spoke with UCR in preparation for National Science Foundation grants. These responses informed our self-study regarding innovation, identifying steps for improvement as we support entrepreneurs and seek to attract new businesses.

#### Discover UCR Interviews and Analysis of the Entrepreneurial Ecosystem

CEOs of more than 20 regional manufacturers were interviewed to learn about their needs and existing relationships with UCR. Several areas for new collaboration were identified to enhance the region's competitiveness and jobs base. Interviewees were asked about immediate needs and challenges, and knowledge of UCR support opportunities. These interviews helped us in our self-study of place, especially with local industry. More than 200 organizations were identified from published reports and interviews, including universities and city and regional economic development organizations, enabling the unique contribution potential of UCR to be identified [5].

#### OASIS Entrepreneurial Ecosystem Study

A member of the IEP writing group who is a professor in the School of Public Policy received a grant to conduct an independent research project on the Inland Southern California entrepreneurship ecosystem as part of the foundational work for OASIS. Participants were identified through federal- and state-funded entrepreneurial projects. Interviews were conducted with 29 participants from federal, state, and local governments, nonprofit organizations, private sectors, and other universities in the region. The interviews explored 1) the various capacities in which they collaborate with UCR, 2) the benefits and impacts resulting from their collaboration, and 3) the challenges they encounter and potential strategies to enhance the collaboration. This study provided insights into the accomplishments and areas for improvement for talent, innovation, and place.

These collaborative data collection efforts represent a wide range of stakeholders from across the region [1,3], not only those already affiliated with the campus, but also those we further intend to engage. These efforts have led to a deeper understanding of how those involved with economic engagement, on and off campus, view the needs for training, incubation, and collaboration, and the role UCR can play.

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[https://docs.google.com/document/d/1yn975pNmmebvgG\\_E2ky\\_Lp7fPI5\\_yPP8/edit?usp=sharing&oid=104475428462084707710&rtpof=true&sd=true](https://docs.google.com/document/d/1yn975pNmmebvgG_E2ky_Lp7fPI5_yPP8/edit?usp=sharing&oid=104475428462084707710&rtpof=true&sd=true) [2]

[https://docs.google.com/document/d/1UG2Xs2rOI4i6j\\_Vj-AzpxKL8p4-6hMtbMT1Ho1RKsv4/edit?usp=sharing](https://docs.google.com/document/d/1UG2Xs2rOI4i6j_Vj-AzpxKL8p4-6hMtbMT1Ho1RKsv4/edit?usp=sharing) [3]

[https://docs.google.com/document/d/1S1ag3DDp0-VXpyq0ao-vgx3\\_eblhbaXexS8BB8Lk3eI/edit?usp=sharing](https://docs.google.com/document/d/1S1ag3DDp0-VXpyq0ao-vgx3_eblhbaXexS8BB8Lk3eI/edit?usp=sharing) [4]

[https://docs.google.com/document/d/1sxN\\_ovLRLt2gRw1IRe102\\_BHUM4sD3QYVZrKoL5L5fQ/edit?usp=sharing](https://docs.google.com/document/d/1sxN_ovLRLt2gRw1IRe102_BHUM4sD3QYVZrKoL5L5fQ/edit?usp=sharing) [5]

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## **ECONOMIC ENGAGEMENT ENTERPRISE**

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## NARRATIVE

In this section, describe the breadth of activities undertaken by your institution related to economic engagement. Provide your institution's working definition of economic engagement, and explain the extent to which there is a shared vision for and definition of economic engagement among both internal and external stakeholders. Identify how the university's internal structure supports economic engagement efforts. For example, is there a central coordinating office or cross-campus committee or task force? Does the institution utilize internal advisory boards?

Explain the extent to which the university's definition of economic engagement is consistent with current ideas about the purposes and practices of university engagement. For example, the [Foundations For strategy and Practice](#) includes a definition of economic engagement. Other definitions are provided by the [Carnegie Engagement Classification](#), and [Kellogg Commission](#). Summarize the institution's current understanding of its strengths and challenges with regard to economic engagement and describe if and how this process has helped with this understanding.

URLs, figures, and photos should be linked in-text. Figures and photos may be linked via a Dropbox folder, website, online image hosting service, or another accessible image sharing platform. Tables linked in the narrative do not count toward that section's word limit.

From UCR's origination as an experimental research station supporting the local citrus industry, we have been an anchor institution in Inland Southern California, deeply embedded in the community and collaborating with local stakeholders to address technological challenges and social inequities.

### UCR Economic Engagement Definition

As the only regional land grant public research university, UCR defines economic engagement as a "responsibility to engage with its communities in ways that maximize the impact of its contributions, advance the social good, and solve pressing problems" [1]. Self-study interviews showed that local leaders and residents look to UCR to lead the region's economic development. One interviewee expressed, "UCR needs to provide research that will make a better life for those here, translating research into resources."

## Best Practices in University Engagement

Our self-study and economic engagement definition has relied on APLU's "Foundations for Strategy and Practice" [2], particularly, the three overlapping circles as described and visualized in the figure "Talent, Innovation & Place in UCR Parlane" [3].

We have also relied on the Carnegie definitions of community-engaged teaching, research, and service. At UCR, community-engaged work involves collaborations that create mutual benefit, respect, and a sense of collective ownership between the campus and community partners. It enriches the institution's scholarship through community expertise, addresses community needs, enhances well-being, and fosters students' civic and academic learning through critical reflection.

## Infrastructure and Partnerships for Economic Engagement

UCR's economic engagement and development efforts are diverse given the university's size and program diversity. The Office of Research and Economic Development, specifically its Office of Technology Partnerships (OTP), plays a pivotal role in coordinating these efforts. OTP has an advisory council of over 25 representatives from industry, venture capital, and the community and works closely with University Advancement, University Extension, Governmental & Community Relations, and the colleges and schools.

Collaboration with the city, county, industry, community organizations and advisory groups is paramount. For example, UCR has partnered with the city and the county of Riverside on projects such as the EPIC Small Business Development Center, the Northside Agricultural Innovation Center, and the ExCITE incubator [4]. UCR recently worked with local and state partners to relocate the California Air Resources Board (CARB) headquarters to Riverside. These collaborations have allowed us to secure funding and development opportunities already attuned to the values and priorities of our partners.

We have consolidated many of our economic development efforts under the OASIS initiative, focusing on infrastructure projects and programmatic activities aligned with the OASIS pillars [5]. OASIS has recently secured more than \$67 million in county, state, and federal funding through collaboration and support from local partners.

## Assets and Challenges of the Region and Campus

Despite being historically underserved, the Inland Southern California region has plentiful assets that speak to its potential. These include a diverse and growing population, inclusive social policies, relatively low cost of living for California, a thriving small business community, and bountiful natural resources, including accessible deposits of

critical minerals.

The logistics industry is currently the largest regional economic sector. This industry is crucial, as it processes approximately 40% of all goods sold in the nation and has brought a large number of jobs to the region. However, the regional logistics industry also brings 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.

UCR possesses valuable resources to address these challenges, including cutting-edge facilities like the Light and Heavy-Duty Vehicle Electrification facilities in air quality, energy, and transportation. With 1,000 acres of agricultural operations, 30,000 square feet of high-tech greenhouse research space, and 28,000 acres of natural reserves, our campus provides a unique blend of urban and rural environments. UCR supports thriving agricultural innovation and food production development, attracting companies to the region, such as Lamplighter, known for building solar-powered greenhouses, and Seerodina, a precision agriculture company from Uruguay seeking to establish itself in the U.S.

All core research facilities on campus are available to the private sector and research community. UCR also houses the only wet lab incubator in the region. UCR's strongest areas of expertise align with global and existential challenges related to climate change, energy, health, and food production.

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[https://strategicplan.ucr.edu/sites/default/files/2019-03/ucr\\_2020\\_-\\_final.pdf](https://strategicplan.ucr.edu/sites/default/files/2019-03/ucr_2020_-_final.pdf) [1]

<https://www.aplu.org/wp-content/uploads/higher-education-engagement-in-economic-development-foundations-for-strategy-and-practice.pdf> [2]

<https://docs.google.com/document/d/1Ze3Oo0u6O3MmjtjTv3hrpwsL7xa2gdM2a54B-Rpl9gk/edit?usp=sharing> [3]

<https://exciteriverside.org/> [4]

[https://mcusercontent.com/16b960a15758a2e9f6cc8140d/files/10cd5110-9bf7-972e-94e4-7655e311e16a/OASIS\\_IFA\\_2nd\\_Round\\_Large\\_and\\_Small\\_Awards\\_compressed.pdf](https://mcusercontent.com/16b960a15758a2e9f6cc8140d/files/10cd5110-9bf7-972e-94e4-7655e311e16a/OASIS_IFA_2nd_Round_Large_and_Small_Awards_compressed.pdf) [5]

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## **ECONOMIC ENGAGEMENT PLANNING**

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## NARRATIVE

Describe how, moving forward, the institution will both build on its accomplishments and strengths, and address areas for growth and improvement. Refer to your Growth and Improvement Plan for details on the latter. Explain how economic engagement plans are and/or will be reflected in university-wide strategic plans, academic program planning, research agenda development, and outreach strategy creation.

Note briefly how the institution ensures that resources are available for the economic engagement enterprise. (Specifics about the amount and sources of funding are not necessary in this section. Rather, offer broad evidence that the university is committed to advancing this work by allocating appropriate resources. In a later section, the “Summary of Accomplishments” table, please be as specific and thorough as possible, to demonstrate that careful consideration has been given to the resources question.)

