UCR Contributions to the Public Good

Introduction

We at UCR would like to respectfully acknowledge and recognize our responsibility to the original and current caretakers of this land, water, and air: the Cahuilla, Tongva, Luiseño, and Serrano peoples and all of their ancestors and descendants, past, present, and future. Today this meeting place is home to many Indigenous peoples from all over the world, including UCR faculty, students, and staff, and we are grateful to have the opportunity to live and work on these homelands.

Our committee began its work before two enormously consequential historical events transpired: the Covid-19 pandemic and the Black Lives Matter social justice movement following police killings of unarmed Black people. These events make clear that UCR cannot exist without engaging with our community. Our scholarship, teaching and service do not and cannot take place in a void. We are embedded in a local, national and global fabric. The social context of

these events influenced our deliberations and most notably asked us to consider "what if" UCR had an approach to the "public good" like the one we awere imagining for it? How might the University have more effectively responded to these events? In the simple posing of these questions and in imagining answers to them we saw the great need for an especially strong commitment by UCR to advancing the public good. What follows is our group's effort to consider carefully our current context while imagining the vision for UCR in 10-15 years.

Vision

By 2035, the University of California, Riverside (UCR), will stand out for promoting the public good across local, national, and global scales. We will codify an approach for identifying pressing challenges, elucidating innovative solutions, and implementing effective and collaborative interventions that will be adopted by other institutions to realize the public good in and beyond their own communities.

In collaboration with diverse community partners, UCR will identify the most pressing challenges affecting the Inland Region of Southern California. We will leverage the trust, strength and mutual respect of these partnerships to generate culturally-sensitive solutions that can be scaled up to effect positive change nationally and internationally. Every university unit, budgetary and policy decision will reflect UCR's commitment to equity, accessibility, justice, connection and flourishing, not only for the people we serve, but also for our environment.

Advancing the public good will be central to the mission of every operational unit at UCR. As an employer, UCR will promote employees' well-being, while enhancing their commitment and capacity to serve the public good, and rewarding their efforts to do so. As a consumer and business partner, UCR will ensure that its purchases and investments reflect our core value to protect and promote the public good across human, economic, and environmental levels of impact. As a regional and national model of research and teaching excellence, UCR will generate and disseminate crucial knowledge and skills to advance the public good in and beyond the Inland Region of Southern California.

Opportunities and Challenges

Certainly UCR has many remarkable strengths in contributing to the public good. We identified multiple creative, committed and effective undertakings both in the community and at UCR that can serve as models in advancing the public good. In interviews with community leaders, the School of Medicine was most often cited as a large-scale and concrete example of UCR's institutional contributions. Faced with an enormous physician shortage in our region, UCR's School of Medicine is directly addressing that need by training physicians and incentivizing them to remain in the region after graduation. UCR's partnership with the California Air Resources Board (CARB) and the work of the Center for Environmental Research and Technology (CE-CERT) were also touted as examples of institutional contributions to large-scale problems facing the region in terms of air quality and transportation (see Appendix 1 for a list of current UCR initiatives for the public good).

The city of Riverside and the larger Inland Empire region also present significant strengths. For example, Growing Inland Achievement (GIA) unites K-12 and postsecondary leaders from across the region in examining data and collaborating on solutions to boost educational attainment. The Inland Economic Growth and Opportunity (IEGO) initiative unites non-profit and governmental leaders in expanding job preparation and opportunity. The Riverside Mayor's multicultural council has worked to diversify leadership in the region, and Riverside's city council recently welcomed the first Latina and LGBT councilmembers. Unlike Los Angeles or other coastal cities with large philanthropic resources, the Inland region learned long ago that the best approach to growth here will be through a collaborative effort that is culturally congruent.

In our conversation with community partners, we identified barriers and missed opportunities that have impeded progress. The following principles should orient UCR's approach to the public good. These cross-cutting themes orient the strategies we suggest to respond to our goals.

- **Coordination.** Despite some important bright spots there is a general lack of coordination both within UCR and between UCR and community partners. Beneficial connections between groups are being missed, slowing progress and reducing impact. One interview framed this challenge in a positive light: "Collaborative data collection, facilitation and intentional engagement between university leaders and community partners is necessary in the production of valuable, validated data that will align the work we are all doing."
- **Communication**. There needs to be more effective communication of initiatives at UCR that are ongoing and effective. A platform for effective communication of work in the domain of the public good is needed. One community leader encouraged us to "make more apparent what UCR is currently doing to enhance the public good."
- **Valuation.** Efforts by faculty, staff and community partners who do work in the domain of public good needs to be valued more highly and recognized in multiple ways including considerations for merit and promotion. One current UCR graduate student involved in community outreach initiatives suggested that one way to "prioritize the public good is to alter tenure track benchmarks to include community involvement and student success rates."
- **Listen and Join versus Lecture and Dictate.** Connections to partners are impeded when the academic side assumes an "expert stance" and by doing so dominates discussions and pushes potential partners away. A local business leader highlighted this challenge when describing the perception of UCR within local industry.
- **Inviting Campus Culture for Community Partners**. An "us" versus "them" is felt by potential partners with the UCR campus being experienced as "another world," one that is alien and hard to feel comfortable in. A community leader remarked, **"**The geographic divide has been allowed to persist, with UCR mostly remaining unto itself on its side of the 215 Freeway and not being more mindful of the City in which it is located." A Riverside resident put it a different way: "Make it easier for me, an average Joe, to get on campus!"
- **Recognize History**. There is a need to recognize history including the people who originally lived on and used the land and also other events regarding the growth of the

campus. We have not accounted for the expropriation of the lands on which land grant universities were founded. We have an obligation to contribute to the public good looking forward and looking back.

UCR will need to address many of these barriers to improve our ability to contribute to the public good. We must also keep ourselves in tune with the needs and opportunities in the region, as expressed by a diverse array of leaders and residents. In interviews with more than 40 leaders from across our region, we asked what they see as the most pressing needs for the region, both now and in the future. The word bubble in Figure 1 illustrates a few of the most common words and themes in response to this question. When asked about the greatest perceived challenges for the region over the next ten years or more, the most salient themes included housing, workforce development, education, and healthcare.

Figure 1. Salient themes from more than 40 interviews with community leaders. Key words were identified by the committee, and this graphic represents the number of interviewees who mentioned each word. The colors represent the original themes identified by the working group: inclusion, economic development, education, political engagement, and social problem-solving.

