Chairs & Directors Meeting
November 4, 2026

Agenda

- Announcements
- Budget/Enrollment update and discussion
- Doctoral futures update and discussion
- Retention update (Ryan) & DFW analysis (Steven)
- Summer session (Leonard)
- Marketing and communications (Melanie)

Announcements

- New staff and staff roles in CHASS
  - Christina Robles: Director of Development
  - Melanie Ramiro: Interim Coordinator of Marketing and Communications
- Extremely important to follow policies and proper procedures with Lecturers
  - Course reductions and layoffs
  - Settlements can be very expensive
  - Request for information

Announcements

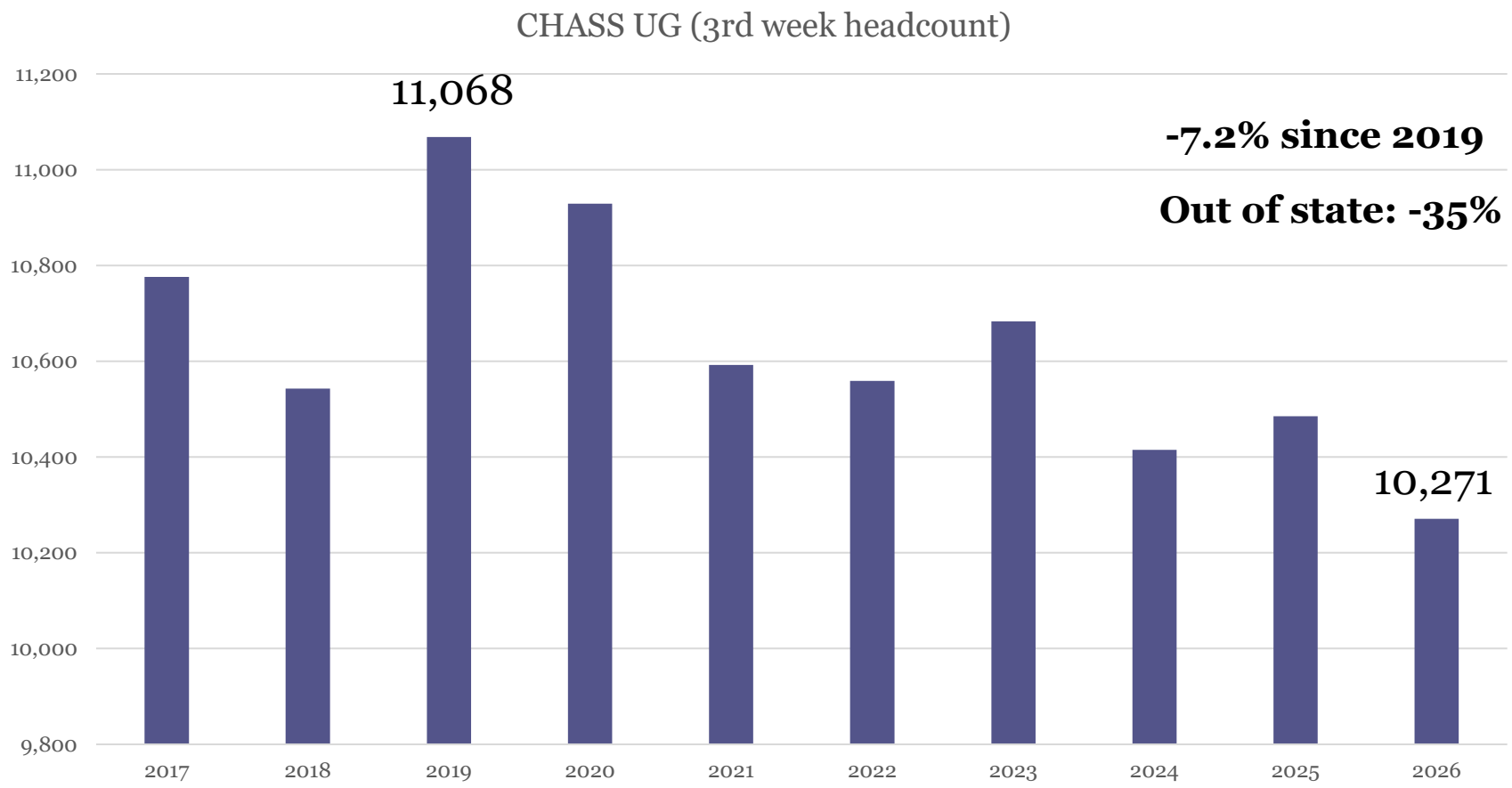
- The Canvas Course Archiving Plan (1/13/27)
  - Courses from spring 2022 and before.
  - Will only be retained for 3 years.