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UCR is committed to building on our accomplishments and planning with our partners for economic engagement at all levels, beginning with the campus' senior leadership and our campus-wide strategic plan [1]. Regional economic engagement is among our chancellor's top strategic priorities. Chancellor Kim Wilcox recently spoke to the Greater Riverside Chambers of Commerce, sharing some of the strengths and challenges of the university and the region, as outlined in the Economic Engagement Enterprise section. He highlighted that Inland Southern California is one of the fastest-growing regions in the nation — with the Ontario-Riverside-San Bernardino metropolitan area being the twelfth largest in the U.S. However, the region ranks last in GDP per capita (\$45,815) among the 56 largest metropolitan areas across the country [2]. Our self-study shows that local leaders and residents look to UCR, the leading research university in the region, to play an important role in addressing this inequity by providing workforce training, economic development, and business attraction.

One of the key objectives in UCR's campus-level strategic plan [3] is to serve as an anchor institution for research and economic development of the region. The unit-level strategic plan for the Office of Research and Economic Development (RED) [4] elaborates on how this objective will be achieved and emphasizes the importance of building a pipeline of innovative startups, attracting established companies to the region, and supporting job

creation. Other unit-level plans similarly reinforce strategic goals and a commitment to economic development.

UCR has been building a strong innovation and entrepreneurship network with a diverse group of partners from across the region for the last five years, and the Green Team interviews in the self-study process reinforced the importance of this work. In one interview, a cleantech startup company emphasized the importance of building a robust network that will open doors to customers and capital. With support from the Irvine Foundation and the Economic Development Administration, we will deploy close to \$4 million over the next three years for entrepreneurial education and expert commercialization mentorship, providing certificates on smart agriculture and sustainable logistics. These training opportunities are open to the entire community, with a focus on historically underrepresented populations.

UCR is leading collaborative efforts for multi-institutional proposals for federal funding. We recently co-led with Imperial County the successful application for an award from the Economic Development Administration (EDA) for the establishment of the Lithium Valley Cleantech Hub. This is a consortium of academics, private industry, government agencies, and nonprofit organizations [5]. Additionally, UCR took the lead in a \$160 million proposal for the Regional Innovation Engine program, focusing on creating a sustainable logistics center. While this proposal wasn't successful, the coordination with partners has enhanced UCR's position as a regional leader in economic development. Plans for other multi-million dollar proposals for regional technology hubs are in progress.

As mentioned in previous sections, UCR is actively working to secure resources to support the physical components of the OASIS initiative, developing a technology park in close proximity to CARB and the university to create an innovation and workforce development hub co-locating state-of-the-art research facilities, UCR Extension programs, incubator spaces, and established companies. This initiative also includes building an agricultural innovation center with the city of Riverside to incubate and train next generation farmers and deep tech startups in climate smart solutions to ensure food security for the region. Additionally, it includes the creation of an analytical training lab on UCR's Palm Desert campus for the characterization of critical minerals and the training of local workforce for the extraction of minerals at the Salton Sea geothermal sites. This is key for the nation's growth and security if we are to rely on domestic sources for the battery and semiconductor industry.

On the programmatic side, we have already invested \$3.4 million in seed grants to support research and scholarly work aligned with OASIS pillars and goals, and plan to continue to invest in this important work.



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<https://smartestdollar.com/research/cities-with-the-largest-economies-2023> [2]

<https://strategicplan.ucr.edu/#serve-as-an-anchor-institution> [3]

<https://strategicplan.ucr.edu/research> [4]

<https://news.ucr.edu/articles/2023/11/07/grant-powers-regional-lithium-mining-hub-shortage-looms> [5]

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## PROMOTION AND COMMUNICATION

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## NARRATIVE

Describe the target audiences the university has identified for strategic communications about economic engagement—those to whom the university needs to promote these efforts, and those with whom the institution needs to design goals and strategies. Summarize the university’s communication strategies for reaching internal and external stakeholders. Provide examples of the ways in which the institution is currently telling the economic engagement story to internal and external stakeholders.

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UCR has been actively building strategic communication platforms to share progress toward campus and regional economic development goals, within the campus, throughout the region, and nationally.

Institutional Research (IR) has been working to develop a series of dashboards and reports for a number of campus metrics, including economic development and community engagement. For example, part of our self-study for both APLU and Carnegie Community Engagement classifications involved an inventory of all community-engaged courses. IR now has a report accessible to internal stakeholders, including deans and faculty leaders, and students can easily find these courses by using a new tagging system in the schedule of classes. University Communications also regularly highlights stories of UCR’s involvement in economic and workforce development efforts [1] in “Inside UCR” [2].

UCR leaders recognize the importance of expanding relationships within a growing and diverse stakeholder network crucial to our communication strategy. They actively engage with local chambers of commerce, Growing Inland Achievement (regional education collaborative) [3], and the Inland Empire Economic Partnership [4]. Additionally, at least one member of the Chancellor’s or Provost’s cabinets participates annually in Leadership Riverside, fostering collaborative problem-solving. Leaders in Government & Community Relations and Planning, Business, & Administration have recently increased their regular communication with city and county officials.

UCR’s Office of Research and Economic Development (RED) engages in collaborative communication efforts with the region. Dr. Rodolfo Torres, Vice Chancellor for Research & Economic Development, and Dr. Rosibel Ochoa, Associate Vice Chancellor for Technology Partnerships, frequently present UCR’s work at regional events, enhancing communication about UCR’s economic engagement and impact. Dr. Ochoa also participates in

economic and workforce development working groups, while representatives from UCR Extension regularly attend workforce development board meetings with various organizations.

Current local communication collateral includes the RED monthly newsletter, the Office of Technology Partnership's annual report [5], individual success stories, press releases, topic-specific reports, and white papers that highlight new research and technologies, funding opportunities, project outcomes (jobs created, funds raised, companies created, etc.), industry attraction efforts, and international partnerships, among others. Communication collateral is disseminated to a targeted media outlet list and through UCR's official social media channels.

Over the past five years, UCR has transformed from a traditional academic entrepreneurship model to a broader one encouraging entrepreneurship for our whole region, including our underrepresented communities. Two examples are the creation of a micro MBA with the National Latina Business Women Association and the support provided to thousands of small local businesses during the pandemic. These initiatives and others have created new relationships with an increasingly diverse group of stakeholders who will continue to be a key to ongoing communication efforts.

One of the primary communication needs identified through the self-study process has been the need to raise the national level visibility of our efforts in economic development and community engagement to better attract investment to our region. Hosting more conferences and meetings with national organizations and funding agencies is one important way to increase such national visibility. During this application process, we followed through on our commitment to do so by hosting the 2023 Department of Energy (DOE) to the People Conference, including other Minority-Serving Institutions in our region, as well as city, county and industry leaders. This conference was the first ever for DOE and was developed in collaboration with UCR based on the established Bringing the Pentagon to the People annually organized by the Department of Defense (DOD) and which we also hosted in 2022. To continue the momentum from the DOE conference, we are in the process of arranging a visit of program officers to our region to meet with faculty.

The self-study has sparked interest in developing new communications assets with the deans and RED about campus-wide funding priorities to present consistent messaging when meeting with funding agencies. Also connected to this push for improving national communication, we are working toward publishing more ads and op-eds in business publications and higher education outlets with national circulation.

In summary, the self-study has paved the way for 1) more cohesive internal communication, 2) increased relationship-building to broaden our impact regionally, and 3) more intense focus on national communication to increase attention to and investment in Inland Southern California.

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[1]

<https://insideucr.ucr.edu/> [2]

<https://inlandempiregia.org/> [3]

<https://ieep.com/> [4]

<https://indd.adobe.com/view/0a4dcc1e-2155-4bda-9f64-4a0e7d0f6839> [5]

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**ADVANCING UNIVERSITY ECONOMIC ENGAGEMENT PRACTICE**

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## NARRATIVE

Describe the ways in which the institution has taken on or is moving toward a leadership role in the practice of economic engagement. Detail the ways in which members of the university community engage with peers at other institutions, nationally and internationally, around these issues. Describe, for example, the extent to which the institution has been a contributing member to the CECE and Innovation and Economic Prosperity Designation and Awards Program communities, or other organizations such as the University Economic Development Association (UEDA). Explain the ways in which the university's experiences in economic engagement represent best adoptable practices, and the work that the university does to disseminate these practices at a variety of associations, conferences, and other forums to share learnings about best practices in economic engagement.

URLs, figures, and photos should be linked in-text. Figures and photos may be linked via a Dropbox folder, website, online image hosting service, or another accessible image sharing platform. Tables linked in the narrative do not count toward that section's word limit.

UCR regularly participates in statewide, national, and international activities related to economic and community engagement. For example, UCR recently hosted the UC Regents in a series of meetings that highlighted the campus's role in spurring economic growth through technology development, agricultural innovation, and public health [1].

In 2022, UCR and UC Davis led a successful effort to secure more than \$4.85 million in state funding to form the UC Degree Completion Program and the University of California Reengagement Consortium (UCRC) – a four-campus collective. UCRC focuses on increasing re-entry, retention, and bachelor's degree completion rates. This is particularly important to economic development in Inland Southern California, where one in four residents ages 25 and older, have some college and/or no degree attainment. As a result, the dean of UCR Extension is now helping to lead the statewide efforts in this area. Similarly, UCR and the other UC campuses with schools of medicine are members of the UC Drug Discovery Consortium which provides funding and mentorship for UC researchers and outreach to the pharmaceutical industry.