Strategic Goals and Initiatives

Our strategic initiatives are driven by the realization that the Inland Region faces a number of challenges that illuminate historical and ongoing dimensions of structural inequality. To address these challenges, UCR will adopt a dual focus on engaging locally and expanding outward to promote mutually beneficial influences across systems. Thus, our local and regional efforts will inform our national and international practices, and, in turn, all of these experiences will inform our local decision making and action. Together, this dynamic system will enable us to realize the following strategic goals in the service of promoting equity and justice in our community, in our natural environment and around the world.

The CPG identified six overarching goals. We present these goals by first providing a list of strategic initiatives that support the goals. We next offer a list of suggested tools for implementation and measuring progress. We conclude each goal section by providing one or two imaginative, future-oriented vignettes that imagine what enactment could achieve and might entail.

A. Strengthen Infrastructure for Public Good

UCR will have a culture at every level of operation in which choices are guided by a commitment to contributing to the public good.

Strategic Initiatives
- Create infrastructure that is dedicated to enhancing the public good. Specifically, we propose the creation of a "portal group" whose job it is to identify and to strategically link individuals and groups located at UCR and in community settings with the aim of improving the public good. This should not simply be a volunteer organization, but should have an assessment/evaluation core that includes at least one FTE dedicated to establishing metrics, coordinating working groups, communicating with partners.
- Develop a reward system that prioritizes the public good. Specifically, at all levels within the University, including faculty teaching, research, and service, promotion criteria should include an assessment of contributions to the public good. Individuals who show excellence in their commitment to the public good should be rewarded for that activity.
- Declare one of our core values to be a commitment to the public good. This commitment be strongly signaled in every way and at all times possible so that it becomes an identity that UCR adopts and is known for.
- Address the identified barriers to engagement and address those barriers with bench marks of progress routinely reported at an annual state of the University report.
- Provide orientation to the region and highlight examples of excellent public interest research work currently taking place for all incoming staff, faculty, and students to foster a better understanding and to develop a commitment to our local area.
- Include a public good assessment of all initiatives and projects undertaken by UCR (including, but not limited to research, teaching, hiring, purchasing, investing), and prioritize projects that advance the public good. Further, we propose that community partners be included in decisions that affect them and that structures for feedback and accountability be developed.

Measuring Success (ways to know we are successful in implementing this goal in the future)
- A functioning portal group with staff support will meet regularly to share information and strategize on engagement and communication strategies as we build organizational structure and capacity.
- Community members will report increased awareness of correct avenues to communicate with UCR faculty, staff, and students (via survey data).
- There will be evidence of contributions to the public good and diversity in the merit and promotion process beyond the current "service" designation.
- There will be structures for accountability, including monitoring, sharing, and reviewing our purchases and investments.

Vision Vignettes

A Public Good working group, including the Associate Vice Chancellor and Chief Diversity Officer, the Assistant Vice Chancellor for Government and Community Relations, the Vice Chancellor for Planning, Budget and Administration, the Vice Chancellor for Research and Economic Development, a representative from University Admissions and the Directors of the Center for Social Innovation and the UCR Blum Initiative, reviews university guidelines and incentives for purchasing, employment, building and research, to ensure that they align with UCR values for the public good. A Community Partners staff position convenes this working group and maintains contact with community members in university decision making and research. UCR's colleges, schools and even individual departments are incentivized to recruit and consult with a board of relevant community partners, who provide feedback on priorities and needs. Community members know UCR as a public university and a university for the public.

A faculty member in the Department of Psychology researches the impact of distance learning on elementary-aged children. A Professor of Entomology designs a citizen science app to track the decline of bee populations. Faculty in Media and Cultural Studies train their undergraduate students to mediate conversations with middle school students about race and media representation - and then do it together. These accomplishments are counted in a new category of accomplishment for merits and advancement of faculty, graduate students and staff: Public Interest Research.[1]

B. Provide Education for Social Mobility

UCR will maintain and expand as a source of equity and upward social mobility for the region through educational opportunity.

Strategic Initiatives
- Build out pipelines so that UCR is intentionally producing a corps of the region's top researchers, healthcare providers, engineers and educators who reflect the demographics of the region and are committed to staying in the region.
- Implement activities that introduce K-12 students from surrounding communities to the UCR campus and what it offers through events, strengthening current partnerships, promoting mentorship opportunities, and more. Make UCR a more integral part of the community and provide youth with experiences that let them see what a college education might provide.
- Provide field-tested research support for teachers, leaders, and education-based organizations in the region.

---

[1] See, S. Abel and R. Williams, "The Guide: Documenting, Evaluating and Recognizing Engaged Scholarship," Purdue University Office of Engagement (2019.)

- Develop and implement a comprehensive plan to support first generation students and students from underrepresented minorities in their college experience. Social and economic barriers should be identified and specific plans to address them developed.
- Integrate opportunities for contribution to the public good into formal curriculum in all disciplines and at all levels.

Measuring Success (ways to know we are successful in implementing this goal in the future)
- Graduation and retention rates
- Percentage of students at UCR from our region and from underrepresented groups
- Number of UCR students investing time in local schools through community service or community-engaged learning activities
- Number of courses devoted to community-engaged learning and research and the number of courses that have a component that encourages such engagement.

Vision Vignettes

A crisis hits the local public school system, forcing it to close for several months and shift to distance learning. Teachers and public school administrators turn to UCR for help, through a longstanding community partnership. UCR professors and educational designers provide technical and research-based support for successful distance education, including UC-preparatory course materials.[2] UCR School of Medicine students create a scientific curriculum for middle school students and offer it free online.

UCR is known nationally for its services and support to Native American youth preparing to enter college, in partnership with the California Indian Nations College (CINC.) UCR boasts the highest Native American student population in California, driven by transfer students from CINC. UCR-preparatory courses are free for all qualified Native youth. Named undergraduate and graduate scholarships recognize UCR's historic debt to the Native community, on whose lands the university was founded and funded. CINC and UCR collaborate on academic research on Native American higher education and teacher training.

