

# The History of UCR:

## UCR 2020 Strategic Planning Working Paper

*“I don’t think anybody in the beginning had any conception of what we see today. This is like walking to the top of the mountain and suddenly seeing a great city in front of your eyes.”*

– Judge John Gabbert, a leading member of the Citizens University Committee

When UC Riverside evolved beyond its agricultural research role to become a university, it developed in a very different way from most other UC campuses. It was initially conceived and established as an elite undergraduate liberal arts college. But within a couple of years of its inception, UCOP converted it into a comprehensive research campus, serving graduate as well as undergraduate students. In some ways, the campus is still dealing with the legacy of that decision.

As UCR embarks on strategic planning for the next decade, it is important to understand what forces molded the campus as we know it today. And as the campus moves to claim its place among the top campuses in the UC system and the nation, it is important to grasp the strong sense of ownership that the community feels toward the campus, based on decades of fighting and lobbying on its behalf of the campus, and to ensure that the community is included in that planning process.

### **Preparing the groundwork**

More than 80 years before the University of California, Riverside, campus came into existence, its foundations were being laid in the back garden of a Riverside matron. A horticulturalist at the U.S. Department of Agriculture had sent Eliza Tibbetts two cuttings from a Brazilian orange tree mutation to see if they would fare any better in that warm semi-arid environment. She planted them, rather skeptically, in her garden, where they thrived. Within 20 years, the two Washington (aka Riverside) naval orange cuttings that took root in 1873 had morphed into Southern California's lucrative citrus belt – more than a million trees stretching 70 miles from Pasadena to Redlands.

One of those growers, John Henry Reed, recognized the important role of science in the maintenance and development of the citrus industry. Partnering with the Riverside Chamber of Commerce and California State Assembly member Miguel Estudillo, he helped draft legislation that called for the formation of a pathological laboratory and branch experiment station in Southern California.

On Valentine's Day 1907, the UC Regents formally established the UC Citrus Experiment Station on 23 acres of land on the eastern slope of Mt. Rubidoux. The lab's initial charge was to conduct investigations into such topics as horticultural management, fertilization, irrigation, fruit handling and improvement of varieties. Its entire staff consisted of one scientist and one assistant. That was soon to change.

A record freeze in 1913 struck fear into the multi-million-dollar citrus industry, and the farmers raised a hue and cry for more state-funded agricultural research. Despite stiff competition from the newly developing San Fernando Valley, Riverside officials, local growers and the new director of the Citrus Experiment Station, Herbert John Webber, won \$185,000 in funding for a new laboratory on 475 acres of land adjacent to the Box Springs Mountains. The UC Regents put their stamp of approval on the plan just before Christmas in 1914 and, according to the local newspaper, the whole city celebrated.

"The entire city turned into the streets, the steam whistle on the electrical plant blew for 15 minutes, and the Mission Inn bells were rung in celebration."

The citrus research station formally opened its doors in 1917 in a new Mission-style building (now the A. Gary Anderson Graduate School of Management and undergraduate School of Business). The Division of Agricultural Chemistry remained at the Rubidoux site, eventually ceding it to the UC Center for Water Resources.

Director Webber, concurrently appointed dean of a new Graduate school of Tropical Agriculture, set about recruiting 11 scientists for the founding research team, which was organized into six divisions: agricultural chemistry, plant physiology, plant pathology, entomology, plant breeding and orchard management. He also launched the Citrus Variety Collection: 500 species of citrus from all over the world planted on five acres of land beside the lab. That collection persists today, comprised of two trees each of more than 1000 varieties of citrus, and known as one of the premier citrus germplasm collections in the world.

The new director also planted hundreds of other subtropical crops. He imported 70 varieties of avocado from Mexico, producing more than 45,000 hybrids through controlled pollination. Webber and his team left an indelible mark on the region. They pioneered research in many areas, especially biological pest control and the use of growth regulators. They were responsible for extending the citrus growing season in California from four to nine months, with invaluable economic impact. Webber also founded the California Avocado Association in 1914, the annual citrus institute of the National Orange Show in San Bernardino and the Date Growers Institute of Coachella Valley.