UCR is a member of national organizations such as the Association of American Universities (AAU) and the Association for Public and Land Grant Universities (APLU), including involvement specifically with the Commission on Economic and Community Engagement (CECE). UCR's Chancellor is one of the founding leaders of the

University Innovation Alliance (UIA) [3] and the Alliance of Hispanic Serving Research Universities (HSRU) [4]. The Chancellor also serves on the Council of Competitiveness [5] and on boards for numerous organizations including the Coalition of Urban Serving Universities [6]. All of these organizations have a focus on diversifying talent pipelines and fostering high levels of innovation and community engagement. The campus was recently recognized for high levels of community engagement by receiving the 2024 Carnegie Community Engagement Classification [7].

Other UCR leaders have been recognized for their economic and community engagement. Recently UCR's contributions were recognized by the Inland Empire Economic Partnership (IEEP), honoring Vice Chancellor for Research and Economic Development Rodolfo Torres as Educator of the Year [8]. On a national level, Vice Chancellor Torres is a member of the APLU Council on Research, and recently participated in the keynote panel "Future Forward" at the 2022 APLU annual meeting. UCR's Associate Vice Chancellor for Technology Partnerships was recently named Female Entrepreneurial Leader of the Year by the Accreditation Council for Entrepreneurial and Engaged Universities (ACEEU) [9]. She also serves on the board of the Alliance for SoCal Innovation, a non-profit that directly supports leaders and stakeholders in nurturing the SoCal innovation ecosystem [10].

Increasingly, UCR is growing its international presence. We belong to the Association of Pacific Rim Universities (APRU) and UIDP, an international organization that brings together innovative companies and academic research institutions to address common issues and best practices for collaboration.

UCR founded an international organization called COMUNITT that allows university technology transfer experts to exchange best practices to advance academic research innovations towards commercialization [11].

UCR representatives also participate in RECLA – the Continuing Education Network of Latin America and Europe. RECLA is a university cooperative that generates spaces for debate and reflection on the trends, projections, and future of continuing education. At RECLA's conference in 2022, UCR Extension (UCRX) had the opportunity to meet several colleagues who later played a crucial role in helping UCRX secure a contract with UTEQ and Universidad Iberoamericana.

UCR is the campus host for the UC-wide initiative Alianza MX, an organization developing a binational workforce and promoting innovation and entrepreneurship on both sides of the border with Mexico [12]. Alianza helped organize the US-Mexico High-Level Task Force for Zero Emission Vehicles. With Alianza's support, the UC Riverside Center for Environmental Research & Technology (CE-CERT) introduced a new research study on the outlook for the transition in medium and heavy duty vehicles and its impact on the California-Mexico border region.

In 2023, Alianza MX hosted the inaugural California-Mexico 2030 Summit that brought together binational leaders

from industry, government, and academia—including a high-level delegation of California government officials—to share their perspectives on the relationship between research and public policy in key areas of economic development, including zero emissions vehicles, energy efficiency, water resources management, and farmworkers and health.

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## Links

Please insert all accompanying links in this textbox. URLs will appear as hyperlinks to reviewers.

Tip: It may be helpful to label and use links similar to footnote citations. In your Narrative, include references to links in the section below. Please ensure the labeling (1) is after the link in this text box.

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<https://insideucr.ucr.edu/stories/2023/01/31/regents-spotlight-ucrs-role-economic-growth-and-public-health> [1]

<https://insideucr.ucr.edu/stories/2022/09/26/dod-ucr-host-taking-pentagon-people> [2]

<https://theuia.org/> [3]

<https://www.hsru.org/> [4]

<https://compete.org/> [5]

<https://www.usucoalition.org/> [6]

<https://carnegieclassifications.acenet.edu/news/carnegie-2024-community-engagement-classifications/> [7]

<https://insideucr.ucr.edu/awards/2023/01/04/group-names-vice-chancellor-torres-educator-year> [8]

<https://startempirewire.com/rosibel-chocha-the-inspiring-female-entrepreneurial-leader-of-the-year/> [9]

<https://alliancesocal.org/> [10]

<https://ucrotp.ucr.edu/ucr-epic-international-incubator-riverside-california> [11]

<https://alianzamx.universityofcalifornia.edu/> [12]



## SUMMARY OF ACCOMPLISHMENTS

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Would you prefer to enter your Summary of Accomplishments in a table, or upload it as a file?

Upload a file

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# NARRATIVE

Please describe three areas of accomplishment identified via the self-study process. Your description for each can be about 500 words. Your summary of accomplishments should be a total of about 1500 to 2000 words, NOT including the summary table as described below<sup>[1]</sup>.

In developing these descriptions, please consider the following questions but note that you will not likely have room to answer all these questions in your 500-word description. These are simply suggested questions for consideration.

- What are the main institutional strengths or desirable outcomes your accomplishments reveal?
- What method did you use to identify each area of accomplishment? How did the assessment tools or metrics help? What else led you to identify these? How did your stakeholder outreach affect them?
- Do all levels of the institution recognize these as areas of accomplishment?
- What metrics stakeholder collected data, or other evidence support your assertions that these are areas of accomplishment?
- In what ways are the areas of accomplishment replicable? What lessons can be learned for improving activities in other areas of your institution's economic engagement enterprise? How could other institutions learn from these areas of accomplishment?
- What resources and strategies will be required to build upon your institution's accomplishments?
- Describe the top three success factors that supported accomplishments in these areas. What are the most important (types of) resources that helped you achieve success? (This question is addressed by the "Resources" column on the summary table.)
- For each accomplishment, which primary area does it fall into: talent, Innovation, or place? Or does it integrate activities across two or more of these categories? (This question is addressed by the "Talent, Innovation, Place, or Connections" column on the summary table.)

Further, note that some of these questions are addressed in the summary table, and since there is no word-count limit for the summary table, you will be able to address these questions on the table. We have indicated which questions are addressed by columns in the table.

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The self study process highlighted numerous recent collaborative accomplishments across the areas of talent, innovation, and place. In the table and in the summary narrative descriptions below, it is clear that university commitment to student success and economic engagement, investment in innovation infrastructure, and strong regional partnerships have been key to success for UCR and the Inland Southern California region.

## Talent: Training for the next generation economy

In the interviews and focus groups, the biggest accomplishment that partners pointed to was UCR's ability to effectively educate and graduate students from our region. Many were aware of UCR's high rankings in social mobility and in increasing graduation rates for students regardless of economic status. This is no small task, especially given the reality of low educational attainment levels in the Inland Empire [1].

Many also pointed to the important role of UCR's school of medicine in training physicians and incentivizing them to stay in this underserved region. UCR plays an important role in the growth of the healthcare sector of the economy. There has also been significant research and funding for studying the health disparities in our region [2]. Some in the self-study also pointed to the role of UCR students, faculty, and staff in providing training for K-12 students through partnerships with local schools, districts, and county offices to provide tutoring and college preparation support. UCR has nurtured partnerships with industries to provide meaningful STEM education to the K-12 population, as well as important Arts educational opportunities through the Gluck fellows, UCR ARTS, and Riverside Studios.

The UCR Extension market study highlights some important successes in their professional education programs aligned with workforce needs. These programs range from entrepreneurship, business, and management, STEM education, sustainable technology, registered apprenticeship programs, and a degree completion program aimed at reengaging UC students and California residents with some college but no degree.

In terms of entrepreneurial training, where we focused most of our self-study, UCR has developed multiple training programs to meet the needs of the campus and the broader regional community. This training is divided into three main target audiences:

### 1. Faculty, graduate students and postdoctoral researchers

This training is focused on providing the basic knowledge and support to build a startup company. Integral to the training developed by UCR is the pairing of the entrepreneur with a seasoned business executive who can guide them through the process from idea to launch. The training that UCR delivers is based on the National Science Foundation (NSF) I-corps program that uses the process of customer discovery and the lean startup methodology. In the last five years, they have provided support for over 600 innovators, who have then raised \$74 million in private capital and grants. A total of 22 companies have launched and 53 inventions have been disclosed.

### 2. Undergraduate students and high school students

With support from the Irvine Foundation and in collaboration with the Riverside Community College District, local

community organizations, and Growing Hope, UCR organized three-part workshops in Sustainable Transportation and Controlled Environmental Agriculture. The 2022 cohort included 30 students from North High School in a disadvantaged area of Riverside, while the 2023 program expanded to involve 34 junior and senior high school students from across San Bernardino, including San Andreas High School. Over 90% of participants were unfamiliar with the term 'entrepreneur' initially, and a similar majority had no firsthand knowledge of electric vehicles or greenhouses. The workshop aimed to introduce students to careers in clean technology, educate them about the growing need for such solutions in the Inland Empire, and inspire them by providing role models. Working with mentors, students developed their business ideas and learned from minority entrepreneurs who had overcome challenges. The program was successful, with the majority of attendees raising their career aspirations.

Over 6000 undergraduate students have participated in entrepreneurial exposure through the Blackstone Launchpad. In the past year, 21 student-led startups have been supported through the efforts. An additional point of pride is that 46% of the student participants in the last year have been female.

Learning about the high level of student interest and success through the self-study process has also sparked conversation about ways to better integrate this entrepreneurial training into the curriculum. The Bourns College of Engineering is currently working with the Office of Technology Partnerships to develop courses that students from a variety of disciplines could take for credit.