Supported by a major foundation grant, UCR institutes a pilot program for easing the burden of student loans, food and housing insecurity on low-income students. Supplementary financial aid is directed toward students statistically most likely to experience food and housing insecurity, particularly African-American, Native and Latinx students, former foster youth and LGBTQ+ students.[3] On-campus employment is redesigned as a path to career success. Charges for Housing and Dining Services are restructured, making one daily meal available to all students

---

[2] UCR Graduate School of Education Community Engaged Learning.
[3] Student Basic Needs

as part of their financial aid package. The success of the UCR pilot inspires state legislators to enact changes statewide, including a free and reduced lunch program for low income college students.

C. Conduct Research for Key Challenges

UCR will convene networks of local, state and international institutions to address pressing social challenges.

Strategic Initiatives
- Identify relevant foci and groups working on key issues including: basic needs, agriculture, housing, food security, environmental quality, education, workforce development, political representation, health, quality of information, racial justice, and others. The Public Good portal group should be resourced to convene community and academic-based partners to survey key issues and advance action to promote the public good in these domains.
- Disseminate on-going public good activities at UCR through multiple outlets that reach diverse communities in our region and beyond. The Public Good portal group should, with broad input, identify especially important topics that can lead to summit meetings that draw broad participation.
- Facilitate collaborative action toward improving the public good both between UCR and other Universities and within UCR between schools, departments and centers working in this area.

Measuring Success (ways to know we are successful in implementing this goal in the future)
- System of tracking improvements (i.e. dashboard or regular reporting) in key identified areas such as housing, air quality, transportation, etc.
- Solutions-focused groups meeting that are transdisciplinary and include on and off-campus partners
- Creation of a website that shares success in research for the public good

Vision Vignettes

> *A public health crisis is looming, as chemical runoff from the drying Salton Sea pollutes the air and water. Experts in the Center for Social Innovation, the EDGE Institute, California Agriculture and Food Enterprise (CAFE,) the School of Medicine Center for Healthy Communities and the Blum Center convene bi-weekly calls with community members to hear and respond to their needs. In listening sessions with local workers and Bombay Beach artists, UCR faculty orient their research programs toward community needs. Together they write up a series of policy documents for state and local governments, engineer models*

for treating health impacts, and build new agricultural infrastructures in Southern California, to increase the well being of residents, workers and consumers.[4]

After decades of profound and rapid structural change, the Inland Empire is now a national logistics hub. As such, it offers a site of study to understand global economic, social and environmental transformation around supply chain systems.[5] UCR faculty establish an interdisciplinary field of Logistics Studies, organize an annual conference and a collaborative online research platform.[6] Public historians, literary and media scholars document the cultural and social impact of logistics on workers' and consumers' relationships and experiences. Sociologists study logistics industry labor relations. CE-CERT researchers track increasing emissions, and scholars of health and environmental justice analyze the material consequences. Global scholars of supply chain dynamics connect through the UCR Logistics collaborative platform.

D. Power Regional Economic Development

UCR will be an engine of economic development for the Inland Region, a talent magnet that attracts people from outside our region and also educates and retains our own.

Strategic Initiatives
- Enact policies and incentives, such as scholarships, seed funds and grants, to keep students and professionals living and working in the Inland Empire. Encourage students and faculty to connect with local community-based non-profit organizations for long-term projects.
- Expand entrepreneurship initiatives, which link campus partners with community businesses and encourage innovative new start-ups. Mentor and support community members who want to start a new business.
- Provide training and a path to employment for community members. Work to create UC and state-sponsored job opportunities for local residents with initiatives such as CARB and UC-Path; establish training programs through UCR Extension to qualify residents for these new jobs.
- Seek equity through economic development. Work with local government and NGOs to provide low-cost and environmentally sustainable housing and transportation in our local communities. Invest scholarly and material resources in building regional food systems innovations.

Measuring Success (ways to know we are successful in implementing this goal in the future)

---

[4] UCR Experts on the Salton Sea | The EDGE Institute
[5] UCR History faculty and graduate students collaborated in 2019-2020 with the national Humanities Action Lab exhibit, "Witnessing the Slow Violence of the Supply Chain."
[6] See, for example, the UC-based Platform for Experimental Collaborative Ethnography, https://worldpece.org/.

- Tracking internships, alumni, partnerships with local business and industry
- Number of new businesses incubated at UCR
- Investment in the local economy (such as in the 2017 Economic Impact Report)

Vision Vignettes

> *The Public Service Graduate Scholarship funds a Masters degree in any field at UCR for ten incoming students, for a research project in partnership with a nonprofit organization, governmental agency, museum, arts organization, public school, or similar public service organization in the Inland Empire region. Scholarship recipients are expected to continue the partnership for at least two years following graduation.[7]*

> *A joint UCR/ City of Riverside Housing and Transportation Initiative alleviates the pressure that UCR students have placed on the availability of affordable housing near the campus. Landlords and developers in the neighborhoods adjacent to campus create a collective plan for housing and transportation.[8] A task force of city officials and UCR experts analyze regional zoning for housing density and rapid bus lines, and draft ordinances for rent control, density and low-income housing. In collaboration with the Riverside Civil Rights Institute and the Mission housing project, residents, faculty, students and designers collaborate on imagining new design solutions for low-income housing.[9]*

> *Students from the U.S. and abroad seek out UCR for its undergraduate and graduate programs in Agriculture and Food Systems. A rigorous scientific training in botany, entomology and environmental sciences integrates with intensive study of the economic, social and cultural aspects of the contemporary food web. The program is international in scope and locally grounded, in collaboration with the UCR R'Garden and the City of Riverside NextGen Farmer training program.[10] The UCR program stands out for its emphasis on racial justice, equity and environmental justice alongside outstanding scientific and pre-professional training.[11]*

---

[7] See the UCR School of Medicine's Dean's Mission Award Service Program, Scholarship Opportunities | School of Medicine Student.

[8] See the UCR Blum Initiative "Southern California Affordability Symposium" (https://blum.ucr.edu/events) and Center for Social Innovation, "Inland Empire Rising" series of events (https://socialinnovation.ucr.edu/events.)

[9] Civil Rights Institute Inland Southern California |

[10] Riverside NextGen Farmer Training Program – Home

[11] By contrast, for example, with the rival program at UC Davis, Sustainable Agriculture and Food Systems.

E. Open Physical and Virtual Doors

UCR will create a healthy, flourishing, culturally rich, creative environment on and around campus that draws diverse communities to stay and contribute to the growth of the region.