### **Riverside's taste for education**

World War II is generally seen as the impetus for formation of another UC campus in Southern California and the eventual creation of UC Riverside – and it certainly provided the final push. Riverside Judge John Gabbert remembers the evolution of the idea for a liberal arts college. In the early 1930s, and maybe before that, he recalls that his father, part owner of the local newspaper, The Enterprise, was writing editorials about the desirability of locating a liberal arts college in Riverside. Over the years, debate in the Riverside community ebbed

and flowed about the potential for the experimental station to serve as the nucleus for a small, exclusive college – a kind of Swarthmore of the west, as it was often referred to.

The Riverside community of the turn of the 20<sup>th</sup> century was said to be the wealthiest in the nation – an affluence built on a citrus industry developed by well-educated farmers whose understanding of the value of knowledge and science to the success of their industry fired their passion in fighting to establish the research station. Grafting a liberal arts college onto the long-established UC Citrus Experiment Station seemed as natural as attaching a cutting of an exotic citrus onto hardy and well-established rootstock.

### **GI Bill comes to Riverside**

As World War II began to draw to a close, President Franklin Roosevelt signed the G.I. Bill into law in 1944, eventually funding 7.8 million veterans in education or training programs. The Regents had appointed an investigative committee under Dr. George D. Strayer from Columbia University to conduct a statewide examination of higher education needs and the possible locations of future campuses. Discussions about expanding educational opportunities were following somewhat parallel tracks in both Oakland and Riverside. At the same time, local Assemblyman Nelson Dilworth, chair of the Education Committee and a fervent believer in education, and state Senator Phillip Boyd were already heavily lobbying to locate a college in Riverside.

As it has before, the Riverside community swung into gear. The chamber, local educators, and community and political groups formed a booster club, which would morph into the Citizens University Committee. This group mounted a full-scale effort to convince the UC Regents, Southern California legislators, and any competing communities that Riverside was the perfect spot for a university

campus. They launched a letter-writing campaign, wined and dined the Strayer committee and its members, followed them hundreds of miles around the state to myriad hearings, and even shipped crates of oranges and grapefruit to legislators.

Finally in 1948, when Governor Earl Warren signed off on a \$2 million plan to help shape a new campus in Riverside, these citizen boosters lined up enthusiastically to hear the vision of the first campus provost, Gordon Watkins, a Welsh economist from UCLA. With the blessing of UC President Robert G. Sproul, the Riverside community got its long-dreamed-of undergraduate liberal arts college. The community and its beloved Provost Watkins enjoyed a short-lived honeymoon with their dream school.

Watkins, whom newspaper publisher Howard Hays, Jr. called "the peppy little Welshman," was full of enthusiasm and determination. As part of his plan, he established The College of Letters and Science as four divisions rather than numerous departments: humanities, social sciences, physical sciences and life sciences, in addition to a university library and a department of physical education. In July 1952, construction began on Webber Hall, Geology, Physical Education, Watkins Hall and Life Sciences – all set out around a broad expanse of lawn. The library was completed the following year and opened Christmas Eve stocked with 33,000 volumes. In the meantime, Watkins dedicated himself to hiring the best possible junior faculty to staff those divisions. The academic program placed primary emphasis on excellent undergraduate teaching, with special incentives for student achievement. It was so successful that soon after Watkins left Riverside in 1956, a survey of colleges and universities in the Chicago Tribune listed UCR, as one of the 10 best undergraduate colleges in the nation.

In 1954, the day after Valentine's Day, 47 years after the tiny Citrus Experiment Station first opened its doors, 65 professors and 127 students trudged through rain and mud to University Avenue and Canyon Crest Drive in Riverside to formally launch the newest University of California campus. Among them was Professor Emeritus of Political Science Francis Carney, then a doctoral student starting his teaching career and thrilled to be part of this small liberal arts college within the UC system.

