



## **Opportunity and Challenge Profile**

*Search for the Provost and Executive Vice Chancellor  
University of California, Riverside  
Riverside, CA*

The University of California, Riverside (UCR) seeks a collaborative, mission-oriented, and outstanding academic leader to serve as its next Provost and Executive Vice Chancellor (Provost). Reporting to the Chancellor, the Provost will join UCR at a pivotal moment as the university seeks to build upon its track record of remarkable achievements in research and propelling student success. The next Provost will help drive the university forward to further deliver exceptional research, education, and innovation as one of the country's top public research universities.

One of 10 campuses within the prestigious University of California system, UCR has evolved into a top-notch research university that excels at providing access to higher education while also contributing significant intellectual and social capital to the community, state, nation, and the world. It is increasingly lauded for the successful outcomes of its ethnically and socioeconomically diverse student population and is repeatedly recognized for the strength of its faculty and research through competitive awards and extramural funding. In 2019, UCR was ranked number one among National Universities for Social Mobility, enrolling and graduating a large proportion of Pell Grant recipients. UCR is led by Chancellor Kim A. Wilcox, who has set an ambitious agenda to grow the academic enterprise while setting a national standard for how a university can operate, educate a diverse population, conduct research, and engage the broader community.

As UCR embarks on a new strategic planning process, the Provost will work closely with faculty, staff, and students within a strong shared governance structure to determine the university's strategic priorities and establish a plan to help the university continue to grow in both size and impact. The Provost will bring a commitment to UCR's mission, pushing the university to be truly exceptional on all fronts and helping to set the stage for future preeminence. In leading UCR to achieve these aspirational goals, the Provost will address the following key opportunities and challenges:

- In partnership with the UCR community, define, shape, and implement a strategic vision for the future
- Continue to build and support world class research
- Enhance the undergraduate and graduate student experience
- Leverage shared governance with faculty and staff to advance UCR's strategic vision
- Formulate and implement strategic plan to expand diversity, equity, and inclusion at all levels of the university
- Provide strong internal leadership to catalyze and sustain innovation
- Mature the physical and organizational infrastructure of the campus
- Advocate for the campus externally and within the UC system

A list of the desired qualifications and characteristics of the Provost can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges

related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About the University of California, Riverside**

UCR's roots trace back to 1907, when the California State Legislature established the Citrus Experiment Station in Riverside to research agricultural issues facing Southern California. In 1948, the University of California Regents approved the establishment of the College of Letters and Science on the campus; UCR marks its founding in 1954, when the UC Board of Regents approved its status as a general campus and the first undergraduate students matriculated on February 15 of that year; the University's Graduate Division was established in 1960. From its inception, UCR has been a dynamic institution, and the scope of the academic program continues to grow and evolve. In 2008, the UC Regents approved UCR's proposal for a school of medicine – the first new public school of medicine established in California in 40 years.

The University of California system has evolved into the world's largest and most successful university network, with an annual operating budget of more than \$24 billion. UC today comprises ten campuses—Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara—which collectively enroll more than 234,000 students. UC also operates five medical centers, as well as three affiliated national laboratories, including Lawrence Berkeley National Laboratory, Lawrence Livermore National Laboratory, and Los Alamos National Laboratory.

### ***Recognition and Rankings***

Today, UCR is an outstanding research and educational institution recognized as the fastest-rising ranked university in the United States by *U.S. News and World Report*, *Forbes*, and the *Wall Street Journal/Times Higher Education*. The Brookings Institution cited the university as both a “ladder,” promoting social mobility of students, and a “laboratory,” for research excellence. In a 2017 white paper, Brookings named UCR as one of the top ten leaders in public higher education, offering both high degrees of mobility and excellence in research.<sup>1</sup>

The campus is ranked 39<sup>th</sup> best public university in the nation by *U.S. News and World Report*. As a member of the world's most prestigious public university system, UCR ranks among the top 1% of universities worldwide.<sup>2</sup> It is one of fewer than 20 public U.S. universities to boast multiple Nobel Laureates on its faculty. In 2016, UCR received the Project Degree Completion Award from the Association of Public and Land-Grant Universities (APLU) for increasing four-year graduation rates by 11 percentage points in four years and for having among the lowest racial and ethnic gaps in graduation rates in the country. UCR is ranked among the nation's top 12 public universities by *Forbes* in its list of “America's Best Value Colleges 2019.”<sup>3</sup>