Strategic Initiatives
- Host and promote public performances, galleries and lectures. Expand our regional reach for community events, taking current initiatives at the Citizens University Committee, the Osher Lifelong Learning Institute and the Center for Ideas & Society and extending them further off campus.
- Make campus more inviting to community members. Lower barriers for community members to enter campus. Provide community members access to parking, transportation, and/or opportunities for virtual participation in campus events. Create intergenerational spaces on campus, such as the Botanical Garden, and events, such as the UCR Arts' "Family first Sunday" series.

Measuring Success (ways to know we are successful in implementing this goal in the future)
- Number of community members attending public events
- Number of parking passes issued (and the ease and cost-effectiveness of issuing them)
- Visual UCR presence in local public spaces (community centers, libraries, etc.)

Vision Vignettes

> *The UCR campus holds a quarterly "Family Sunday" community fair.[12] Grandparents bring their grandchildren to play science games designed by UCR undergraduates. UCR athletes run kids through tug-of-war and ball games. The UCR Mariachi Band plays at the HUB; food trucks and arts and crafts vendors line the walkways. UCR faculty and students present their research findings in thematic lightning talks in nearby classrooms. Tables near the food trucks highlight collaborations with local community organizations around health, education, the environment, housing, racial justice and economic development. One table encourages youth to sign up for mentoring and tutoring by UCR students at local Rec Centers. UCR campus tour guides highlight campus landmarks and encourage high school students to apply.*

> *Faculty, students and community members collaborate to investigate UCR's history, the history of the land on which our campus sits, and the people who are tied to this land as caretakers, laborers, residents and travelers. UCR integrates land acknowledgement practices into all of its public-facing activities. More than a simple statement, the UCR land acknowledgement entails the renaming of campus buildings new and old, in recognition of the original and current*

---

[12] UCR Arts Family First Sundays, UCR ARTS.

caretakers of this land.[13] Public event planners invite Cahuilla, Tongva, Serrano and Luiseño partners to speak, plan and benefit from campus events. UCR continues to fund and support collaborations with community partners on public memory of their ancestors, spaces, and histories.[14]

F. Share Success Widely

UCR will become a model for advancing the public good around us that can be used in other communities and at a broader scale including in our state, the country and around the globe.

Strategic Initiatives
- Seek recognition by the Carnegie Foundation's Classification for Community Engagement[15] or the Kellogg Community Engagement Award for "four-year public universities that have made exemplary strides to become more closely and productively engaged with communities through their teaching/learning, discovery, and service activities."[16]
- Promote our values and strategies related to the public good within national networks of peer and aspirant institutions. Build collaborative networks with partner institutions to share resources, research and solutions. Strengthen interactions between UCR's local, national and international partners so that research, best practices, and services developed in one site can benefit others.
- Publicize successful strategies learned from local, national and international collaborations toward the public good.
- Mobilize resources to more effectively seek funding for university and community projects benefiting our region, including seeking additional aid and fellowships for students engaged in community efforts.

Measuring Success (ways to know we are successful in implementing this goal in the future)
- Grants and awards won together with community partners
- National or international certification/credential
- Number of summits, conferences, convenings hosted
- Number of publications (local, regional, national, international) celebrating our contributions to the public good

Vision Vignette

---

[13] New housing project offers chance to honor indigenous history

[14] See, for example, Citrus State Park, Sweet N Sour Citrus.

[15] "The elective classification involves data collection and documentation of important aspects of institutional mission, identity and commitments and requires substantial effort invested by participating institutions." Press Release | Swearer Center

[16] Kellogg Award

UCR convenes an inaugural conference of Land Grant universities, in collaboration with the APLU, to establish a Consortium for the Study of Land Grant Reparations. Following the model of the Universities Studying Slavery consortium, the CSLGR supports the study of Native land and labor expropriation at the founding of member institutions, and works toward collective reparations. At semi-annual meetings held at member institutions, participants "discuss strategies, collaborate on research, and learn from one another."[17]

Methods

Charge & Definitions

The Contributions to the Public Good Working Group was charged with engaging in "broad discussions and thoughtful analysis to produce the questions, goals, metrics and summary recommendations that will guide UCR's future efforts to positively impact our region, state, nation and world."

> As the public land grant university of Inland Southern California, UCR's research, scholarship and outreach in areas such as agriculture, air quality, the arts, athletics, education, health care, immigration, sustainable energy, and water use profoundly benefit the peoples of our region and beyond. The committee should be bold in examining ways in which our collective efforts can be coordinated and leveraged to better communicate UCR's value and increase our influence and impact. UCR is recognized for advancing the socioeconomic mobility of our students and has an incumbent responsibility to continue that trajectory while finding new ways to lead our region in economic and workforce development so that our students can have a promising future in our region.

The last committee charged with developing a vision for UCR's community engagement for the *UCR 2020* strategic plan drew heavily on the framework of engaged institutions in a report from the Kellogg Foundation and what is now the Association of Public and Land-Grant Universities (APLU).[18] Since that time, APLU and a number of other national networks have further expanded definitions and frames for universities working to improve engagement with their communities. The following list outlines a few current key definitions.

Public Interest Research: This is the current phrase promoted heavily by the APLU.[19] The definition can include language about Grand Challenges, convergence research ([as defined by NSF](#)), Community Based Participatory Research. Public Interest Research targets specific social challenges, working across disciplines and with a wide variety of stakeholders. Lucy

---

[17] Universities Studying Slavery, https://slavery.virginia.edu/universities-studying-slavery/.

[18] "Returning to Our Roots: The Engaged Institution," Kellogg Commission on the Future of State and Land-Grant Universities, National Association of State Universities and Land-Grant Colleges (now Association of Public and Land-grant Universities), February 1999.

[19] "Public Impact Research: Engaged Universities Making the Difference." November, 2019. https://www.aplu.org/projects-and-initiatives/research-science-and-technology/public-impact-research.html/

Kerman (Drexel University) uses similar language to discuss "solutions-focused engagement" rather than the more broad "civic engagement."

Public Good: We have discussed extensively what we mean by "public" and "public good." We have wanted to ensure that groups traditionally minoritized are actively included in our definitions of "public."