"All those days were full of hope and promise," Carney recalled. "(UCR) would be more student- and absolutely undergraduate-oriented compared with UC Berkeley and UCLA. It was to be different."

Also among that first batch of students was future chancellor of UCLA Charles Young, a Korean War veteran who had been studying at San Bernardino Valley College. He decided to start his junior year at UCR, where he was voted the first student-body president. He still prizes his time at the university.

"Everything about the Riverside experience had a major impact on my future career and life in general," he said. "Without it, I would not have been able to do the things that I have been able to."

The Citizens University Committee remained active, supporting Provost Watkins at every step, as Judge Gabbert recalls it. Early faculty, many of them new to the area, were adopted by the community and invited to dinners and parties. When building materials such as concrete and steel were in short supply because of the Korean War, committee members knocked on the door of Henry Kaiser of Kaiser Steel and went to Washington, D.C., to unlock the doors on supplies, with great success. Some of the concrete donated by E.L. Yeager Construction Co. was used to create the big "C" on Box Springs Mountain overlooking the campus, where it remains visible today, an integral part of campus

legend and custom. Students did the surveying work and the letter was built in August 1955. At 132 feet long, it is the largest concrete block letter on record.

The first Provost may have been Welsh, but the first customs embraced were Scottish. Some said Scottish-born faculty member Arthur Campbell Turner, a graduate of Glasgow and Oxford Universities, and a founding faculty member and administrator, influenced those decisions. However, Turner disputes this story. He attributes the 1955 student body vote to adopt Highlanders as the campus mascot to the physical setting of the campus, which sat on a somewhat higher elevation than the city under the Box Springs Mountain. Whatever the reasoning, the campus took on names such as Highlanders and Bannockburn, and adopted the Tartan-clad bagpipers that remain a tradition today.

In the meantime, the Citrus Experiment Station, which celebrated its fiftieth anniversary in 1957, had increased its staff from the original two to 265, composed of 115 academic personnel assisted by 150 research technicians; the experiment station had a complex of laboratory and office buildings, greenhouses, and many acres of experimental plantings. Its activities covered nearly every crop grown in Southern California and had extended to any other plant of scientific interest in numerous foreign areas. At the time, it was not a full member of the UC Riverside campus. The director reported directly to the Office of the President, not through the UCR Provost.

### **UC has a change of heart**

By the time Watkins retired in 1956, the Office of the President was rethinking its position on the UCR campus, the research role of the University of California and the costs of a faculty-rich undergraduate college. The Regents took the position that an undergraduate college belonged in the state college system not the UC, which they intended as centers of both research and learning.

When the new UC President, Clark Kerr, took over the reins of the system in 1958, he endorsed this new vision for the University system. The next year, the Regents designated Riverside a general university campus complete with graduate instruction and professional schools. Anticipating a "tidal wave" in enrollment caused by the baby boom generation, Kerr developed the California Master Plan for Higher Education, which clearly laid out the role of the UCs as research institutions whereas the California State University System was cast in a purely teaching role.

Entomologist Herman Theodore Spieth, who succeeded Watkins and whose regime extended to 1964, oversaw the beginnings of the school's transition to a full university. His title changed from Provost to Chancellor and he set about tightening the bonds between the general campus and the experimental station. He founded the College of Agriculture with Al Boyce as dean, successfully combining the work done at the Experiment Station with undergraduate and graduate teaching. Then in 1960, he appointed the Dean of the College of Letters and Science Robert A. Nisbet as vice-chancellor of academic affairs for the entire campus.

The Graduate Division opened in 1961, embracing programs both in letters and science, and in agriculture, and almost immediately became one of the fastest-growing graduate schools in the nation, attracting many foreign students.