UCR has also launched the CREAT'R Lab, a makerspace and student entrepreneurial center, and they are currently expanding its space and resources particularly in digital media, robotics, and prototyping.

### 3. Community Focused Training

This training is for EPIC Small Business Development Center clients and community companies that are seeking business and commercialization support. UCR provides workshops and hands-on mentorship to startups seeking non dilutive capital through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs. In the past year, UCR has helped 14 startups raise \$12.4 million in capital.

UCR has also developed training on specific promising technologies aimed at increasing the capabilities of small businesses, especially those which are women and minority owned. One recent example involves the UCR Ag Tech training program, supported by the Irvine Foundation and run through UCR Extension. The program provided a specialized certificate program for community members on how to start companies in the agriculture and logistics sectors. Another example is a Micro MBA program that is offered through UCR Extension in partnership with the National Latina Business Women's Association. Forty women business owners have graduated from this program.

Innovation: Business incubation, support and attraction

Through internal campus investments, aggressive pursuit of competitive grants, partnership with regional economic and academic institutions, and recruitment of entrepreneurial talent, UCR has secured over \$24 million to deliver programs that support innovators and entrepreneurs from campus and the region, incubating and accelerating their development for community impact.

The table includes many recent incubation accomplishments resulting from the investments of time in study and securing financial and organizational support. Here we highlight further just a few of those examples.

Locally, the ExCITE Incubator and Accelerator and the EPIC Life Sciences Incubator are two relatively new collaborative efforts. Not only are they the first of their kind in our region, but they have also already been responsive to specific community needs. For example, the Life Sciences Incubator supported UCR's response to the COVID-19 pandemic testing needs, and opened the region's first Microbiome facility.

Last year, UCR was selected by the California Governor's Office of Business and Economic Development (GO-Biz) to join the California delegation at SelectUSA — the largest conference hosted by the US Department of Commerce to attract foreign companies to the country. The Vice Chancellor delivered the keynote address at the California Breakfast and the UCR team participated in multiple 1:1 meetings with innovative companies seeking to build their operations in California. As a result of this successful participation, five companies are in discussion with Riverside County economic development representatives and UCR to explore collaboration opportunities and identification of corporate and manufacturing sites.

One of these companies is Ohmio, a manufacturer of innovative all-electric autonomous vehicles from New Zealand, who has recently entered into an agreement with the city of Riverside to relocate their world headquarters to the city. Another of these companies is Starz Electronics, an American-Tunisian company specializing in electrical and electronic manufacturing, who also recently announced plans to develop their first U.S. manufacturing location in Southwest Riverside County.

UCR EPIC hosted the 2023 International Incubation Challenge which awarded \$130K in prizes to seven Latin American start-ups out of more than 60 applicants. Seedorina, a Uruguayan startup with a seed planting robot, received the top prize of \$40K and mentoring on business development and commercialization from UCR EPIC Small Business Development Center.

UCR has provided \$2 million in proof-of-concept funds to 59 faculty-led teams to further develop their technology towards commercialization. Early stage access to funding for prototyping is a critical element of incubation. UCR further invested in the creation of the Highlander Venture Fund, the region's first tech venture fund. The Fund has

raised \$4.6 Million and has invested in three UCR affiliated start-ups. UCR also organized the first Riverside Angel Summit and partnered with local high net worth community members to launch Citrus Seeds LLC, a local investment vehicle to encourage angel investment in local startups.

In addition to all the incubation activity, the self-study pointed to accomplishments in support for established companies and organizations. The South Coast Air Quality Management District (SCAQMD) values UCR's research facilities and expertise in vehicle emissions testing, directly aligning with their institutional interests in air quality research and green environment technology. The California Research Alliance (CARA) also recognizes UCR's cutting-edge innovation as relevant to their goal of differentiating their institution through innovative research. Partner organizations, such as SCEIN (a renewable energy sector-focused organization) and InSoCal Connect, view their partnership with UCR as a way to contribute to regional economic growth. These partnerships help support the growth of companies and advance the regional economy by leveraging UCR's expertise and resources.

Place: Collaboration with on and off campus partners

One of the needs expressed by partners in the self-study is the creation of high-paying jobs in the region to counter the daily commute of hundreds of thousands of skillful workers to the coastal areas. As the only R1 institution in Inland Southern California, UCR is purposefully committed to and has a leading role in economic development of the region. The university actively collaborates with local governments, state agencies, community organizations, and the private sector in the creation and implementation of programs and projects that strengthen the infrastructure that supports innovation and talent development in the region.

A major achievement is the role UCR played with its local partners in securing the successful relocation of the southern California headquarters of the California Air Resources Board (CARB) and laboratory facility to Riverside – an investment of \$400 million, creating the largest zero-emission building in North America. The CARB facility houses some 470 engineering jobs, and this could have not happened if not for the close collaboration of UCR with the city and county of Riverside and the Greater Riverside Chamber of Commerce.

According to an economic study sponsored by UC Office of the President, UCR delivers an estimated economic impact of \$2 Billion and more than 20,000 jobs in the Inland Empire alone [3]. The university generates more than \$200M per year in research expenditures with \$5M–\$7M in industry contracts per year. UCR is one of the largest patent holders in the Inland Empire, with about 50-70 disclosures per year and \$5M–\$7M annual royalty income primarily generated from the licensing of its agriculture portfolio.

We also consider the collaborative work done on our OASIS initiative to be a significant accomplishment, and one

pointed to by our partners as well. We have already secured \$62M for this project from a combination of local, state, and federal government funds and the design and construction phase of the project is already underway.

Another collaboration with the city and the company Lamplighter has resulted in the development of the Northside Ag Innovation Center to train the next generation of farmers and incubate technology startups in climate-smart solutions to ensure food security for our communities. This project will also serve as a pilot for a scalable solution to mitigate the effects of the aging farmer population and the predicted loss of land for agriculture that California is facing, and the effects this will have on food production – the average age of our farmers is 60, and it is predicted that 800,000 acres of land will be lost in California by the year 2040.

UCR has a strong presence in the Coachella Valley, focusing on agriculture support and research in areas like transportation, energy, water conservation, air quality, and health. Our Palm Desert campus is set to host an analytical training lab for critical minerals characterization, strategically positioned near the Salton Sea, containing crucial lithium and other mineral deposits vital for various applications. UCR researchers lead in exploring extraction and use of these critical minerals, contributing to the nation's shift to a clean energy economy, reinforcing the domestic supply chain, and enhancing national defense readiness in the critical minerals industry.

There were several important elements contributing to the accomplishments listed above, including university and state investment in innovation and entrepreneurship initiatives, as well as strong collaborative relationships with other entities in our region. We can continue to replicate these accomplishments by maintaining close connections with our partners and building on these connections to create a stronger network supporting innovation in the region.

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<https://www.ppic.org/blog/geography-of-educational-attainment-in-california/> [1]

<https://healthdisparities.ucr.edu/what-we-do> [2]

<https://universityofcalifornia.edu/sites/default/files/economic-impact-report-2021.pdf> [3]

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### Summary of Accomplishments Upload

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### GROWTH AND IMPROVEMENT PLAN

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## NARRATIVE

Please describe three areas of improvement or opportunity identified via the self-study process and how you plan to address them. Your description for each should be about 500 words. Your growth/improvement plan should be a total of about 1500 to 2000 words, NOT including the summary table as described below.

In developing these descriptions, please consider the following questions, but note that you will not likely have room to answer all of these questions in your 500-word description. These are simply suggested questions for consideration.

- How has your internal and external stakeholder engagement helped your institution determine its areas for growth and improvement?
- What are the main problems or undesirable outcomes these challenges reveal?
- What are the primary opportunities identified during the self-study process?
- What method did you use to identify each area for growth and improvement? How did the assessment tools or metrics help? What else led you to identify these?
- Do all levels of the institution recognize the need for improvement in these areas?
- What metrics support your assertions and/or desired outcomes?
- What are your plans for addressing these challenges and capturing these opportunities? What would it look like if this improvement plan proves successful? (i.e., how would you know in the future if you have successfully addressed these growth areas?) (This question is addressed by the "Indicator/Measure of Success" column on the summary table.)
- Describe the top three barriers to a successful improvement plan implementation. What are the most important (types of) resources that would need to be deployed to address these? (This question is addressed by the "Resources" column on the summary table.)

Further, note that some of these questions are addressed in the summary table, and since there is no word-count limit for the summary table, you will be able to address these questions on the table. We have indicated which questions are addressed by columns in the table.

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The timing of this self study and growth and improvement plan aligns well with our campus strategic planning process. By design, much of the growth and improvement plan maps onto strategic plans across campus [1]. The self-study interviews and focus groups highlighted a number of areas for growth, and we have organized them into three main challenges to increase our campus contribution to regional economic growth.

The first challenge, aligned with “talent,” is enlarging the pipeline of entrepreneurial technical talent that can start and grow innovative companies. The second challenge, aligned with “innovation,” is providing access to state-of-the-art facilities and resources for entrepreneurs and established companies, both local and outside the region. Many have expressed a clear desire through the self-study to work with UCR to test their products and build their companies. This infrastructure also helps confront the challenge of attracting small and mid-sized companies. Lastly, there is a challenge of “place,” improving collaboration with local partners and access to capital. We are investing resources in our communication and outreach to seek new and creative sources of external funding.

#### Talent: Building the pipeline

UCR is building on our accomplishments from the last five years in supporting student, faculty, and community entrepreneurs by further developing a portfolio of educational programs to increase participation in the entrepreneurial process.