Place-based Engagement: Many universities in networks such as Campus Compact and the Place Based Justice Network are using language of place-based engagement. Yamamura and Koth (2018) describe the evolution of community engagement to aid student learning (as in service-learning courses) to seek mutual long-term benefits within partnerships to thinking more broadly about how universities contribute to their communities in a variety of ways as Anchor Institutions, considering economic impact of purchasing, hiring, research, business creation, and more.

Reconciliation and Reparations: A number of universities are including intentional efforts to acknowledge the injustice of their founding and their systems by actively engaging black and indigenous communities. For example, *Building Reconciliation* is a Canadian movement focused specifically on the responsibilities of universities to their Indigenous students and communities.[20] Other universities are banding together to examine their involvement in perpetuating slavery and to create a system of paying reparations.[21]

Our current historical moment has also encouraged us to more carefully define our approach. The COVID-19 pandemic and the Black Lives Matter movement caused us to ask anew questions about what it means for a research university like UCR to contribute to the public good. Does it mean that we devote our energy to the knowledge that will produce solutions like a vaccine or a policy solution? Does it mean that we focus on transforming our research into businesses that will provide an essential boost to the local economy? Does it mean that as one of the largest employers in the region, we ensure that we are contributing to the well-being of our workers and their families? Does it mean that we renew our commitment to ensuring that as many historically marginalized students from our region graduate as possible? Or that we work to shape these students into the kinds of engaged citizens who will solve social problems? Can we do all of these at once? And if so, how?

Research & Analysis

These questions and more have shaped our conversations within the working group and with a variety of community stakeholders. Our various forms of input have included:

---

[20] University of Victoria Building Reconciliation Final Report, 2018. https://www.uvic.ca/buildingreconciliation/index.php.

[21] "Reparations mark new challenges for U.S. colleges linked to slavery." December, 2019. https://www.nbcnews.com/news/nbcblk/reparations-mark-new-challenges-us-colleges-linked-slavery-n1102416

- **Group discussions:** We met regularly as a working group to determine and refine our approach, definitions, goals, and strategic initiatives.
- **Collecting literature and best practices:** We collected a number of reports and best practices from national networks and peer/aspirant institutions. We also conducted interviews with Lucy Kerman, Senior Vice Provost for University and Community Partnerships at Drexel University, and with a group of leaders[22] from Oregon State University.
- **Scan of current Contributions to the Public Good** (see Appendix 2)
- **Interviews with community leaders from our region:** We created a list of stakeholders from across areas of need (education, health, basic needs, etc.) and domains (school districts, political leaders, non-profit leaders, business leaders, etc.). We also developed a draft list of guiding questions. We then conducted in-depth interviews with more than 50 leaders. Most were in-person, though a few were conducted via phone or email. We focused our protocol on two major questions: 1) What are the needs of the region? and 2) What can UCR do?

  > **Interview Question 1: What are the needs?** What are they now, and what do you think they will be in the future (10 or 20 years)? If you had unlimited resources, what 2 or 3 areas would you focus on to improve the community? What would be "public good" in

  > **Interview Question 2: How can UCR help?** What is currently working? How do you see UCR impacting the community? In what ways do you recommend improving or expanding on what we're doing?

- **Interview data analysis:** We did an initial analysis of the frequency of themes in the interviews. After developing the goals, we went back and more carefully coded the interview responses based on our initial analysis and our draft goals and strategies, using Dedoose. We also extracted representative quotes for each of the areas (in Appendix 3).
- **Focus groups to collect feedback on draft ideas:** We took our initial lists of goals and strategies with community leaders and campus constituent groups. Please note, numbers below include UCR facilitators.
  - Workforce development group (local business leaders, labor council, non-profits, state Future of Work reps) (20)
  - Eastside neighborhood forum (approx. 20)
  - Chancellor's community advisory committees (21)
  - Coachella valley community leaders - civic leaders (11), education leaders (7), non-profit leaders (13), and residents/partners (22)
- **UCR campus forum** to collect feedback from campus stakeholders on the draft report
- **Feedback on the draft report from all participants** (Appendix 5 contains a list of the constituency groups consulted during the interview and focus group process).

---

[22] This group recently renewed their Carnegie Classification as an Engaged University. Leading the campus-wide team were Susan Rowe, Research and Grants Manager in Pre-College Programs, convener of the group tackling the Carnegie classification; Allison Davis-White Eyes, Director of Community Diversity Relations; SueAnn Bottoms, Director of Pre-College Programs.

Conclusion

UCR is poised to expand its excellence in the domain of advancing the public good. Our capacity emerges from our history, draws energy and insight from our diverse experiences and is empowered by a commitment to achieve what matters most to the people of the Inland Empire and beyond.

Our strategy for excellence has two complementary components. In the first, we focus locally to join with our diverse community to identify solutions to the challenges at hand and to forge a broad system of connections that are characterized by mutual respect and benefit. We imagine leveraging the accomplishments that UCR has already achieved in this domain and investing to advance our goals. Our ambition is to become a unique and outstanding model for doing the public good in the local collaborations we join. Toward that end, we seek to become a model for promoting the public good.

In the second, we seek to codify what we learn so that the model we create for advancing the public good may be applied to other communities locally, nationally, and internationally.

But why UCR? Couldn't any aspiring University assign a committee like ours to string together a similar set of words? They might. But we have access to a distinct blend of circumstances - our history of accomplishment and current diversity - that will allow us to build a unique approach. Our long-standing emphasis on and excellence in agriculture and the environment can give depth to public good efforts to address climate change and to respond to food insecurity in the Inland Empire and around the world. Our diverse student body is a mammoth social network that brings experience from and connection back to a wide set of social circumstances where efforts to join in doing the public good can be enacted. This diversity also broadens perspectives in ways that can make us more thoughtful about and more effective in implementing any approaches to the public good we might undertake. These brief examples bring us to our more general point – UCR is unique in ways that offer the possibility of achieving excellence in the domain of advancing the public good. What is needed is a deep enduring commitment to doing so.

Appendices

Appendix 1: Scan of Current Contributions to the Public Good

The table below outlines many of the current Contributions to the Public Good at UC Riverside. There are numerous initiatives embedded in each of the colleges, often with networks of collaboration between disciplines and between on and off-campus partners. Here are few highlighted in interviews with community partners:

The Center for Healthy Communities is exceptionally strong in its implementation of "community-based participatory research" as it seeks to improve health and reduce health inequities in the local community and beyond. The Center is located in Downtown Riverside and strongly emphasizes the dissemination of useful health information in the local context.