**Recognizing that the Citrus Experiment Station had outgrown its name, that same year, the Regents renamed it the Citrus Research Center and Agricultural Experiment Station (CRC-AES).** During this same period the Air Pollution Research Center and the Dry-Lands Research Institute were established. Research in life sciences research gained a new dimension when the Bureau of Land management turned over 10,000 acres in Deep Canyon situated near Palm

Desert to UCR for research purposes and, in 1962, the new Philip L. Boyd Desert Research Center was opened on land that the former regent donated. Today, the Riverside campus can claim credit for creating the UC system's large research "backyard" made up of property representing California's natural ecosystems, from desert to ocean, wetlands and sage. The Natural Reserve System of the University of California contains 133,000 acres of unspoiled wildlands available to researchers and their students from around the world.

In 1963, without any apparent debate, the divisional plan for the College of Letters and Science was abandoned, and a departmental structure was completed before the fall quarter to meet the needs of increasing enrollment at all levels, and particularly the demands of graduate instruction..

### **Turbulent times**

Like most college campuses in the 1960s, the Vietnam War and social turbulence defined the mood of the student body. Singers such as Bob Dylan; Peter, Paul and Mary; and Judy Collins performed on campus, and speakers such as Cesar Chavez, Timothy Leary and presidential candidate Eugene McCarthy, were frequent guests. But even more turbulent times were coming.

When Spieth left for UC Davis in 1964, the new chancellor, Ivan Hinderaker, soon endeared himself to the students by briefly joining the protesters picketing on campus, and by serving coffee and doughnuts to demonstrators who took over the administration building. In his first column to the campus as chancellor, he discussed the issue of free speech:

*"This campus should be a place never afraid of a steady flow of creative ideas, not only in matters academic, but also in ways of doing many other kinds of things on the campus. Without such ideas forward movement cannot begin. . . . It should*

*be a place of challenge with everyone stirred up enough about life and things to try to achieve always a higher level of performance. Without that stirring up, we couldn't be a university worthy of the name, and in addition, we wouldn't have any fun."*

The UC Office of the President had plucked Hinderaker from setting up the new UC Irvine campus specifically to oversee Riverside's complete transition to a comprehensive research campus. He started his lengthy administration with a long list of tasks. He continued developing the campus at an accelerated pace, and began active planning for schools of engineering and business administration. In 1967, UCR for the first time offered bachelor of science degrees to students majoring in chemistry, geology and physics. Effective steps were taken to enrich extra-curricular activities for students with the establishment of "language houses" in the residence halls, a concert band, a political forum and debate team, a student fine arts workshop, and a campus radio station, KUCR. The Press-Enterprise publisher in conjunction with the campus started the Hayes Lecture Series in 1966 to bring prominent media figures to the community. In 1968, fraternities were permitted, athletic grants initiated, and a child care center formed.

An early emphasis on dance evolved into the first Ph.D. program in dance history in the nation. A founding faculty professor of dance, the dean of women students and an art history professor also left a mark on the campus when they sat on the steps of the established Men's Faculty Club in a silent protest that eventually opened the doors of the club to women. The carillon and 161-foot tower at UCR was dedicated in October 1966. A gift from former UC Regent Philip Boyd and his wife Dorothy, it contained a 48-bell carillon cast in Paccard Bell's French foundry in France.

### **Creating a new College**

In spite of these accomplishments, Hinderaker was about to find that the building of a university and the issues of free speech era paled compared to new turbulence that was to roil the campus during his lengthy administration.

The assaults came from two directions, as Hinderaker recalled: the internal struggle over the direction that the campus should take and the unexpected problems prompted by the Riverside mayor's leadership role in air quality issues.

The College of Letters and Science clung fiercely to its original identity as a small arts college, Hinderaker recalled in a 1989 interview. Their vision left no room for "lowly" agricultural science and interfered with the UC directive that it develop into a general education campus. Opposing the College of Letters and Science, the agricultural sciences took great pride in their accomplishments as the dominant force on campus for the previous half century and was dedicated to its research orientation. A 1968 debate over a reorganization plan between the two faculties was fierce. As Hinderaker phrased it, "after bloodletting came up from under the door," the recommendation that emerged was to separate life sciences out of the College of Letters and Sciences and coordinate it with the nine departments of agriculture, to create a College of Biological and Agricultural Sciences.