While internal and external stakeholders interviewed recognized UCR's important role in serving underrepresented students, they also highlighted the need to ensure that students are well-prepared with hands-on learning experiences before entering the workforce or starting their own companies. The data from the Career Center on academic internships, as well as the participation in entrepreneurial programs, indicates that those programs have missed some of our underrepresented and first generation students, who often do not have time or bandwidth to participate in ad-hoc workshops outside of their work or academic program. This has informed the decisions within Student Affairs, Undergraduate Education, and the Career Center to increase the focus on providing more paid internship opportunities, as well as more community-based work study placements that are connected to our students' academic work.

Another important mechanism to increase participation from underrepresented students is to embed experiential learning into courses. For example, to increase student participation across campus in entrepreneurial programs, the Bourns College of Engineering is working on the approval of a new for-credit course based on the NSF I-corps curricula named INNOVAR that is currently delivered as a workshop. This course will be available in the beginning to upper level undergraduates and graduate students across campus.

Likewise, to build a culture of entrepreneurship for faculty, UCR is developing early career fellowships to provide

funding, entrepreneurial and technology transfer training and networking opportunities to recently hired faculty members.

UCR Extension has taken the lead on providing training for community members as well. In addition to offering growing portfolio of 60+ professional certificates in workforce aligned subjects, increasing partnerships for registered apprenticeship programs in cybersecurity and project management, and expanding the MicroMBA program in the Palm Desert region, UCR Extension has recently developed specialized certificates in entrepreneurial modern agriculture and sustainable transportation to provide opportunities for community members and students from community college and non STEM fields with the training and resources needed to build technology companies in the Inland Empire.

The UCR Extension market study that was part of our IEP self-study found five categories of training and professional development needs within the nearby Coachella Valley region including: STEM-focused, Skill Trades, General Business, Supervisor and Management Specific Training, and Hospitality and Customer Service. These data and results are being used by UCR University Extension to drive program development and outreach efforts in order to meet regional workforce development needs.

Innovation: Incubating, attracting, and supporting startup and growing companies

Interviews with CEOs of companies in the region as part of our self-study revealed that many regional companies are not aware of UCR's facilities and capabilities. Those with Research & Development needs usually outsource their testing to coastal university campuses, but there is interest in using UCR.

As a result, UCR is committed to increased outreach and support for local companies, especially small and mid-sized enterprises (SMEs). For example, UCR is actively reaching out to businesses through local chambers of commerce and systematically building a network specifically to provide support for COVID-impacted businesses through a grant-funded initiative called TACIES.

Building physical infrastructure is another important piece of incubating, supporting and attracting innovative companies. Through the Green Team interviews that formed part of our self-study, a number of companies expressed a desire to establish a physical presence in Riverside. To meet this demand, UCR is actively working on the development of the technology park as part of OASIS in close proximity to the California Air Resource Board (CARB) headquarters and UCR's campus [2].

The OASIS physical space will co-locate state of the art research facilities, incubator and community spaces, and both startup and established companies. Phase one of the project will include a 50,000 square foot facility to

provide approximately 10,000 square feet of incubator space, as well as office and market space for sustainability startup companies started by UCR faculty, students, and community entrepreneurs.

Additionally, UCR is collaborating with the city and county of Riverside to develop an attraction package and inventory of specialized test facilities and spaces to support the attraction and growth of innovative companies in the region. We are also working with local economic development partners across Riverside and San Bernardino Counties to create satellite offices or outposts to increase access to the EPIC Small Business Development Center (SBDC) and other entrepreneur support services.

Looking to the future, UCR is partnering with the city of Riverside, the Riverside Food Systems Alliance and Lamplighter Energy, a corporation based in Hawaii, in the development of training and incubator facilities for next generation farmers specialized in climate smart agriculture. The construction of an Ag Innovation Center has been already approved by the city of Riverside.

UCR's Palm Desert campus will soon house an analytical training lab for the characterization of critical minerals. This 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, clean energy technologies, defense, semiconductors, rocket propellant, high-grade film lighting, and permanent magnets.

Funded by a grant from the California Energy Commission to Clean Tech San Diego, UC Riverside has created a network of more than 30 local organizations that are interested in developing and supporting clean energy startups in the region. Clean Energy Startup companies mentored by the UCR EPIC SBDC program are referred to the Clean Tech San Diego accelerator for further mentorship and support. To date, three startups are now part of this Southern California Energy Innovation Network (SCEIN) pipeline.

In response to the needs of the growing logistics industry, UCR is working with partners to develop a technology hub with specializations in sustainable logistics, clean transportation, cybersecurity, and related areas. The logistics industry is the largest employer in the Inland Empire. UCR led a broad consortium of partners for the submission of a Regional Innovation Engines (RIE) Level II proposal [3].

The goals of these efforts are to:

1. Leverage collaborations with our committed stakeholders to research, develop, and deploy secure, use-inspired, sustainable logistics technologies; these collaborations will enable deployment at scale. Insights from the region will have nation-wide applications.
2. Amplify collaborative synergies by connecting and strengthening the region's fragmented pockets of innovation. We will tie these pockets together into a cohesive, efficient network.

3. Engage in community-based research to develop inclusive, equitable policies that will benefit the underserved communities that are most impacted by the logistics industry's negative externalities.
4. Develop a skilled workforce: provide inclusive training opportunities to ensure that underserved populations have access to the emerging, high-quality jobs in the logistics sector.
5. Foster economic development, particularly those projects that support a secure, efficient, low-carbon logistics sector. Ensure that these developments are tested and deployed in real-world environments in partnership with customers, users, and community groups.

Though the RIE proposal was not funded this round, forming the network was valuable, and we will continue to look for opportunities together. As referenced in previous sections, the fact that these diverse partners agreed that UCR should lead in the submission is evidence of the relevance that we have established in our region and beyond in terms of economic development.

Place: Collaborating on and off campus for regional economic growth

Through the self study, particularly in the OASIS interviews with regional partners, respondents pointed to siloed internal collaboration and limited funding and resources as some of the areas of improvement for UCR.

The Office of Technology Partnerships is playing an increasing role in improving internal collaboration, including hiring a communication director committed to facilitating OASIS interactions with stakeholders. The pursuit of larger federal grants has also provided an opportunity to work across large groups of internal and external partners.

The IEP process has sparked conversations between Research and Economic Development, Extension, Advancement, and ITS about technological solutions to some of our internal communication and collaboration challenges. We have discussed adopting a CRM that will allow us to better track all of our engagement with local companies, government entities, and community-based organizations as well as faculty interests, expertise and accomplishments. Out of our parallel process of applying for the Carnegie Community Engagement classification (earned in January 2024), we are also forming one or two cross-campus community engagement working groups to assist us with better collaboration across units.

Increasing and diversifying funding streams is also a priority. UCR is exploring the creation of university affiliated funds where donors and alumni can invest and directly support UCR-supported startups. The Office of Research and Economic Development is also working strategically to build connections with more venture capitalists. The goal is to increase the already established Highlander venture capital fund. Another related effort is the Riverside Angel Summit initiative, led by UC Riverside in partnership with the city of Riverside and local community leaders aims to strengthen the angel investment culture in Inland Southern California [4].

Other data collected through the self-study related to industry partnerships. We found that while UCR's federal funding has been increasing, industry sponsorship has not. The emphasis on federal funding in metrics used for AAU membership (an important goal of our campus which has just been reached) has perhaps generated a preference for federal funding over industry funding among our faculty. While our federal funding continues its rapid growth, we also have now set a strategic goal for industry funding to reach 6% of our overall extramural support.

Beyond these areas for improvement, our self study revealed and reinforced several things for us. First, our community recognizes and values past successful efforts to foster innovation and increase regional economic prosperity. Stakeholder discussions were supportive and encouraging, in recognition of mutual benefits. Second, there was broad agreement about how we can do better. This helps us focus our attention in a few areas and have confidence our efforts will produce positive results for stakeholders. Last, we were reminded that our collaborations with our community are on a strong upward trajectory. The accomplishments listed elsewhere in this application demonstrate the substantial base we stand on, and the initiatives listed above and in the table define a clear path forward for positive change.

Many of the initiatives outlined in our growth and improvement plan are embedded in the overarching UCR strategic plan goal to serve as an anchor institution for regional economic development and in the goals of several individual units. This strategic planning involves engaging in an annual assessment of progress achieved on goals, and APLU's expectations for reporting and continuous reflection and improvement on the objectives related to the IEP designation will be incorporated in this process. In particular, an iteration of the committee working on this designation will continue to provide recommendations for new areas of development, collect data, gauge metrics, and prepare reports. We are extremely committed and look forward to continuing to grow the exciting work of building talent, nurturing innovation, and cultivating a sense of place for UCR and the Inland Southern California region.

## Links

Please insert all accompanying links in this textbox. URLs will appear as hyperlinks to reviewers.

Tip: It may be helpful to label and use links similar to footnote citations. In your Narrative, include references to links in the section below. Please ensure the labeling (1) is after the link in this text box.

Example: The sky is blue (1).