- CHASS Remote/Hybrid Work Survey
  - Information-gathering survey for supervisors of staff
  - Feedback will inform conversations about what is working well and not so well
  - Does not signal any immediate changes to the current remote/hybrid arrangements
    - We understand needs vary across units

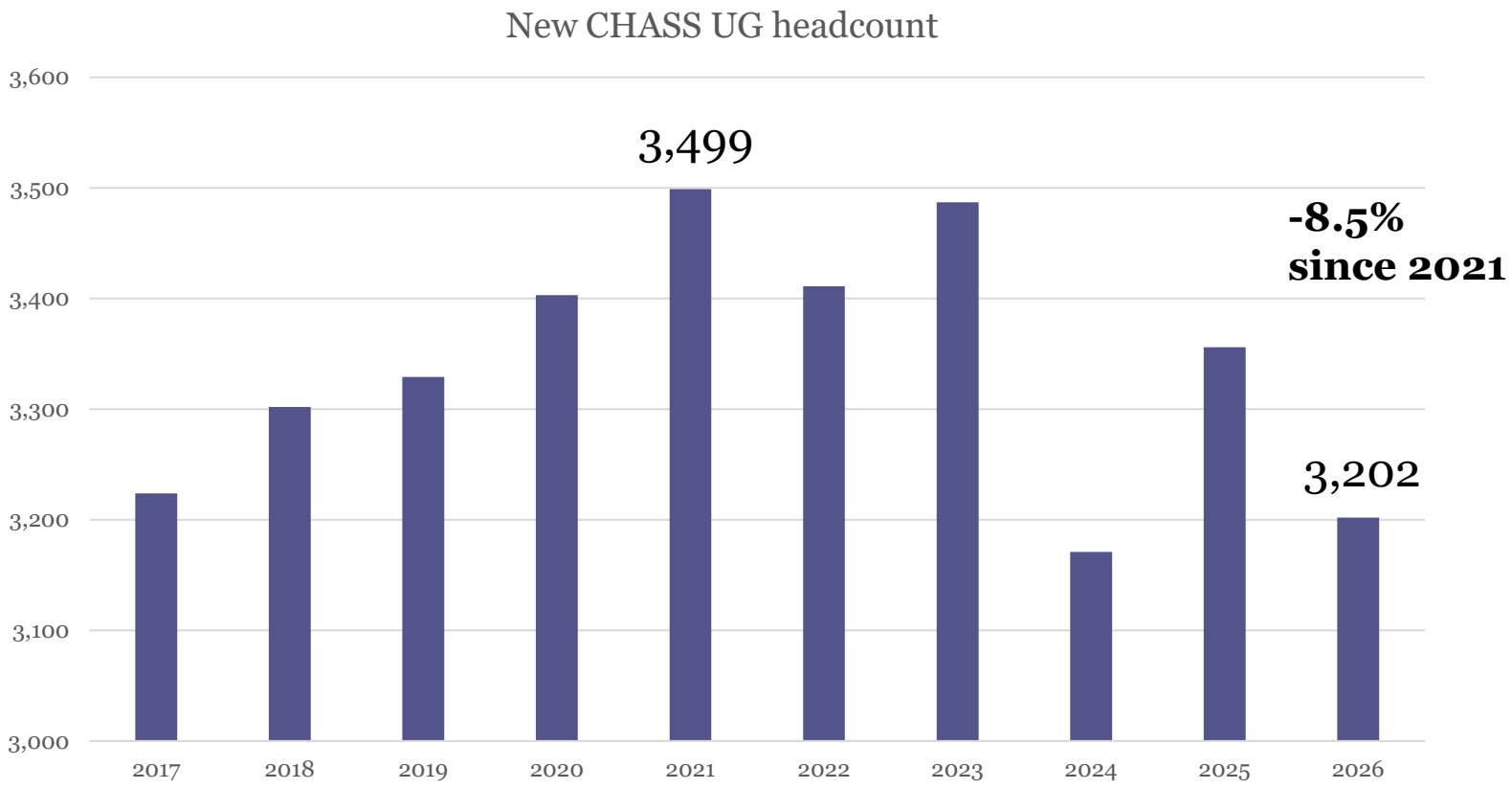
Enrollment/budget update and discussion

- Budget picture is a bit worse than I presented last time
  - New hires continue to arrive: July, Jan., and July
    - They offset savings from hiring freeze
  - Around $2m in PPFP salary subsidies will be sunsetting in the next few years
    - Two faculty this year, five next year, etc.
    - Again, offsets efforts from hiring freeze
  - Enrollment numbers are not good

CHASS UG 3rd week headcount
(and decline since peak in 2019)



CHASS new UG headcount (3rd week)
(and decline since peak in 2021)



So what can we do? What are our potential budget levers?

- More revenue
  - Lobby the legislature for more $?
  - Ask students and & families to pay more?
    - Political feasibility?
  - Grow enrollment

- Hiring freezes
  - Faculty hiring freeze this year
    - Including TOE & PPFP
  - Staff hiring limited to no net FTE growth

Budget levers (cont.)

- Teaching related
  - Increase faculty teaching load to 4.5
  - Increase minimum students per course:
    - Current is 4-8-12. How about 5-10-15?
  - Increase discussion section sizes
    - Some courses could move from 25 to 30
  - Have fewer discussion sections and increase use of readers
    - S courses vs not

- Other
  - Change/update fellowship policy for faculty and graduate students
  - Adjust formula for S&E allocations
    - We are exploring a reduction of 10%-15% with a small offset for lecturers
  - Reduce $ for computer replacements
- Bottom line:
  - We must do something!
  - We can't just bury our heads in the sand!