This shuffling of departments also ushered in autonomous development of the graduate and professional programs on campus. The Experiment Station had been moving in that direction and the natural sciences had been eager to follow, but had been held back by some in the College of Letters and Sciences. In 1969, the Department of Education split off from the College of Letters and Science into a separate professional school, followed in 1970 by the Graduate School of Administration, which soon becoming the largest masters program on campus. That same year a committee looked at professionalizing biomedical sciences.

They developed the idea of coordinating a two-year biomedical science program with UCLA's medical school. A year-long fight ensued during which politicians alternately approved the money and then changed their minds. After many visits by UCR boosters, Governor Jerry Brown finally signed the bill. The first students started in 1974 and the UCR/UCLA Haider Program in Biomedical Sciences has since sent almost 800 doctors (check) through the medical school at UCLA, and countless others off to other medical schools and medical research careers.

**The fevered debate apparently failed to dilute the new push toward research activity. A 1974 study of publication rates notes that UC Riverside faculty ranked among the top five nationwide. Along with Santa Barbara, it lead Doctoral I campuses in all qualitative categories and surpassed even the per capita score of Berkeley. Its arts and humanities faculty ranked fourth in research achievement. By the time Hinderaker left in 1979, after serving the longest tenure as chancellor, there were 29 doctoral programs and 30 master's programs, which had awarded more than a thousand Ph.D.s and 2,500 master's degrees. A quarter of the student body was doing graduate work.**

### **Lost in the smog**

The campus's greatest challenge grew out of the environmental problems of the region. In 1972, Riverside Mayor Randall Lewis asked Gov. Ronald Reagan to declare the south coast air basin a disaster area, and Riverside became the shorthand for everything that was noxious about Southern California air. The campus, site of the Air Pollution Research Center, headquarters of a UC project on Clean Air, soon became tarred with the same brush. The extensive national news coverage began to affect enrollment, and student numbers affected faculty positions. By 1978-79, the campus had 25 percent fewer students than in 1971-72 (almost 1000 fewer students) and had lost 42 faculty positions. Senior faculty that

the campus was trying to recruit, reading stories in the media nationwide, were turning down job offers.

The need to consolidate resources prompted additional organizational changes. The rest of the College of Letters and Sciences was broken up and the departments were consolidated to what we now have in the College of Natural and Agricultural Sciences and the College of Humanities and Social Sciences. Hinderaker's political savvy and the good connections he fostered in Sacramento are credited with helping keep the campus open during the 1970s, when enrollment was falling and Gov. Jerry Brown proposed a merger with Cal State San Bernardino.

### **Enrollment begins to climb**

Enrollment began growing dramatically in the 1980s and in six years, from fall 1983, almost doubled from 4,655 to 8,220. Tomas Rivera, the first UC chancellor from an underrepresented group, replaced Hinderaker in 1979. During his tenure, a master's degree program in business administration was added to the Graduate School of Management. Although tight budgets, brought on by Proposition 13, also forced him to dismantle the Chicano Studies and Black Studies programs, Rivera successfully wooed the UC Institute for Mexico and the United States, from UCLA. The multi-campus research institute, with its multi-million dollar budget, still occupies part of the top floor of Olmsted Hall.

When Rivera died suddenly in 1984, the founding chancellor of UC Irvine, Daniel Gaskill Aldrich, Jr. ran the UC Riverside campus until Executive Vice Chancellor Ted Hullar was appointed Chancellor. Hullar finalized the site for the now-flourishing California Museum of Photography and laid the foundation for the engineering program. The mid 1980s saw the establishment of

In 1986, a member of the Cahuilla tribe Rupert Costo and his Cherokee wife Jeannette gave their 7000-publication collection to the library. It comprises one of the most important collections of research materials relating to the Native Americans in the world. The same year, they endowed UCR's first academic chair – the first in the world in the field of American Indian History.