The Center for Social Innovation aims to join UCR researchers, community organizations, and civic stakeholders in undertaking collaborative projects that form long-term partnerships that boost collective impact. For example, they recently created a map of regional development initiatives underway in Fall 2019: https://socialinnovation.ucr.edu/inland-empire-initiative-map

Riverside studios is the first film studio in Riverside, born as a new initiative from a UCR faculty member working to expand and diversify the local economy while enhancing artistic expression in the region, especially for historically marginalized communities. One community member noted that this initiative "has provided valuable experience to our students, especially students of color."

Theme	Groups, Initiatives, Courses, Etc.
Diversity and Reconciliation/ Advocacy/Reparations*	- Chancellor's Advisory Committees (Chicano/Latino, Native American, Grier Concerned Citizens) - Native American research and outreach - Cahuilla Language Courses - California Indigenous Nations College - Native American Grave Protection and Repatriations
Educational Pipelines	- Educational and Community Outreach Programs (Enrollment Services) - University Eastside Community Collaborative (UECC) - TRiO programs - Council for African American Parents partnership - Graduate School of Education (GSOE) - Community Engaged Learning Requirement for Undergraduate Majors - Pathways from Riverside Community College (RCC) to UCR - AP preparation courses for high school students and teachers - School of Medicine pipeline programs - Bridge program with RCC students - Pipeline programs (such as Future Physician Leaders)

	- Student Life Service-Orientated Clubs (e.g. Kindling Intellectual Development) - UCR Extension (UNEX) education programs - Gluck fellows (music) - Bourns College of Engineering (BCOE) - Student organization-led events with local schools - CS4all coding camp (https://sites.google.com/rusdlearns.net/csforallcodecamp/) - College of Natural and Agricultural Sciences (CNAS) Noche de Ciencias and other related outreach efforts - Riverside County Office of Education partnership with Aaron Seitz (Psychology) on virtual reality and learning - Work study students using Federal Work Study funds to tutor in reading and math in local schools - Foster youth connections with RCC (and other area colleges) - UCR Botanic Gardens outreach to school groups
Economic / Business Development	- Center for Economic Forecasting and Development (Business) - Research and Economic Development - I-Corps - entrepreneur training - EPIC - small business/entrepreneurship loans - Inland Center for Sustainable Development (School of Public Policy) - CARB partnership - UNEX regional business partnerships
Local Political Engagement	- Participation in mayor's multi-cultural forum and other city-wide meetings - Good neighbor efforts with the local community (University Heights neighborhood and others) - Government & Community Relations advocacy - ASUCR and Student Life voter registration/civic engagement initiative - UCR leaders participating in Leadership Riverside - Public Policy internships for undergraduate students
Environmental / Health / Social Issues	- Center for Healthy Communities - Center for Social Innovation - Center for Health Disparities Research - CE-CERT - Blum Initiative on Global and Urban Poverty - University of California Global Health Institute - UCR Healthy Campus (for example, Cathy Gudis) - SOM pipeline programs - SOM community residency - Labor Studies internships - Chicano Studies community-based seminar - Public history projects
Food / Agriculture Systems	- AgOps/R'Garden - supporting local schools and their gardens, providing surplus produce to community partners, community members keeping small plots - The Well/R'Pantry

	● California Agriculture and Food Enterprise (CAFE)
Arts	● UCR ARTS ● Gluck fellows (music) ● Riverside Film Studios ● Creative Writing Partnership with Sherman Indian School and other local districts to tell veterans' stories (https://alongthechaparral.ucr.edu/)
Other General	● UCR Botanic Gardens ● Service and Learning Working Group ● MLK Day of Service (Student Life) ● Highlander Day of Service (Alumni Office) ● https://communityservice.ucr.edu/ portal ● University Honors Engaging Riverside course series ● Donald Strauss scholarship ($10,000 for undergraduate service-focused projects) ● APLU grant for community-engaged learning efforts through UE ● Undergraduate Education efforts to embed community-engaged learning into existing courses ● Teresa and Byron Pollitt Endowed Term Chairs of Interdisciplinary Research and Learning in the Humanities and Social Sciences ● UC-wide efforts to connect with Community Based Organizations (Sandra Williams-Hemp at UCOP)

*We recognize some of the challenges with this language and are discussing re-framing and/or alternative language (such as "advocacy" or "reparations" as a group)

Appendix 2: Matrix of Strategic Goals, Initiatives, Implementation, Metrics

	How	Responsible Unit(s)	Metrics
A. UCR will have a culture at every level of operation in which choices are guided by a commitment to contributing to the public good.			
1. Create infrastructure that is dedicated to enhancing the public good. Specifically, we propose the creation of a "portal group" whose job it is to identify and to strategically link individuals and groups located at UCR and in community settings with the aim of improving the public good. This should not simply be a volunteer organization, but should have an assessment/evaluation core that includes at least one FTE dedicated to establishing metrics, coordinating working groups, developing effective two-way connections, information transfer, and storytelling efforts.	Umbrella with buckets underneath 1. Developing policy, curriculum development, resources 2. Cultural shift - public awareness, habits/ways of being, relationships Monthly working group meetings?	Co-chairs; staff support	
2. Develop a reward system that prioritizes the public good. Specifically, at all levels within the University, including faculty teaching, research, and service, promotion criteria should include an assessment of contributions to the public good. Individuals who show excellence in their commitment to the public good should be rewarded for that activity. Recognize the work of faculty who are educating the campus and community on important social issues.	Rubrics for evaluating performance (integrated into merit/advancement)	Student affairs, staff assembly, Academic Senate	Updates to APM
3. Declare one of our core values to be a commitment to the public good. This commitment be strongly signaled in every way and at all times possible so	Communication pieces Seeking classification or designation		

that it becomes an identity that UCR adopts and is known for.			
4. Address barriers to connection (from all angles - the community, students, etc.)	Parking, transportation, no invitations		
5. Prioritize projects that explicitly contribute to the public good		RED	
6. Include community partners in institutional decision-making	Advisory committees Community members at town hall meetings		
7. Create structures for feedback and accountability	Annual survey with community members, leaders, partners?		
8. Ensure that purchases and investments reflect our core values.		VCPBA	
B. UCR will maintain and expand as a source of equity and upward social mobility for the region through educational opportunity.			
1. Communication and investment in resources and research attention to K-12 and other educational pipelines		Extension, Student Affairs, UE, GSOE, Enrollment Services	
2. Provide excellent supports for financial and basic needs at all levels of the university	Role as an employer in the region and as an engine of student social mobility Cross-cutting theme for multiple working groups	Student Affairs	
3. Integrate opportunities for contribution to the public good into formal curriculum in all disciplines and at all levels	Designate courses with specific CPG components; Expand opportunities for community-engaged learning	Provost, Academic Senate	
C. UCR will convene networks of local, state and international institutions to address pressing social challenges.			