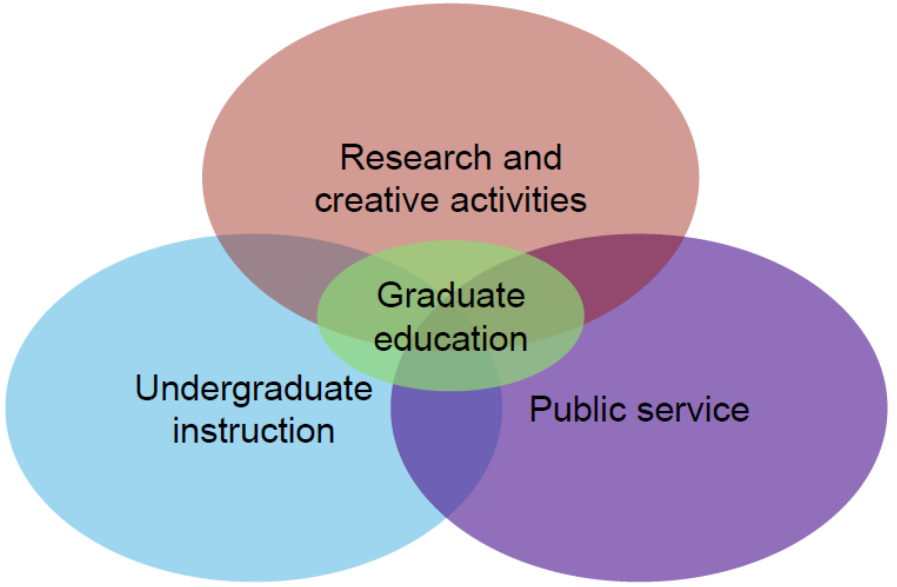
Discussion

Future of graduate education

- UCR Leadership Retreat on Grad. Education (10/12/26)
  - Will circulate some of the docs and notes
    - *Future of Doctoral Programs at the University of California: Challenges, Opportunities, and Potential Paths Ahead* (2025)
    - Lidia Kos's presentation
- Doctoral Futures / ACLS
  - Last week in Philly and NY
- Doctoral Futures / CIS & CHASS
  - 11 departments in Winter, 2026
- Plan: A yearlong discussion in CHASS that culminates in a daylong convening in Spring

Why graduate education at UCR important?

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



Slide borrowed from: Susannah Scott, Chair, Systemwide Academic Senate
UCR Leadership Retreat, October 12, 2026

What are the key issues/challenges?

- How to maintain continued excellence in research and creative activity? And
  - Public/community engagement
  - Diverse student body: ladders/opportunities

- Recognition & support of the importance of a humanistic education
  - AI is creating uncertain & unknown challenges
  - Also creating opportunities for human-centered thinking

Issues/challenges (cont.)

- Budgetary and enrollment challenges for all
- More acute challenges in humanities and arts
  - Long term decline in enrollments
- How to adapt to smaller cohorts?
  - More multidisciplinary courses?
  - Every other year admissions?
- Some favorite quotes from Doctoral Futures in Philly:
  - "Vibrant and smaller are not nec. mutually exclusive."
  - "How do we thread the rhetorical needle?
    - If we are not ambitious enough people will say: 4 years and all you have come up with is alternative forms of dissertations?
    - Or if too bold people will say: what do you mean, we don't have any money!"

Challenges (cont.): Career pathways

- What careers/jobs are we preparing our students for?
  - Only around one third (?) get academic jobs
  - Are we also preparing them appropriately for non-academic jobs?
  - Ohio State "flight paths"
    - https://globalartsandhumanities.osu.edu/in-practice/imagined-futures/news-stories/flight-paths
- Does a 6-8 year Ph.D. make sense?
  - Alternatives for shorter degrees
  - Alternatives for non-academic career pathways

Recommendation from UC system-wide study

Recommendations

Intended for all PhD/MFA programs, across all campuses.

Make grad education more student-centered, accomplishment-focused, time-efficient.

R1: Define academic expectations

R2: Understand, consolidate, and steward financial resources

R3: Manage PhD/MFA enrollments

R4: Re-evaluate graduate pedagogy

R5: Strengthen advising and mentoring

R6: Diversify career preparation



Discussion

High DFW rates

- For students: Affects retention, time to degree
- For UCR: Affects rankings and revenue

- DFW rates: the data
  - UCR and CHASS average: 10%
  - Three departments in CHASS: 13%, 14%, 20%
  - Worst five courses: 64%, 59%, 56%, 53%, 38%

- **Lesson 1**: It is insufficient to examine the 5 worst courses.

- **Lesson 2**: Chairs are often unaware of the DFW rates.

DFW rates (cont.)

- **Leson 3**: Potential interventions may depend on whether the courses are taught by Lecturers or Senate faculty.
- **Lesson 4**: In many settings, a promising strategy could involve the use of more tutors or peer tutors.
- **Lesson 5**: In some cases, an appropriate intervention is to rethink the role of the course in the curriculum.
- **Lesson 6**: Equity gaps are often, but not always, present.

Thank you!