After a brief two years in office, Hullar was reassigned to UC Davis in 1987 and Executive Vice Chancellor Rosemary Schraer, the first female UC chancellor, was named to replace him. Her goal of developing UCR as the UC system's next great research campus inspired an external giving program, which increased donations from \$3 million to over \$12 million annually.

### **Growth spurt**

Rising enrollment and growth continued through the 1990s, with a surge of enrollment applications, now known in the UC system as "Tidal Wave II." The Regents targeted UCR for an annual growth rate of 6.3 percent, the fastest in the UC system. By fall 2000, enrollment reached 12,703, increased by 3,200 students within two years and was anticipated to reach almost 20,000 by 2010. By 1995, African American, American Indian, and Latino students accounted for 30 percent of the UCR student body, the highest proportion of any UC campus. Schraer was preparing for retirement when she died in April 1992, three months before her replacement, Raymond Orbach, was due to leave UCLA, where he served as Provost.

UCR's commitment to teaching and education attracted Chancellor Orbach, who was an enthusiastic and popular teacher. He shared that value with many founding UCR faculty who had come to Riverside with a dedication to a tradition in intensive undergraduate teaching in mind. But he liked to note that liberal arts schools like Swarthmore, Dartmouth and Amherst also have very fine researchers

and so are able to involve undergraduates in their research. Orbach set an unassailable example. Throughout his tenure, he taught an undergraduate physics class and worked with graduate students and post doctoral scholars on ongoing research, despite the heavy demands of his position.

“By my teaching freshmen,” he said, “nobody can tell me they’re too busy to teach freshmen.”

He was quick to give credit to the supportive Riverside community, which he recognized as facilitating many of the campus’s projects. During this time, the city of Riverside, the Redevelopment Agency and private developers worked with the campus to develop University Village. The community worked with campus on education projects in the surrounding areas and surrounding schools. And Orbach had a strong commitment to working toward solving the community problems through campus programs. One of his goals was to quadruple the engineering college to provide the engineers and scientists that the community needed for startup companies. Indeed, although the college opened in 1989 under Founding Dean Susan Hackwood, enrollment nearly doubled in 1992 when the Department of Computer Science became part of the college. By its 20<sup>th</sup> anniversary the college had grown to 85 faculty and 1600 students. More important to its research goals, although overall enrollment has increased 60 percent since the college’s inception, the graduate program has grown 10 times faster. Most important, despite its brief existence, *U.S. News & World Report* in 2009 ranked among the top schools in the nation.

The 1990s also marked a period of growth for the College of Natural and Agricultural Sciences. Under Dean Michael Clegg, the college launched its core Instrumentation Facility, its Genomics Institute – which Clegg was to lead – and its Center for Disease Vector Research. During this time, Clegg also brought the

researchers from the Citrus Research Center and Agricultural Experiment Station into the college as instructors, to share their expertise with students.

Under Orbach's leadership, UCR grew from 8,800 students to more than 14,000. To accommodate the growing numbers of students, he championed a campus-wide building boom, including adding more than one-million square-feet of office, research, and teaching facilities with a value of \$250 million. He instituted early academic preparation programs to increase opportunities for secondary school students and he promoted the campus as an attractive venue for students from under-represented groups. He backed these initiatives with a personal commitment and involvement that astonished his own management team. On the local level, he drove tirelessly from school to school in the Inland area talking to parents and students at the elementary and middle school, as well as the high school level. He promoted what he called, "Keys to the Future," a roadmap of coursework, admissions requirements and available financing so that families would have a sense early on of what it took for their children to get into college. He also traveled the state meeting with prospective students and their parents in what were called "chancellor's welcomes." His involvement made a huge difference, remembers Vice Chancellor for Student Affairs Jim Sandoval. Those programs are still in place, albeit with a reduced travel component.

The campus opened the first LGBT center on a California campus during this time. In 1996, UCR was the first California campus to establish an LGBT minor. In 1998, the students approved a plan for UCR's athletics teams to join NCAA Division I – one more way of putting UCR on a par with its "big sister" campuses like UCLA and Berkeley.