Many of the efforts that have placed UCR in the top tier of institutions nationally and internationally, across multiple measures of success, have been guided by the campus strategic plan, *UCR 2020: The Path to Preeminence*, which identified four overarching strategic goals, in keeping with the campus' guiding principles: academic excellence, access, diversity, and engagement. As this strategic plan reaches fruition, a new strategic planning process is currently underway, with finalization and implementation to take place during the 2020-2021 academic year.<sup>4</sup>

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<sup>1</sup> [Ladders, labs, or laggards? Which public universities contribute most](https://www.brookings.edu/ladders-labs-or-laggards/), Dimitrios Halikias and Richard V. Reeves, July 11, 2017. [brookings.edu/ladders-labs-or-laggards](https://www.brookings.edu/ladders-labs-or-laggards/)

<sup>2</sup> [Center for World University Rankings 2018-19](https://www.cwr.edu/rankings/2018-19/)

<sup>3</sup> [America's Best Value Colleges, 2019](https://www.forbes.com/colleges/best-value-colleges-2019/)

<sup>4</sup> <https://strategicplan.ucr.edu/>

## **Overview**

UCR offers more than 100 bachelor's degree programs, 56 masters programs, and 47 Ph.D. programs, as well as 13 credential programs. The campus employs 1,142 instructional faculty across eight academic units:

- College of Humanities, Arts, and Social Sciences (CHASS)
- College of Natural and Agricultural Science (CNAS)
- Graduate School of Education (GSoE)
- Marlan and Rosemary Bourns College of Engineering (BCoE)
- School of Business, home of the A. Gary Anderson Graduate School of Management
- School of Medicine (SoM)
- School of Public Policy (SPP)
- UCR Extension

UCR employs a total of 6,105 staff personnel. UCR's faculty, nearly 800 of whom are ladder-rank faculty, has grown by approximately 300 over the past six years. The faculty now includes two Nobel Laureates, 48 Fulbright Fellows, 19 Guggenheim Fellows, 49 National Endowment for the Humanities Fellows, and 13 members of the National Academies. The faculty also includes 200 current or former fellows of the American Association for the Advancement of Science (AAAS). Rising faculty have also been singled out for excellence; in just the past year, 10 UCR researchers received the prestigious Faculty Early Career Development (CAREER) award from the National Science Foundation (NSF).

The Riverside Division of the UC Academic Senate serves as the representative body for UCR tenured and tenure-track faculty. Academic Senate officers come from a variety of backgrounds across campus. The senate is responsible for the selection and ratification of courses, admissions conditions and faculty members. The senate also advises the Chancellor and campus administrators on some of the most critical decisions made at UCR.

In fiscal year 2018-2019, the university's operating budget was \$918 million. Total contract and grant funding has grown by nearly 85% since 2013, from \$93.4M to \$172.8M. In recent years, UCR has migrated to a performance- and incentive-based budget model, which more directly and transparently ties enrollment to college funding. The new budget model, a derivative of responsibility-centered management, has helped create a more straightforward resource allocation model, has elevated the role of Vice Chancellors and Deans to determine funding priorities, has streamlined and improved financial management processes, and has fostered university-wide collaboration and stakeholder engagement.

## **Student Life**

UCR is unusually diverse among public universities and is the most diverse campus in the UC system overall. In fall 2018, UCR enrolled 20,581 undergraduates and 3,341 graduate students. Among students seeking undergraduate degrees, 41.5% were Hispanic or Latino, 33.8% were Asian, 11% were White, 3.3% were Black, and 5.6% identified as multi-racial. UCR enrolls a higher percentage of Pell Grant recipients than nearly every other university in the country and more than the entire Ivy League combined. More than 56% of UCR students identify as first-generation college students.

Currently, 28% of UCR's student population lives on campus, and the university houses approximately 10% of new transfer students and 19% of non-freshman undergraduates in on-campus apartment housing. In order to address growing needs for affordable student housing, UCR broke ground in October 2019 on the North District residential space, which provides for the phased development of up to 5,200 student beds

on an approximately 51-acre site located on the northeastern portion of campus. In addition to housing, the apartment buildings will provide new classroom spaces, additional parking, and achieve LEED Silver Certification. The first phase of the North District anticipates opening in Fall 2021.

Students are also invited each year to join UCR's University Honors program, which engages a diverse community of students, faculty, and staff in the creation of global citizens through high-impact experiences that emphasize original scholarship, contribution, creativity, and innovation.

UCR competes in Division I of the NCAA in 17 sports in the Big West Athletic Conference.