<https://go.nasa.gov/3rXHlIP> (1)

<https://strategicplan.ucr.edu/> [1]

<https://riversideca.gov/press/ucr's-oasis-innovation-hub-turns-research-action> [2]

[https://docs.google.com/document/d/1ZoDO3W5Nac-rSdPGwxBL6r07kZSFbmtY7Pf-se\\_ozZU/edit?usp=sharing](https://docs.google.com/document/d/1ZoDO3W5Nac-rSdPGwxBL6r07kZSFbmtY7Pf-se_ozZU/edit?usp=sharing) [3]

<https://news.ucr.edu/articles/2021/09/17/inaugural-riverside-angel-summit-brings-region-together-invest-its-own-startups> [4]

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## Growth and Accomplishments Upload

[UCR Growth Improvement Plan.pdf](#)

**Filename:** UCR Growth Improvement Plan.pdf **Size:** 72.2 kB

Area of Accomplishment	Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
<b>Talent: Training the next generation in the Inland Empire</b>	Student entrepreneurial exposure through the Blackstone Launchpad	Talent	2017-2023 (on-going)	\$150K/year for Blackstone Launchpad Director	6000 undergraduate students have participated
	UCR INNOVAR and National Science Foundation (NSF) I-Corps program	Talent, Innovation	2017-2023 (on-going)	Dedicated instructors and Entrepreneurs in Residence supporting team \$0.5 MM NSF I-Corps Grant	Trained 267 entrepreneurial Teams
	Proof-of-concept funds from UCR to further develop faculty technologies.	Talent, Innovation	2017-2023 (on-going)	\$2 million non-dilutive funding from UCR and Eurosemillas	59 teams received competitive funding
	MicroMBAs through UCR Extension	Talent	ongoing	Partnership with Latina Business Women Association - Inland Empire	Forty women business owners have graduated from this program.
	Registered Apprenticeships Program through UCR Extension	Talent, Connections	2020-2024	\$950k from Dept. of Labor to support apprenticeship program operations	To date, 14 apprentices have been registered; Key partners secured: The Frozen Bean, Inc; Captain I.T. Inc.; Information Technology, Inc.; Thompson Engineering, Inc.
	UPCEA Market Study to identify regional labor market needs to be met through new and existing programs at UCR Extension	Talent, Place, Innovation	2022	Staff Support	Program areas of need identified
	Portfolio of Professional Certificate programs through UCR Extension	Talent	ongoing	70 FTE Staff; 500 Active Instructors	Approximately 800 certificates issued annually
	Degree Completion Program through UCR Extension to address regional some college, no credential population and market labor needs for bachelor's degree holding labor pool.	Talent	2021-2024	\$4.85M (from UCOP jointly funded with UC Davis)	800 students served over funding period
	Employee Training Panel (ETP) provides funding to employers to work with UCR Extension professionals to craft custom training programs.	Talent	ongoing	Staff support for State-funded support for job creation and retention	450 participants since 2020, supporting ongoing training for economic development and growth
	Custom Programs through Extension	Talent	ongoing	Staff support for tailored custom training requested by local employers.	4200+ enrollments and 1500+ students annually, approximately 125 certificates issued annually for custom training programs
	Certificates in 1) Entrepreneurial Modern Agriculture and 2) Sustainable Transportation Solutions and Community Impact. Offered through UCR Extension in partnership with UCR OTP as part of OASIS accelerator initiative.	Talent	Ongoing	Designated staff, \$1.9 Million Irvine Foundation, \$1.5M Federal Community Project Funding, State Support	Ongoing training for creation of technology startups focused on sustainability
	TACIES - technical assistance for local companies	Talent, Innovation, Connections	2022-2023	\$0.9 million funding from EDA with \$265 K matching funds from 8 community partners	200 small business owners receiving advanced technology consulting, 350 owners receiving Financial Fitness training in partnership with CSUSB
	Unidas por Salud - UCR School of Medicine partnership to build the capacity of premedical, pre-health, and medical students and community health workers to collaborate with healthcare systems and community partners to serve the underserved Latinx and Indigenous Mexican communities in the rural desert region of the Eastern Coachella Valley	Talent, Place	2018-present	Funding from NIH/NIMHD, NIH/NHLBI, PCORI, Desert Healthcare District & Foundation	Over 100 medical students in the HABLAMoS program, working on Medical Spanish and providing services to underserved areas with Unidas por Salud
	<a href="#">School of Medicine Pathway Programs</a> - 10 programs to help students from Inland Empire high schools, junior colleges, colleges, and universities toward careers in the health professions, with a long-term goal of keeping them in the region	Talent, Place	2016-present	Pathway Programs Office staff at the UCR School of Medicine; some grant funding	Encouraging underrepresented students in K12, community college, and undergraduate programs to pursue health professions
<a href="#">CREATR Lab</a> - an innovative learning environment where new technologies, scientific curiosity, and entrepreneurship come together across disciplines	Talent	2019-present	Library and BCOE collaboration; 3D printers, scanners, basic hand tools, electronics for prototyping, tools for working with textiles, etc.	Provided 3D printing and blackboard support during the pandemic; in 2023, close to 300 people used the makerspace, mostly undergraduate and graduate students from BCOE and CNAS.	



	BCOE maker spaces - \$4.5M invested in mechanical and electrical maker spaces for experiential learning	Talent	2023-present	BCOE collaborative space; computer design, 3-D printing, light manufacturing tools, computer numerically controlled mills and lathes, water jet, wire EDM, circuit board design tools, circuit board router, surface mount, through hole, suite of test equipment	Integrate maker spaces into curriculum. Develop interdisciplinary projects across engineering disciplines and across colleges.
	CollegeCorps - UCR is the lead institution in the region for this California Volunteers/Americorps programs that allows undergraduate students to improve the lives of youth in the Eastside of Riverside - and to receive stipends/scholarships that encourage underrepresented UCR students to participate. The three focus areas of the program include Education, Climate Action, and Food Insecurity.	Talent, Place	1996-present (in 2022, the program tripled in size and broadened to include 3 areas of emphasis and undocumented student participants)	150 students serve as Corps Members each year, with funding from the university, state, and Americorps.	The program provides academic assistance to approximately 800 K-6th grade students. In regards to combating food insecurity, the program has to date recovered almost 10,000 pounds of food for redistribution and distributed almost 50,000 pounds of food. They have transplanted or maintained over 2,500 native plants while producing and maintaining over 1,300 pounds of compost.
	Sustainable Transportation and Controlled Environmental Agriculture Workshops for high school students (beginning at North High School, a disadvantaged area close to UCR, and now expanding throughout San Bernardino County)	Talent, Place	2022-2025	Funding from the Irvine Foundation, in partnership with Riverside Community College District, local community organizations and Growing Hope; staff from the Office of Technology Partnerships, with UCR students	64 students in the cohorts from 2022-2023. Student testimonials can be found <a href="#">here</a> and <a href="#">here</a> . Over the next two years, the program aims to engage over 120 high school graduates from underserved communities and over 200 participants from community colleges and four-year colleges
	STEPCon - partnership of K-12, higher education, and industry leaders that organize and implement three distinct programs: the STEP Student Conference, the Educator STEP Conference and the STEM Summer Learning Labs.	Talent, Place	2013-present	UCR staff and faculty from the Center for Environmental Research and Technology (CE-CERT); financial support from the UCR Bourns College of Engineering (gift and grant funding)	Student conference reaches 4,000+ K-12 students per year when in person. Educator Conference is attended by 200-250 K-12 educators in our region. The STEM Summer Learning Labs work with 150-200 High School students in the Inland Empire.
	Gluck Fellows - creates the opportunity for training for youth in Art, Creative Writing, Music, Film and more, operating from the belief that open access to creative pursuits is one of the fundamental components of healthy communities and endeavor to provide this access to the underserved in the greater Riverside community.	Talent, Place	1998-present	Dedicated staff person in the College of Humanities, Arts, and Social Sciences; support from UCR ARTS; partnership from RUSD and other community organizations	The number of people served over the last pre-pandemic year (2018-2019) was 31,096. Approximately ¾ of those served are low-income.
<b>Innovation: Business incubation, support and attraction</b>	ExCITE is the first and only tech incubator in the city. It offers start-ups access to its 6-12 month accelerator SCALE program.	Innovation	2017 - on-going	Created in partnership with the City and County of Riverside. UCR manages ExCITE and contributes financially to its operations.	30 regional companies are housed at ExCITE, which opened new facilities in 2021
	UCR EPIC Life Sciences Incubator	Innovation	2019 - ongoing	\$2.5 million from the Economic Development Administration and \$1 million from the State of California provided for the launch of the IE's first and only wet lab incubator. The Incubator Director and Manager and facilities are supported by UCR, with mentoring support by the EPIC SBDC team.	12 companies contracted as tenants in Incubator in 2023
	International Recruitment - Ohmio, Starz Electronics, and Seedorina	Innovation, Talent	ongoing	UCR involvement with California Governor's Office of Business and Economic Development (GO-Biz), SelectUSA  UCR EPIC hosted the 2023 International Incubation Challenge which awarded \$130K in prizes to seven Latin American start-ups out of more than 60 applicants.	Ohmio estimates call for the construction of 550-750 shuttles within the first five years, generating \$1.65M to \$2.25M in sales taxes to the City.  Seedorina received fifteen expressions of interest from California growers interested in testing its product and has incorporated as a US company as of January 2024 with residency in the Riverside ExCITE incubator.