Today, the fruits of the Orbach strategies are perhaps two-fold: The campus is known as one of the most diverse in the country with a reputation as a welcoming

environment for students from under-represented groups. But the accelerated growth occurred at the expense of maintaining and increasing academic excellence.

Executive Vice Chancellor David H. Warren filled Orbach's shoes on an interim basis in 2002 when Orbach resigned to become the director of the Office of Science in the U.S. Department of Energy. The regents appointed another "first" as the next chancellor. France Córdova, an accomplished scientist, the youngest person and first woman to hold the position of NASA chief scientist, was the first Latina chancellor in the UC system.

She championed a School of Public Policy and secured private donations to open the Palm Desert Graduate Center offering MBA and MFA programs. Philanthropic giving doubled during her tenure, the hiring of women and underrepresented groups increased as did graduate student funding. She partnered with the city of Riverside on projects such as the downtown ARTSblock and University Research Park. She presided over a 58 percent increase in expenditures on research, and the building boom begun under Orbach continued, with the campus adding 1.8 million square feet of new or renovated space, including the \$55 million genomics institute. The School of Medicine won preliminary and then final approval from the academic senate in 2008, a year after Córdova moved on to Purdue. Projected to be completed by 2012, it was to be the first new medical school in 40 years built in California. Interim Chancellor Robert D. Grey, appointed upon Cordova's departure, was a moving force behind the approval of UCR's school of medicine, first as a special advisor to the campus and later in his interim capacity.

During those first years of the 21<sup>st</sup> century, the campus developed the California Community College Collaborative, funded by University of California

and the community colleges system, as a collaborative policy and research center. The campus also extended its partnerships with the city on such projects as the Culver Center for the Arts, University Drive, ARTSblock, the City-University Task Force, and the University Research Park. It expanded its focus on diversity with the appointment of an associate vice provost for faculty diversity, a chancellor's special assistant for excellence and diversity, and a position to increase diversity in STEM fields.

### **Living its Promise**

In more than a half century, since UCR was founded, generations of bright, creative students have come its doors. As of 2010, the campus now claims 80,000 alumni. For most of its history, UCR had the reputation of sending a higher than average number of students to graduate studies in the UC system. In a 1971 interview, Donald Sawyer, former dean of the College of Physical Science, attributed this high ratio to the personalized encouragement that undergraduates received. Explaining why three quarters of B-level students at Riverside would go on to graduate school whereas the UCLA students would not, he said, "They were graded just as hard here . . . but they were resuscitated by the informal interaction of undergraduate research and they were told that they could go to graduate school and be successful." The new dean of the medical school noted a similar trend among students from the UCR/UCLA Haider Program in Biomedical Sciences, who outshine their UCLA cohorts when they join them for the last two years of study on the Westwood campus.

Despite such successes, UCR lags behind such campuses as Berkeley and UCLA in national rating. However, Chancellor Timothy White arrived at UCR in 2008 determined to change that.

Fully embracing UCR, with one of the most diverse student bodies in the nation, White added outreach to the native American community to help improve their college-going rate. He also advocated a return to a more controlled pace of growth that would increase graduate student levels at a higher rate until they reached 25 percent of the student body. Deeply concerned about the college-going rate of the community as a whole, he undertook an initiative with K-12, community colleges, community and business leaders, and elected officials in an effort to increase the college-going rate of local students.

In an effort to pull these and other initiatives together in a coherent and thoughtful way, White established a strategic planning process that would set an agenda for the next decade with a clear goal of reaching AAU status. In addition to faculty, staff and administrators, the planning group contained representatives from the community, acknowledging that it was the community that first brought UC Riverside into existence and remains its active supporter today.

More than 100 years ago, the community lobbied Sacramento for a research station to help it address its agricultural problems. In exchange for its activism, its determination and its passion, the community now has an institution in its midst that is also working to improve myriad additional areas of community life, including the education of its children, helping develop new research-based industries – especially in the alternative energy field – and addressing its dire health care needs.