### ***External Relations***

In 2016, UCR launched the public phase of its \$300 million *Living the Promise* campaign, its first comprehensive effort, which has raised \$254 million to date and is scheduled to end in December 2020. As of January 31, 2019, the university's total endowment value was \$246 million.

UCR maintains close connections to the local community, and it is the largest employer in the city of Riverside and the only public research university in the area. UCR's economic impact in the state of California is about \$1.4 billion annually, with more than 70 percent of this economic activity benefiting Inland Southern California. UCR is also a leader in innovation, especially as it relates to invention and patent generation. The Riverside Entrepreneurial Proof of Concept Center, or Riverside EPIC, received a \$499,000 federal award through the United States Economic Development Administration's Regional Innovation Strategies program to create and expand their programs in 2017 and to ensure the continuation and expansion of this work.

### ***Campus Leadership***

Kim A. Wilcox was appointed as UCR's ninth chancellor in August 2013. During his tenure, UC Riverside has seen historic growth across its education, research, and public service missions, including record improvements in student success, research funding, and philanthropic giving as well as the establishment of new schools of medicine and public policy.

Guided by UC Riverside's long-term strategic plan (*UCR 2020*), Wilcox initiated an ambitious effort to grow the faculty and the campus's physical facilities. Over the last four years, UCR has grown its ladder-rank and clinical faculty by nearly 250, while increasing the racial, ethnic, and gender diversity among incoming faculty members. Likewise, UCR has added or renovated more than 100,000 square feet of building space on campus since 2013, with another \$1 billion in capital projects underway.

Chancellor Wilcox brings a deep commitment to equity and inclusion and has prioritized having a diverse leadership team. As a first-generation college graduate, Wilcox is a prominent national advocate for increased access to quality higher education, and for the particular role public land-grant universities play in the United States. Under his leadership, UCR became a charter member of the [University Innovation Alliance](#), a highly selective collaborative of 11 major U.S. public research universities seeking to improve student graduation rates and outcomes across all socio-economic and ethnic backgrounds.

### **Role of the Provost and Executive Vice Chancellor**

Serving as the campus's chief academic officer, the Provost is responsible for managing the daily operations of the UCR campus, developing academic and administrative policies, and working closely with the Chancellor, Vice Chancellors, Chair of the Academic Senate, and Deans of UCR's colleges, schools, and divisions to formulate and realize campus goals. All Deans and Vice Provosts at UCR report directly to the

Provost.<sup>5</sup> The Provost will convene, as appropriate, Vice Chancellors, Deans, and other senior administrators to address issues that cut across divisional lines, play a leadership role in allocation of campus resources, and lead strategic planning and other strategic campus initiatives as determined in close collaboration with the Chancellor.

The Provost has principal responsibility for the planning, development, implementation, assessment, and improvement of all academic programs, policies, and supporting infrastructure, including extensive staff resources. The Provost ensures academic excellence and diversity through appropriate faculty recruitment, retention, and renewal processes, as well as through review of faculty appointments, tenure, and promotion. The Provost is also responsible for the planning, quality, diversity, and delivery of the education provided to UCR's undergraduate and graduate students.

### **Key Opportunities and Challenges for the Provost and Executive Vice Chancellor**

As UCR continues to advance, the Provost will play a key role in helping the university evolve by conveying a clear, compelling identity for the campus; by further developing its platform of distinctive integrated academic and research programs to attract excellent students and faculty; and by building out policies, procedures, and infrastructure to support this vision and direction. In doing so, the Provost will address several key opportunities and challenges, as detailed below:

#### ***In partnership with the UCR community, define, shape, and implement a strategic vision for the future***

The next Provost joins the UCR community as it is poised to reach new levels of excellence, delivering upon the tripartite mission of the university: research, teaching, and service. The Provost will support and balance these three prongs to help the university achieve its ambitious goals. Together with administrative leaders, faculty, staff, and students, the Provost will develop and finalize the strategic plan, establishing clear short- and long-term strategic goals for the university. These goals will build upon the historic core strengths of the institution, developing structures and creatively utilizing resources to expand areas of excellence. By bringing the community together behind the shared mission and goals of the university, the Provost will help deliver upon the California promise with a unique Riverside lens: a pathway for social mobility through access to an outstanding education for an incredibly diverse student body, offered by way of excellence in research and teaching. Throughout the strategic planning process, the Provost will establish foundational pathways that will allow the university to continue to grow in both size and impact.