1. Determine relevant foci and groups working on key issues: basic needs, agriculture, housing, environmental quality, education, workforce development, political representation, health, racial justice	Develop specific outcomes/metrics for what these groups in different areas would do and how it contributes to the public good		
2. Identify and clarify what is being done through a website and other communication strategies	Combining with responsibilities for portal group (A1)	Working group?	
3. Host summits, invite broad participation			
4. Collaborate with other institutions at various levels by ensuring UCR representatives at appropriate levels regularly attend meetings & invite input into our projects.		GCR	
5. Define the role of research centers - bringing together resources and expertise		RED	
D. UCR will be an engine of economic development for the Inland Region that becomes a talent magnet drawing from outside our region but also educating and retaining our own.			
1. New or strengthened initiatives that more effectively link the campus with community businesses		Extension, GCR, RED	
2. Constant awareness of balancing the risks of gentrification – seeking equity in all areas	Keeping track of hiring practices - tracking diversity and geography		(like *Left Out* CCO report)
3. Follow SOM model of keeping professionals in the region			
4. Entrepreneurship - creating businesses and jobs		RED; Extension	
5. Bridging with local community-based non-profit organizations		Center for Social Innovation	
6. Bringing in job-creators (like CARB, UCPath)			
7. Food systems innovations		CAFE,	

E. UCR will create a healthy, flourishing, culturally rich, creative environment on and around campus that draws diverse communities to stay and contribute to the growth of the region.	This (E) is more of a strategy of how we implement some of the other goals? Some of these convening functions could be incorporated into other areas		
1. Host and promote public performances, galleries, lectures	Publicity/communication boost?	UCR Arts	
2. Expand our regional reach - taking current ideas from campus (CUC, Osher, Center for Ideas & Society) and extending them further off campus			
3. Create an environmentally responsible setting (transportation, virtual participation)			
4. Intergenerational spaces - open to families, grandparents/grandchildren - extending the "family first Sunday" idea from UCR Arts - lowering barriers to make it more inviting			
F. UCR will become a model for advancing the public good around us that can be used in other communities and at a broader scale including in our state, the country and around the globe.			
1. Codify what we learn through local contributions and collaborations			
2. Seek national or international credentialing or classification for contributions (e.g. Carnegie, APLU, or others)	Provides accountability		
3. Promote our values and strategies related to the public good within national networks of peer and aspirant institutions			
4. Mobilize resources to more effectively seek funding for university and community projects benefiting our region	Connected to A1		

Appendix 3: Additional Representative Quotes from Community Leader Interviews

Challenges and Needs of the Region

"It seems to me the most pressing need of our region is to develop an **economic ecosystem** that is separate from that of Greater Southern California in order to untether the inhabitants of the Inland Empire from the coastal counties. The issues which currently confront our region – **traffic** congestion to the point of stagnation; **air** pollution; sprawl of both **housing** and warehouse development which is destroying the remaining open space. All of which is tied to the region's lagging k-9 **educational performance**, deficit in **cultural opportunities** and perceived lack of occupational opportunity."

"Our region needs to coalesce around the idea of STEM as a common thread connecting issues such as air quality, **alternative energy**, waste management, **social well being** and **community health.**"

"We have to **diversify** the people involved - informally and in government - right now it is always the same people. The Eastside and Casablanca are **underserved and marginalized**. We need to empower people to contribute. We have a real strength in all the higher education institutions"

"Access to **health care**. Better understanding of UCR -Health and the availability of the clinic for care in the local community. Telemedicine to provide confidential and easily access care -- especially mental health care"

Assets of the Region

"Riverside could explode with opportunity. We are in a prime location; we are one of the largest counties in the nation; we have **space and natural resources**."

"In my experience **improved communication and collaboration between community partners** is beginning to make an impact. UCR's integrated approach to addressing research opportunities directed at a positive social outcome seems to me to be a great leap forward. I am really happy with the grants that have been awarded to UCR/RUSD partnerships looking at air quality and community health. Increased collaboration between public and higher education will generate great results."

Challenges and Needs of UCR

"I think UCR can do a much better job interacting with greater Riverside. The **geographic divide** has been allowed to persist, with UCR mostly remaining unto itself on its side of the 215 Freeway and not being more mindful of the City in which it is located."

"But the perception of an ivory tower, removed from the greater city, does persist. I think UCR is not a thought to many inhabitants of the city, and that is a lost opportunity. Attempts to branch out – CMP, the Culver Center – haven't really improved the situation; those institutions are

under-utilized and, again, perceived almost as **elitist**. Neither seems to be overly concerned with welcoming the general public, or reaching out to a demographic other than that which might attend UCR. A better understanding and cooperation between both parties – UCR and the City – would be beneficial to both, I think."

"**Collaborative data collection**, facilitation and intentional engagement between university leaders and community partners is necessary in the production of valuable, validated data that will align the work we are all doing."

"the need to **find alternative funding paths** for research as public support for primary research decrease"

"We need to do more to connect majors with jobs. It is a problem when undergraduates are funneled into graduate school (even MBAs) and then they can't get jobs" and "a lack of non-academic **career training** for graduate students"

Assets of UCR

"UC Riverside can best serve the public good by doing well what research universities do: 1) Provide a great **education** to its students;   2) Perform high quality, honest **research**; and 3) Accomplish 1 and 2 **efficiently**."

"UCR is a jewel, and I think far more can be done to increase its impact on the region. **Outreach by students and faculty** is one thought; I realize that currently occurs, but perhaps could be done in a far more impactful way. ...I think UCR needs to think regionally – I know it already does – but it's our region's premier research institute."

"UCR is a great partner. Continue to fuel growth, diversity, research - attracting quality people, including many **first generation and foster youth**."

