

Offsite Review (OSR) Summary of Lines of Inquiry Guide

2023 Standards Revised

Directions: This form is to be completed by the team at the conclusion of its Offsite Review of the institutional report and supporting materials. The form will be sent to the institution within one week by the WSCUC liaison, and a response to section IV will be sent back from the institution eight weeks in advance of the Accreditation Visit. This form can be in a bulleted list, outline or narrative format. Please do not delete this first page, i.e., this cover page. Instead, complete information as requested and submit it with the Lines of Inquiry.

Offsite Review (OSR)

Institution under Review: University of California, Riverside

Date of Offsite Review: April 15-16, 2026

Team Chair: Taylor Randall

The Offsite Review team recommends the following actions be taken:

Proceed with the Accreditation Visit scheduled for: October 27-30, 2026

Reschedule the Accreditation Visit to: _____

The reason(s) the Team recommends rescheduling the visit is/are: _____

Due date for institutional response to Section IV (specify exact date): N/A

I. Overview of the lines of inquiry.

This document identifies 16 lines of inquiry for the Accreditation Visit (AV) that are derived from the institution's report. The team does not expect or invite a written response to these lines of inquiry before the Accreditation Visit.

II. Commendations. The team commends the institution for the following accomplishments and practices:

1. Its investments in infrastructure for the assessment process at all levels, and for using the evidence it generates to improve the institution.
2. Taking this evidence and creating dashboards which are robust, transparent, and widely available.
3. The documented success of student outcomes, both for graduation rates and for the post-graduate experience.
4. Implementing a revised strategic plan that serves both as a beacon and a measuring stick.
5. Attaining membership in the American Association of Universities.

III. Lines of inquiry. The team has identified the following lines of inquiry for the Accreditation Visit:

1. We would like to learn more about the importance of social mobility in the context of your mission, and to understand more deeply the various ways your mission is tied to your region.
2. UCR has an updated strategic plan and is creating unit level plans that are consistent with the institutional plan. We want to explore how the planning process unfolded and how these unit plans are being developed and implemented.
3. We want to learn more about the relationship between undergraduate education goals and the general education curriculum, including the role of core competencies. Perhaps in this same context, we also want to understand how you are using the AAC&U Value Rubrics.
4. We want to gain a better understanding of the connection between course and program learning outcomes, and the extent to which syllabi are required to contain course learning outcomes.
5. You have implemented CANVAS Outcomes for assessment, and we want to have conversations about its implementation and how it works for you.
6. You've made significant progress in course and program assessment, and we will schedule sessions to learn more about the impact of this progress and to understand how, for example, your efforts at norming are going in the new CANVAS-based assessment process.
7. Considering your focus on growth, we want to understand how new programs get proposed, approved, and implemented. As a corollary, we look forward to learning how you manage and review low enrollment programs.
8. We would like to gain a better understanding of how graduate education works at the institution, and the impact of an emphasis on master's degree programs.
9. You've started a new process for student advising in the business school and lowered the overall advisor/student ratio, and we want to hear more about how these changes have affected students.
10. We want to understand how program review is working and how a change from a 9-year cycle to a 7-year cycle will aid continuous improvement.
11. You have implemented a hybrid RCM budget model, and we will be interested in exploring your experience with it. For example, is it meeting the goals you had for it? What have you learned so far? Are there adjustments being made as the process matures?
12. You have noted that you have avoided structural deficits in past years, and we are interested in learning how this was achieved.
13. We want to understand the roles of the different committees in the creation of the budget, and how final decisions are made. In that regard, we want to understand how you balance the tension between

central and distributed authority: the balance between CEO flexibility to make institution-wide decisions and subordinate unit autonomy.

14. With respect to staff, we wish to explore your plans to mitigate burnout and whether that burnout may extend beyond staff. How might the re-benching funds be used in this effort?
15. You have added significant square footage to the campus footprint, and we want to understand plans for further growth in this area as well as plans for managing maintenance needs. In addition, we want to understand how decisions are made to allocate capital expense to add new physical structures versus investing in maintenance and rehabilitation of existing facilities.
16. Information technology and cyber security are critical components of a modern campus, and we will want to explore your strategy for managing this rapidly evolving sector of the campus, including the use of AI and the role you see for distance education.