#### ***Continue to build and support world class research***

Working in close partnership with the Vice Chancellor for Research and Economic Development, the Provost will articulate the university's research vision and strategic goals, as well as widely broadcast the university's many successes in this arena. The Provost will work closely with Deans and department chairs to enhance campus-wide research collaboration, innovation, and multidisciplinary efforts, with a goal of increasing and allocating financial support for research activities and infrastructure. The Provost will need to carefully assess and invest in physical space and broader infrastructure necessary to grow the research enterprise, including strategically growing the university's research centers, maintaining high standards for leadership positions, and supporting faculty. The Provost has an opportunity to invest in the university's research mission and move the institution forward by growing graduate programs, directing resources to support both graduate and undergraduate student research.

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<sup>5</sup> A complete organizational chart is available at: [https://provost.ucr.edu/sites/g/files/rcwecm871/files/2019-07/ucr\\_campus\\_organizational\\_structure\\_-\\_july\\_2019\\_-\\_revised.pdf](https://provost.ucr.edu/sites/g/files/rcwecm871/files/2019-07/ucr_campus_organizational_structure_-_july_2019_-_revised.pdf).

***Enhance the undergraduate and graduate student experience***

The Provost will hold student success as foundational to the mission of the university. With a special focus on students from historically underrepresented minority (URM) groups and first-generation college backgrounds, the Provost will work closely with administrative leaders, faculty, staff, and students to enhance the student experience. The Provost will think creatively to address space and scheduling issues – from residential and classroom space to parking – that directly impact the student experiences and overall quality of life. The Provost will also think holistically about the graduate student experience in terms of academic support, research, and teaching, as well as the particular challenges faced by URM and international students. In addition, the Provost will support non-traditional students and pathways that draw students into the UCR community, including UCR Extension, the Bridges to Baccalaureate, and others.

***Leverage shared governance with faculty and staff to advance UCR's strategic vision***

The Provost will recognize the intrinsic value and strength of UCR's shared governance structure, embedding it into all processes of information gathering, decision making, and messaging. It will be crucial for the Provost to listen carefully, summarize, and reflect that listening back to the community, and convey decision-making processes clearly and transparently. By engaging in early and frequent consultation, the Provost will build buy-in across the community and uphold high standards for accountability. The Provost will lead by example in supporting faculty development and productivity around research and pedagogical aspirations and will work closely with academic leaders across the university in the recruitment, support, and retention of world-class faculty. In addition, the Provost will encourage staff development through careful assessment of classifications and professional pathways, as well as work collaboratively with campus leadership to enhance staff engagement and morale. By finding ways to enhance synergies between faculty, staff, and students, the Provost will bolster community participation, engagement, and input to productively lead the university's academic enterprise.

***Formulate and implement strategic plan to expand diversity, equity, and inclusion at all levels of the university***

The next Provost will share the institution's commitment to diversity, equity, and inclusion and will be a visible and vocal proponent on campus to recruit and retain intellectually accomplished faculty, staff, and students across diverse backgrounds, with an added focus on developing a pipeline that nurtures diversity in leadership positions. The Provost will develop and grow meaningful activities, programs, and services on campus that address challenges effectively and promote a truly inclusive academic environment. In doing so, the Provost will also incorporate and embed diversity of perspectives and curriculum across the fabric of the university.

***Provide strong internal leadership to catalyze and sustain innovation***

The Provost will be a present and visible leader across campus, advocating for the academic mission in partnership with the Chancellor, other Vice Chancellors, Deans, and faculty. The Provost will lead a strong administrative team and will work with that team to clearly articulate university priorities and strategies for progress. Leading by example, the Provost will work closely with and support the Deans to capitalize on the opportunities provided by the new university budget model, empowering the university's schools, colleges, and divisions to develop new programs and resources. By making additional necessary adjustments to the university budget model, in collaboration with the Vice Chancellor for Planning, Budget and Administration, and by helping the campus optimize within that structure, the Provost will help the dean cohort develop pathways forward for revenue generation and growth. Together with the Chancellor and campus leadership, the Provost will work to ensure UCR's financial sustainability.

### ***Mature the physical and organizational infrastructure of the campus***

The Provost will help mature UCR's campus to support growth in research and teaching over the next decade and, anticipating future needs in the decades to come, proactively lay the groundwork to meet them. In particular, the Provost will partner with the Vice Chancellor for Planning, Budget and Administration to prepare the next Long Range Development Plan (LRDP), in order to guide campus planning assumptions through 2035. Moreover, the Provost will help implement policies, processes, and protocols which allow the campus to build a strong foundation for future expansion, while working closely with the leadership team to identify creative solutions which address space and staff shortages.