"Since UCR is an HSI, we should be leading the way in work centered around the **Latino/a/x community**."

"The research work done at UCR, for example at CE-CERT, is helping us to reduce carbon emissions from internal combustion cars, improve the efficiency of various forms of **alternative energy** and develop more cost effective energy storage methods."

"The Center for Social Innovations draws **funds from philanthropy** that bring community engagement, student involvement and prestige to UCR. Efforts of Center are recognized through social networks of philanthropic groups, through media attention locally and nationally, and in the Central Administration of the University."

Strategic Goals

A. Foster a culture of Contributing to the Public Good

"UCR should develop a community engagement plan that involves a "portal" - a group that is funded to serve as a back and forth conduit between the community and the University."

"Champion faculty that champion service--provide incentives for faculty and departments to include community service in the curriculum."

"Students are more likely to stay in the region if they are more connected. There needs to be a Center - with a "connector" person - someone who goes to meetings and helps connect dots - who has a good idea of all the different partnerships happening. We could be the leader nationally in community service and engagement - we need to think about what is the next big thing in responding to the needs of our community. All departments should be asking themselves 1) what I am doing for student success and 2) what am I doing for community engagement? I went to Ramona High School, and I only heard of UCR once - only came on campus once. That shouldn't be."

"...create a Center for the Public Good purely focused on this work. The Center would be a hub for students, staff, and faculty to better engage with the community, as well as a central point of data collection that measures and assesses the impact UCR is having on the public good."

B. Promote social mobility through educational opportunity

"I would like to see UCR have a stronger connection to the community college and high school pipeline. I would like to see alignment of the educational systems so that challenges faced by low income and all students are reduced."

"Improve public education by increasing its profile and funding. Our current k - 12 public education institutions are underfunded and constantly trying to maintain a status quo with respect to providing modern, functioning facilities and especially science labs, engineering curriculum, and technical education. We need schools that are leading the way rather than catching up. The Riverside STEM Academy is a great example of what can be achieved. We need to scale up the success of that program to include all students in the region."

C. Convene networks to address the most pressing social issues

"UCR has always been good at researching, evaluation, grant writing and building collaboration with the local community. We need UCR to continue the build collaborative with the local communities and educational systems as needed. I believe it has to be ongoing with frequent updates and assessments."

"It would be helpful to have more data from UCR about relevant questions for our (city) decision-making."

D. Be an engine of economic development

"A high concentration of engineers in other metropolitan areas produce patents and where there are patents there are businesses with good economic multipliers. The city could work with UCR to sponsor a competition with the engineering and business schools (it could include other universities in town, too) to develop a product or idea with a companion marketing and business plan. The product/idea would have to be made locally, with local talent and resources and the business would need to be based in Riverside for a specified period of time. The winning team of business/engineering students (or professors?) would be give a monetary prize ($100,000???) with positions to stay in town."

"Build more of an 'ecosystem for entrepreneurship and small business development.'"

E. Provide an accessible, diverse, culturally rich, creative environment

"UCR can contribute more in this arena [arts accessibility] as a community partner. Examples like Rickerby Hinds and his theater/film work in the community, UCR Arts Block, etc. can be better publicized for more accessibility in the region. Particularly with COVID-19, we will need more resources in this area as local artists have been hard hit by the pandemic."

"We should have more clear agreements with community partners - that they feel valued and like it is a mutual relationship. We need to do better at opening our doors - making parking accessible, etc. Students are more likely to stay in the region if they are more connected. There needs to be a Center - with a "connector" person - someone who goes to meetings and helps connect dots - who has a good idea of all the different partnerships happening"

"Make it easier for me, an average Joe, to get on campus!"

F. Model practices locally that become an example in California, the US, and the world

"Showcase pockets of excellence in the region. Celebrate and honor contributors."

"We can see that struggles along socio-economic lines play out in our community, city, region, nation, and world. UCR should take steps to combat systemic disenfranchisement of low socio-economic status communities at every level."

"UCR should host a regional summit focused on working with county government to address basic needs issues, and other issues impacting the public good."

"We could be the leader nationally in community service and engagement - we need to think about what is the next big thing in responding to the needs of our community."

Appendix 4: Working Group Members

Name	Title
Bruce Link, Chair	Distinguished Professor, Public Policy & Sociology
Gabriela Canalizo, Vice Chair	Professor, Physics & Astronomy
Jack Clarke	Best, Best and Krieger
Tuppett Yates	Professor of Psychology, CHASS
Elizabeth Romero	AVC Governmental and Community Relations
Louie F Rodriguez	Interim Dean GSOE
Dana Simmons	Associate Professor of History, CHASS
Norman Ellstrand	Distinguished Professor of Botany & Plant Sciences, CNAS
(Vagelis) Evangelos Papalexakis	Assistant Professor of Computer Science & Engineering, BCOE
Annette Webb	Extension Associate Dean for Academic Programs
Denise Davis	Director of Women's Resource Center
Jeff Girod	Director of CHASS Marketing & Communications
Deborah Deas	Vice Chancellor and Dean, Health Sciences
Brian Hawley	Board of Trustees/Luminex
Arielle Mangianello	Graduate Student
Valeria Orue	Graduate Student
Dewayne Wallace	Undergraduate Student
Beth Claassen Thrush	Project Policy Analyst

Appendix 5: Constituency Groups Represented in the Process

Community Partners Consulted	Peer/Aspirant Universities Interviewed
Black Voice News/Voice Media Ventures	Drexel University
CA Future of Work	Oregon State University
California Citrus Nursery Society	Purdue University
California Indian Nations College	University of Redlands
Chicano/Latino Community Advisory Committee	
Coachella Valley Repertory	
Eastside Riverside residents	
FIND Food Bank	
First 5 Riverside	
Grier Concerned Citizens	
Love Riverside	
Manufacturer's Council	
Monday Morning Group	
Native American Community Advisory Committee	
OneFuture Coachella Valley	
Palm Desert Partners	
Perris Unified School District	
Riverside Arts Academy	
Riverside City Council	
Riverside County Office of Education	
Riverside Mayor's Office	
Riverside SciComm / Science to Policy	
Riverside Unified School District	
Society of Extraordinary Women	
TRiO Programs at Riverside City College	
UCR Foundation Trustees	
United Way	
University Eastside Community Collaborative	
Upward Bound	
Women in Tandem	
YMCA	