	The UCR EPIC Small Business Development Center (EPIC SBDC)	Innovation, Talent	2017 - on-going	EPIC SBDC Center staff; recruited over 15 Entrepreneurs-in-Residence to provide specialized mentorship to client start-ups - more than 3000 hours per year. The program is partially supported through internal UCR funds as well as grants from the Small Business Administration and California GO-Biz.	Mentored 137 companies in 2022 with more than 3,000 hours of service. To date, 58 companies have been launched through the EPIC SBDC program. These companies have created or retained 523 high-paying jobs in the region and raised \$70 Million in private capital and grants.
	SBIR/STTR Federal Grants Resource Center	Talent, Innovation	2017-2024 (on-going)	Dedicated staff	30% success rate for grant applications supported by the office
	Social Entrepreneurship, Engagement, and Development (SEED) Lab pre-accelerator for early stage entrepreneurs through UCR Extension	Innovation, Talent	ongoing	Partnership with Caravanserai Project; \$35M California Dream Fund; designated staff	64 graduates from underserved communities and underrepresented minority populations creating small businesses
	Regional Lithium Mining Hub - Economic Development Administration (EDA) Grant	Talent, Innovation, Place, Connections	ongoing	A \$500,000 grant is helping to establish the Lithium Valley Clean Tech Hub, a consortium of academics, private industry, government agencies, and nonprofit organizations. UC Riverside and Imperial County will jointly lead the charge.	This is an effort to increase domestic sources by building on geothermal industry partners' already significant investments in lithium extraction.  UCR technical staff will be based at UCR's Palm Desert Center and main Riverside campus to work with consortium members to provide technical lab services and workforce training that will build on existing workforce skills in local communities and enable people to qualify for good jobs in the energy industry.
	Riverside Studios (R•Studios) - arts incubator, partnership with the City of Riverside	Talent, Innovation, Place, Connections	2019-ongoing	Partnership with city of Riverside; new facility in downtown Riverside	12 Resident/arts companies - university and community-based use facilities, equipment and talent in the creation of dramatic, performing and visual arts. A number of companies/individuals received employment and financial investment based on their work at studios including: Edge Sound Design, Michael Kelly (Participant), Brunson KD (Disneyland Black Panther).
	UCR led the creation of the Highlander Venture Fund and invested initially as limited partners. UCR partnered with community members to launch Riverside Angel Summit and Citrus Seed as the special investment vehicle.	Innovation	2017 - on-going	Raised \$4.6 Million for initial Highlander Venture Fund investments. Received 0.3 MM from EDA to launch the Angel Investment Infrastructure	First Riverside Angel Summit and creation of Citrus Seeds Angel Fund held in 2021. Second summit to be held in 2023. Three investments from Highlander Fund has been made.
<b>Place: Collaboration with on and off campus partners</b>	California Air Resources Board (CARB) - UCR and local partners secured the successful relocation of the southern California headquarters in Riverside	Place, Innovation	2022 opening	Investment of \$400 million, creating the largest zero-emission building in North America	Houses 470 engineering jobs; signed MOU with CARB and with other education partners to create pipelines to clean tech jobs
	OASIS Park - physical space will co-locate state of the art research facilities, incubator and community spaces, and both startup and established companies	Innovation, Talent, Place, Connections	2021-2026 (for planning / construction)	\$62 Million secured, which covers what is needed for Phase 1. Basis of Design has been completed for a 50,000 ft2 building.	More than 17 regional organizations are part of the programmatic and physical activities, as well as support from partner companies, Chambers of commerce, city, county
	Northside Agricultural Innovation Center - training the next generation of farmers and incubate technology startups in climate-smart solutions to ensure food security for our communities	Place, innovation	2021-2026	\$10M in funding secured; working with Lamplighter; working with the city on other grant/industry funding	Approved by the city council; Lamplighter will have the first of this kind of agreement in the continental USA

Salton Sea Task Force - An interdisciplinary group of UCR scientists met with local engineers, medical experts, and economists met to identify critical scientific research necessary to guide policymakers and industry in making decisions regarding the region's lithium deposits. Lithium along with other minerals found in the region including boron, graphite and others, are vital for a range of applications including zero emission vehicles, clean energy technologies, defense and weaponry, semiconductors, rocket propellant, high-grade film lighting, and permanent magnets.	Place, innovation	2019-present	\$2M secured so far for Critical Minerals Testing and Workforce Development. Federal research opportunities within the Bipartisan Infrastructure Law provide an opportunity for UC Riverside to lead in this broader industry and market for California, and particularly to advance amore clean economy and to transform the aerospace and defense industries.	Palm Desert Critical Minerals Analytics Lab will be built at UCR's Palm Desert Campus
CE-CERT (UCR Center for Environmental Research and Technology) - a recognized leader in environmental education research and innovation. Regularly collaborates with industry on numerous projects to develop, validate, and improve technologies related to energy and the environment, and to implement pilot scale demonstration and testbeds to vet the viability of new technologies on a real use environment. It works with partners toward the deployment of technological innovations that accelerate their translation to market.	Place, Innovation	1992-present	CE-CERT together with several community partners were awarded a \$31.2 Million grant through the State Department of Conservation to support the Transformative Community project to fund the transformation of the Eastside neighborhood in a sustainable healthier community. Other partners for this effort includes the County of Riverside, Riverside Unified School District, Riverside Community Health Foundation, Riverside Unified School District, GRID Alternatives, Wakeland Housing Development, Riverside Transit Agency, Community Settlement Association, Santa Ana Watershed Project Authority, Western Riverside Council of Governments, Tree People, and Eastside community groups and community members.	CE-CERT serves as the data partner to the City, and leads the effort to measure, track, and assess the progress in greenhouse gas reductions and other indicators on the diverse project elements. These types of collaborations have led to the creation of new models for technology validation and deployment in which the City allows the use of its infrastructure test bed of advanced mobility technologies.
College of Natural and Agricultural Sciences - CNAS has more than 17 Cooperative Extension and Agricultural Experiment Station faculty who conduct research, teaching and community engagement. They also manage and operate greenhouses, screenhouses, and two field stations.	Place, Innovation	1907-present	The 480 acres CRC-AESis located adjacent to campus and the 540 acres Coachella Valley Agricultural Research Station (CVARS) is located 90 miles southeast of campus. The two stations represent different agro-ecologies representative of the area: CRC-AES in traditional citrus/subtropicals production and CVARS representative of desert agricultural production systems.	One recent example is a <a href="#">new avocado variety</a> released to the market. Additionally, the UCR Citrus clonal protection program has been key in providing a safe mechanism for the safe introduction into California of citrus varieties from any citrus-growing area of the world, for research, variety improvement and corporations representing this important industry in the states.
UCR School of Medicine - community-based medical school offering events for the community and research commitment. Community-based research is at the core, and several multidisciplinary research centers are focused on topics that are pertinent to the health of those in the region and provide an opportunity for biomedical sciences students to participate in collaborative research in labs with the faculty.	Place, connections	2017- present		Annual symposia, entrepreneurial mentoring support for School of Medicine research faculty
UCR Health - one of the most direct ways that we are fulfilling our mission and meeting the healthcare needs of the region. It brings quality, culturally-sensitive healthcare to the region so patients don't have to travel far to receive the medical attention they need.	Place	2017 - present	Investments from the state, the university system; working toward financial sustainability	Six different clinics in Southern California and continuous expansion
Center for Health Disparities Research - Innovates in partnering with community groups to address health disparities. Trains researchers in the enactment and evaluation of community partnered approaches to addressing health disparities.	Place, Connections	2019 - 0n-going	\$9.8 million secured from the National Insitutes of Health to address health disparities in the Inland Empire and across the world.	Addressing important health concerns in underrepresented populations
UCR School of Public Policy	Innovation	2022- on-going	\$900K EDA grant	Providing advanced technical assistance consulting to regional businesses and assessing impact of training on business performance.

UCR Planning, Budget, Administration - Senior leadership meets regularly with the mayor and city manager offices to coordinate on a variety of initiatives, including timing utility usage, procurement through local small businesses, and student/alumni retention (such as through <a href="https://www.campusriverside.com/">https://www.campusriverside.com/</a> ).	Connections, Place	2017- on-going	UCR Government and Community Relations staff; UCR Planning, Budget, Administration staff	Examples: Participation in visioneering for City's economic development. Teaming to develop strategy for biomedical industry attraction to Riverside.
UCR Extension Palm Desert Center community lectures, panels, film screenings, spotlighting research of UCR faculty, students, and staff.	Connections, Place	ongoing	partnerships and research outreach	Over 1000 events held in the last several years
UCR PDC partnerships with Coachella Valley Economic Partnerships (CVEP) and City of Palm Desert	Connections, Place	ongoing	Palm Desert Center staff; Government and Community Relations	Local city and government agency partnerships expand reach to Coachella Valley and Palm Desert
Bilingual Authorization with SB County Superintendent of Schools	Connections	2018-2020	Dedicated staff	Providing ongoing training for bilingual instruction essential for supporting future economic development for URM communities
<a href="#">IEGO</a> involvement - UCR has been involved at multiple levels since the beginning, including in providing data/research to support the collaborative effort at generating quality jobs and closing historic equity gaps.	Place, Innovation	2019-present	The Inland Empire has been awarded \$5 million dollars in CERF Phase I Planning funds.	Ongoing partnership connections; supporting funding proposals for other organizations in the region
Collaboration with Chamber, City, County Economic Development, Workforce Development for January 8 Summit on clean technology	Place, Innovation	2023-2024	Numerous staff from Research and Economic Development, Corporate/Industry Relations, School of Medicine, and the Provost's office participated in the planning and execution of this summit. The UCR Chancellor was also one of the keynote speakers.	
Collaboration with Riverside Community College District for student housing - including more underrepresented students in research, learning, innovation	Place, Talent	2023 - present	RCCD close partnership; state funding just approved	State funding approval - already replicated by another campus