### ***Advocate for the campus externally and within the UC system***

In partnership with the other Vice Chancellors, the Provost will be a visible external representative for the university, helping to raise awareness of UCR at the local and state level, as well as nationally and internationally. The Provost will forge strong partnerships as a member of the system-wide Provost group and will help the UCR community leverage resources available through the UC system. The Provost will also reach out to the local Riverside community and develop connections with local government in order to influence policy and explore opportunities where UCR can extend its impact. Through effective external leadership, the Provost will convey the unique potential of UCR to garner additional resources and increased awareness.

### **Qualifications and Characteristics**

The successful candidate must have an excellent record of academic accomplishment and a history of academic leadership and achievement in creating and supporting a climate of community, understanding, and mutual respect. The Provost and Executive Vice Chancellor will also bring many, if not all, of the following:

- National or international distinction as a researcher and educator, with a scholarly and teaching record commensurate with appointment as a full professor in the University of California.
- Proven track record of transparent and consultative administrative achievement in a complex research institution that values shared governance;
- Impeccable academic judgment, a record of appreciating excellence and participating in the successful recruitment and retention of a superb faculty, and evidence of significant contribution to the growth of innovative programs, departments, or schools;
- A collaborative approach to leadership, coupled with the ability to make decisions and deliver good and bad news clearly and resolutely;
- A thorough understanding of sponsored research activity in an academic setting, and an eye for creative opportunities tied to a commitment to accountability and results;
- An astute understanding of university finances and the relationships between academic and research priorities, budgeting, and fundraising;
- Commitment to building innovative institutional frameworks that will harness and facilitate collaborative and cross-disciplinary research and educational activities;
- A strong mission-orientation and interest in UCR's commitment to providing routes to educational success for underrepresented and first-generation college students;
- A track record of bolstering a diverse, equitable, and inclusive environment for all members of a university community;
- A commitment to undergraduate and graduate education; enthusiasm for interacting with students and an understanding of their needs;

- Strong communication skills, including the ability to inspire and engage others to support the vision for the university;
- Ability to build consensus and develop an overarching vision, and to motivate and inspire others to assure it is realized; and
- Emotional intelligence and flexibility to enable successful navigation of a complex and growing institution.

## Location

With a population of more than 300,000, the City of Riverside is the 12th largest city in California and the 6th largest city in Southern California; it is the seat of the second fastest growing county in the nation, and leads the region – sometimes known as the Inland Empire – in virtually every measure of economic power. Riverside is within an hour’s drive of the coastal towns of Laguna Beach, Newport Beach, and Manhattan Beach; hiking or skiing in the San Jacinto and San Bernardino Mountains; surfing in San Clemente; and rock climbing in Joshua Tree National Park. Both Los Angeles and San Diego are within easy driving distance, as are the resort cities of Palm Desert, Palm Springs, and Indian Wells.

The city is host to diverse events, such as The Riverside Festival of Lights, Smithsonian Week, The Riverside International Film Festival, and the Mariachi Festival. Other attractions in Riverside include the Fox Performing Arts Center; Riverside Metropolitan Museum, which houses exhibits and artifacts of local history; the historic Mission Inn, the UC Riverside California Museum of Photography; and the California Citrus State Historic Park. The campus and city are easily accessible via Ontario International Airport. To learn more about Riverside and the region, please visit <http://www.exploreriverside.com>.

## Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, and applications should be sent via the Isaacson, Miller website for the search: <http://www.imsearch.com/7276>. Complete applications will include a CV, cover letter, and diversity statement. In a “Statement of Contributions to Diversity,” applicants should describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty member and administrator at UCR. For best consideration, please apply by January 10, 2020. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders  
for mission-driven organizations*

Cati Mitchell-Crossley, Ludi Chow, and Annie Webster  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900

*The University of California is an Equal Opportunity / Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.*



## **Appendix I: Colleges and Schools at UCR**

**The College of Humanities, Arts, and Social Sciences (CHASS)** is the largest college at UCR, uniquely combining the arts, the humanities, and the social sciences into one college. In this way, CHASS provides students and faculty the opportunity to explore across disciplines and compare or combine their perspectives on human social, cultural, and political life. The faculty of CHASS includes half of UCR's Guggenheim Fellows and a recipient of the MacArthur "Genius" Award; 29 faculty members have been named fellows of the American Association of the Advancement of Science. With over 20 departments and 300 faculty covering over 50 baccalaureate majors and 20-plus courses of graduate study, CHASS provides a rich array of academic options through the doctoral level. CHASS is also home to the world-class California Museum of Photography. To learn more, see <https://chass.ucr.edu>.

