

February 4, 2019

WASC Senior College and University Commission
985 Atlantic Ave., Suite 100
Alameda, CA 94501

Dear Members of the Commission:

On behalf of UCR, my thanks to you and the members of the visiting team for your commitment of time and energy to ensure high educational standards in the Western region. UCR found the WSCUC process to be informative and beneficial for our campus. The visiting team members were engaged and professional throughout the process, and brought with them patience and expertise that were appreciated by our campus.

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We also appreciated the recent opportunity to submit factual corrections on the draft report. The final report is responsive to several, but not all, of the corrections we submitted. We feel that three outstanding issues merit your attention, as each pertains to a specific CFR.

First, there is disagreement regarding UCR's mission statement. On page 4, the report states, "Although UCR adheres to the general Mission of the University of California system, it does not provide a statement on the mission or values that are unique to UCR..." On page 15, the report states, "The team observed that the campus does not have a mission statement other than the general mission of the UC system (CFR 1.1)..." As we wrote previously, UCR's mission statement can be found in various documents and websites including our current strategic plan. Our [mission statement](#) is:

"The University of California, Riverside will transform the lives of the diverse people of California, the nation, and the world through the discovery, communication, translation, application, and preservation of knowledge – thereby enriching the state's economic, social, cultural, and environmental future."

This is complementary to, but distinct from the mission statement of the [UC system](#), which is:

"The distinctive mission of the University is to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge. That obligation, more specifically, includes undergraduate education, graduate and professional education, research, and other kinds of public service, which are shaped and bounded by the central pervasive mission of discovering and advancing knowledge."

Second, there is disagreement regarding the goals of UCR's general education curriculum. On page 15, the report states, "There were some CFRs that do not appear to have been met. The team observed that ... educational objectives for the General Education Program were not found (CFR 1.2)." In fact, and as we wrote previously, page 58 of the [UCR catalog](#) describes the goals of an undergraduate education:

"The faculty of UCR hereby declare the following set of general educational goals to be pursued through our individual and collective efforts in teaching and guiding the undergraduates of this campus ... (continues)"

Third, there is disagreement regarding the progress we have made in establishing regular program review practices. On page 32, the report states, "UCR reports that they have 50+ undergraduate programs yet only 31 have been reviewed since 2008/2009 so it is unclear why some programs are exempt from review (CFR 2.7). Moreover, information provided by the ALO during the AV indicates that there are actually 101 undergraduate programs offered; a schedule for program review was not provided so it is unclear why only 30.7% (31/101) of programs have undergone review." As we wrote previously, these numbers are incorrect and conflate "programs" with "degrees." UCR offers 101 undergraduate *degrees* across 52 *programs*. Of these programs, 42 have been reviewed since UCR began conducting reviews in 2006-07, for a total of 80.8% (42/52). Moreover, no programs *are exempt* from review, but consistent with these statistics, not all undergraduate programs *have yet gone through review*.

Aside from these few corrections, we are in broad agreement with the visiting team regarding the commendations and recommendations in the report. We appreciate the recognition of our continued successes in the areas of diversity, inclusion, social mobility, and student achievement across sociodemographic groups. We also feel bolstered by the acknowledgement of our recent growth in extramural research funding.

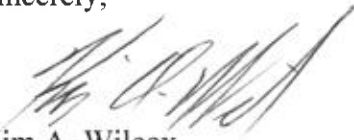
We continue to be deliberate about formalizing and strengthening our campus assessment practices. I can report that our Office of Evaluation and Assessment has been moved from the Undergraduate Education Office to the Provost's Office, where it will report to our Associate Provost (and ALO) to manage assessment activities across undergraduate, graduate, and non-academic units. A new Director of Evaluation and Assessment has been hired, and our two main assessment-focused committees have been reconstituted and have been meeting to carry-out their charges. This renewed activity has already produced several new ideas and initiatives for improving assessment and accreditation practices at our campus. Moreover, our current UCR 2020 Strategic Plan is winding down; and this year, we will launch our next strategic planning process. Based on what we've learned during the WSCUC re-accreditation process, we are better positioned to develop an institutional framework to guide our strategic decisions, create a robust implementation plan, and develop meaningful benchmarks of our progress.

We are further grateful for the committee's feedback regarding our campus budget model. In January 2019, we received a set of more than twenty recommendations for budget model refinements that resulted from a consultative, campus-wide process led by our

Chief Financial Officer. These recommendations have been shared with the campus community and several of them are already being implemented.

In closing, we reiterate our gratitude to the visiting team, and look forward to our continued engagement with the Commission.

Sincerely,

A handwritten signature in black ink, appearing to read "Kim A. Wilcox", written in a cursive style.

Kim A. Wilcox
Chancellor