Growth/Improvement Goal	Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success	
Talent: Build the talent pipeline	Increase the culture of entrepreneurship on campus	Provide entrepreneurial education and experiential opportunities for graduate students. Increase participation of members of underrepresented groups.	ongoing and continued for the next 3 years	Dedicated staff in OTP. Assistance from the schools / colleges and University Extension. Extension provides public education specialist to coordinate sections, LMS instance for training, certifications, transcripts and digital badging.	Number of entrepreneurship courses and/or programs requiring an entrepreneurial or community-engaged project; Number of participants in NSF HUB west and Innovar workshops; Companies formed; Capital raised; Grad students engaged in OTP activities; Invention disclosures filed (total and by grad students)	
		Work with academic units to create for-credit courses.	ongoing and continued for the next 3 years	Dedicated staff in OTP. Assistance from the schools / colleges and XCITE Center for Teaching and Learning. Bourns College of Engineering currently creating a course. XCITE has a staff person to support faculty creating and leading these courses.		
		Leverage seed grants and entrepreneurial fellows to increase faculty participation and awareness to improve Innovation and Entrepreneurship (I&E) culture across all units.	ongoing and continued for the next 3 years	Dedicated staff in OTP. Assistance from the schools / colleges		Number of proof of concept grants, startups formed, IP protected, contracts with industry secured
		Identify faculty ambassadors/champions (faculty Entrepreneurs-in Residence) from the National Academy of Inventors (NAI). Create other I&E recognition awards.		Work with XCITE Center for Teaching and Learning and the Academy of Distinguished Teachers		Faculty participation; Members in NAI; Recognition awards granted
	Increase the career development for students in internships, co-ops, externships, and other work based learning experiences	UCR Extension registered apprenticeship program	2020-2024	External funding including a \$950k award from Department of Labor	Secure DOL scaling grant; Increased number of registered apprenticeship partners and placed apprentices	
		Build the new Career Center Learning Aligned Education Program (LAEP), in which students who demonstrate financial need will now have the opportunity to receive funding for internships with local organizations who are able to provide experiential learning opportunities related to their career goals.	Beginning in 2023	Career Center (Student Affairs) and Undergraduate Education	Increase in number of underrepresented students participating in internships	
		Create more curricular and co-curricular experiential (community-engaged) learning experiences for students by providing support for faculty offering these courses. Partner specifically around UCR priorities - education, public health, sustainability, entrepreneurship.	2-3 years	Work with XCITE Center for Teaching and Learning	Increase in number of community-engaged courses	
	Develop additional training and outreach aligned with workforce development needs	Implement program development and promotion based on UCR Extension UPCEA Market Study identified regional workforce needs and program development opportunities	1-3 years	Community partners, staff, and market data to benchmark	Increase enrollments by 25% out of the Coachella Region, increase 15% enrollments in Inland Empire region	
		Develop a system for tracking regional employer needs and workforce status (including UCR students and alumni)	4-5 years	Work with Advancement (including alumni office), as well as county and chambers of commerce	Collaborative data dashboards	
	Increase college completion in the Inland Empire region to meet workforce development needs	UCR Extension Degree Completion Program	2-3 years	Degree Completion Staff	Donor identification; proposals submitted; funds secured and dispersed; goal: \$1M for student support	

<b>Innovation: Incubate, attract, and support innovative companies</b>	Support regional Small and Mid-size Enterprises (SMEs) and attract international SMEs to the region.	Work with the city-chamber-county green team and members of economic development organization across the region. Build a network of specialized services and facilities that increase engagement with start-ups and industry.	ongoing and next 2-3 years	Funding from federal and local government agencies. Industry support. Philanthropic contributions, develop mechanisms for capital attraction and investment to the region	Number of companies participating in the Technical Assistance to COVID Impacted Inland Empire Small Business (TACIES) program; Number of companies mentored; Number of companies admitted into regional Small Business Development; Centers and international programs
		Leverage campus strategy on OASIS to attract capital and talent to region			Number of OASIS-affiliated startups and established companies relocating to the region or building presence in the region
	Build physical infrastructure	Identify partners for innovation park and other OASIS physical infrastructure projects such as the Ag Innovation Center and the Critical Minerals Laboratory	2-4 years	\$65 million from federal, state, local funding	Number of partners locating in OASIS Park; research and innovation collaborations between academic and industry; number of training programs delivered
		Fundraising campaign focused on OASIS innovation park	2-3 years	University Advancement	Donor Identification; number of proposals submitted; number of dollars secured
	Build on and off campus support for innovative efforts	Formally establish frequent and periodic meetings with advisory committee(s), department chairs, units' faculty, senate committees, and senate leadership.	1-2 years	Academic Senate, Advancement	Faculty engaged with the project
		Communicate about OASIS programming and research	1-2 years	University Communications, external partner networks	Increase number of internal and external partners in OASIS research and programs
	Develop entrepreneurs within the IE and PD region	SEED Lab is an 8-month (90 hours) pre-accelerator for early-stage social entrepreneurs. Developed in partnership with the University of California – Riverside Extension	ongoing	Extension Certification, Caravanserai Project Partnership	Graduates of program and new business development
		Inland Empire Quantum Initiative - new equipment to establish an educational research and workforce training program in Quantum Engineering and Microelectronics	2-3 years	<a href="#">\$4M Congressional Community Project Funding Request</a>	Increase faculty and industry partnership
		MicroMBA - continue working with the National Latina Business Women Association to extend this program, now in its third cohort, to more participants	ongoing	Designated staff	Increased rate program completers and program completion totals
		Nurture arts entrepreneurship through Riverside Studios (R Studios)		Workshops for students (puppetry, theatre, filmmaking); paint-and-sip; strengthen collaborative relationships with Business, as well as other universities, the Fox theater, etc.; Models - ASU Center Mix Center - community-based space (funded by city, corporations, etc.)	Number of artistic projects - increasing numbers of student and community participants - every year doing a million dollar production and other live theatre productions
<b>Place: Collaborating on and off campus for regional economic growth</b>	Partner actively with local stakeholders to fully take advantage of federal, state, and other funding opportunities	Apply collectively for federal grants related to regional innovation hubs and economic development	1-2 years	Increase collaboration with local organizations from government, industry, NGOs and community organizations. Invest in strategic partnership development and proposal development	Number of new dollars generated for UCR and partners around workforce development
		Engineering dean collaborations to develop of a statewide approach to securing CHIPS Act funding for development of semiconductor technology	1-2 years	CA Industry partners, UC Engineering deans and VC Research partners, UC Office of President Partners, LLNL and LBNL partners	State supported effort to bring CHIPS Act funding to CA to support interactions between universities, government, and industry.
		Participate in partner organization boards and regional conference on economic development	continue indefinitely	UCR faculty/staff from across the university	Track participation in boards and conferences

	Partner with UC Calit2's focused on telecommunications, quantum computing, semiconductor chips	next 6-12 months	UCSD, UCI; RED/UCR faculty, government relations	Successful grant proposal(s)
	Leverage the significance presence of the logistics industry in the Inland Empire to develop innovation ecosystem (for example, build on requests like the CE-CERT demonstration project)	next 6-12 months	Companies in IEGO; RED/UCR faculty, government relation	Build synergy and apply for and receive grant funding from diverse sources
Increase involvement of community partners in our current programs	Improve communication tools	5 years	Work with advancement and ITS on communications and CRM strategies	Number of community partnerships (and growing sophistication of our systems of tracking and communicating with them)
	Develop a CRM for community engagement efforts	5 years		
Improve collective data gathering efforts for engagement and evaluation purposes	Encourage data collection in project evaluations	ongoing	Support from RED, Institutional Research, Office of Evaluation and Assessment, and other relevant offices for data gathering and evaluation	Database accumulated over time that allows evaluation and comparison
Increase licensing income	Diversify licensing income; in particular from non plant variety portfolio	5 years	Engagement with companies (large and small) in directed sponsored research, technology transfer and startup creation	Existing and new faculty engaged; disclosures submitted; patents filed; licenses secured, IP commercialized into products sold
Develop university affiliated funds	Encourage donors and alumni to contribute directly to UCR start-ups	5 years	OTP, advancement	Number of alumni and community members investing
Increase venture capital investment	Continue pursuing alternative models for securing early stage and non dilutive capital for UCR and community startups	5 years	OTP, philanthropic community, development	Number of venture capitalists who participate in regional and university development
Increase industry sponsored research	Increase opportunities for networking with corporate partners. Leverage areas of research excellence, expertise and regional assets Active participation in multi campus, large proosals like the Regional Innovation Engine and others	ongoing	OTP; faculty participation	Number of partnerships secured; number of contracts negotiated; Number of SBIR/STTR secured, dollars of funding; number of proof of concept grants, startups formed, IP protected, contracts with industry secured
	Offer training on how to work with industry, protect IP, and promote research to the community. Increase	ongoing	OTP, faculty paticipation, chamber of commerce, local industries	
Salton Sea / Lithium Valley activities	Continue to host Salton Sea Summit and produce report; Continue to inform effective, sustainable, and equitable mitigation strategy and policies for the Salton Sea; Develop training programs (e.g., critical mineral analysis) / workforce development	ongoing	OTP, Advancement, faculty, government and community relations	Salton Sea Center established and funded. Number of partnerships secured. Amount of public and private funding secured. Contracts with industry secured. Solutions for the community developed. Number of new jobs created in region.