**The College of Natural and Agricultural Sciences (CNAS)** developed from the original land-grant core of UCR, the state Citrus Experimental Station founded in 1907, which has helped protect and grow California's \$850-million-per-year citrus industry and has developed more than 40 new citrus varieties. Fulfilling its mission of supporting and improving California agriculture, CNAS encourages cross-departmental collaboration by bringing together agricultural sciences, life sciences, physical sciences, and mathematics in a single academic unit. CNAS's 13 departments encompass the life, physical, mathematical, and agricultural sciences, hosts 2 Nobel Laureates, and serve over 6000 undergraduate students and 900 graduate students. The Faculty Scholarly Productivity Index ranks three CNAS programs in the top five nationally: environmental sciences (3rd), entomology (4th), and natural resources and conservation (5th). To learn more, see <https://cnas.ucr.edu>.

**The Graduate School of Education (GSoE)** offers a range of exceptional undergraduate, graduate education, and teacher credential programs for schooling professionals at all levels. Besides the standard credentials (Multiple Subject, Single Subject, and Special Education, the School includes PhD and MA programs and emphases in such areas as Education, Society, and Culture; Higher Education Administration and Policy; School Psychology; and Special Education. The School's Master of Education degree emphases include Autism, Diversity and Equity, Reading, and General Education with Teaching. To learn more, see <https://education.ucr.edu/>.

**The Marlan and Rosemary Bourns College of Engineering (BCOE)** is one of the finest engineering schools of its size in the country. Though founded in 1989 – and as such UCR's youngest academic unit – BCOE is ranked higher than any engineering college of its size among American public universities by U.S. News & World Report. It is also the fastest-growing engineering program in the UC System. The BCOE faculty includes 22 AAAS Fellows, two National Academy of Engineering members, and ten Fellows of the IEEE, yet few engineering colleges can match UCR's opportunities for close student-faculty collaboration in both classroom and laboratory. To learn more, see <https://www.engr.ucr.edu>.

**The School of Business** includes the largest undergraduate business program in the UC System. The School also houses the A. Gary Anderson Graduate School of Management (AGSM), which offers innovative MBA and Executive MBA programs, including an MBA fieldwork component that allows students to put their classroom knowledge to work in actual business settings. The School develops business leaders from its diverse student body, helps propel research-based innovation, and leverages UCR's location at the nexus of Southern California commerce to create a laboratory for education, research, and productive partnerships across a wide range of economic enterprise. To learn more, see <https://business.ucr.edu/>.

**The School of Medicine** is California's first new public medical school in four decades and a vital resource for the region, which currently has one of the state's lowest doctor-to-resident ratios. It received preliminary accreditation from the Liaison Committee on Medical Education and recruited for the inaugural class of 2013. That class of 50 students arrived in August 2013, beginning their path toward becoming a physician.

In June 2017, the school graduated its first class of medical students and secured full accreditation from the LCME. The mission of the UCR School of Medicine is to improve the health of the people of California and, especially, to serve Inland Southern California by training a diverse workforce of physicians and by developing innovative research and health care delivery programs that will improve the health of the medically underserved in the region and become models to be emulated throughout the state and nation. To learn more, see <https://medschool.ucr.edu/>.

**The School of Public Policy (SPP)** was established in 2012 and is one of only four public policy schools in the 10-campus UC system. SPP seeks to develop solutions for the inland region of California as a living laboratory to explore, investigate, and learn, with global implications and relevance for developing solutions for the world. The School's mission is to train a new generation of forward-thinking public policy leaders equipped to address the complex, interrelated challenges of poverty, disease, illiteracy, climate change, energy security, pollution and more. Training is informed by a diverse, interdisciplinary curriculum that emphasizes evidence-based policy research as well as cross-learning from both international and domestic problem-solving experiences, and a rich internship program that emphasizes experiential learning. To learn more, see <https://spp.ucr.edu/>.

**UCR Extension** provides open instruction and public service programs to the adult population of the state, in keeping with the long-established tradition of public land grant institutions of higher learning. UCR Extension delivers personal learning experiences within the University of California community that focus on students' specific needs, delivered by highly qualified, real-life professionals to advance skills and enrich their lives. UCR Extension is committed to creating a culture of engagement by providing opportunities for lifelong learning, public service and outreach and by connecting with the global community. To learn more, see <https://extension.ucr.edu/>.