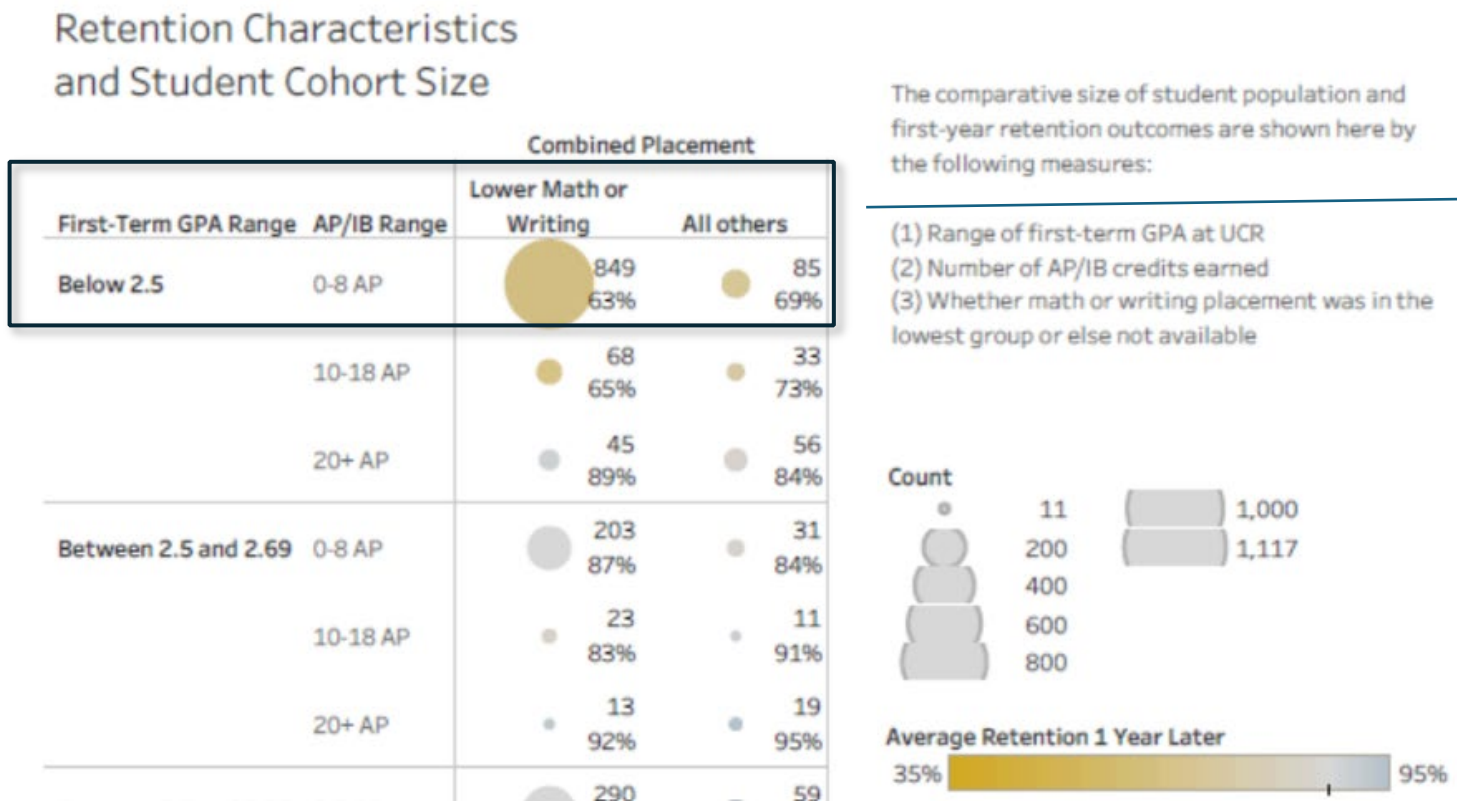
First-Year Retention

Chairs and Directors

November 4th 2026

Ryan Lipinski

Retention Update – Where did we start?



" Bob's Bucket"

528 students

Randomly Sampled about 190 from three GPA bands

- 2.5 -2.0
- 1.99 - 1.50
- 1.49 - 0

Assigned Success Coach for these students

Retention Goal was 90%

Retention Update – What did we do?

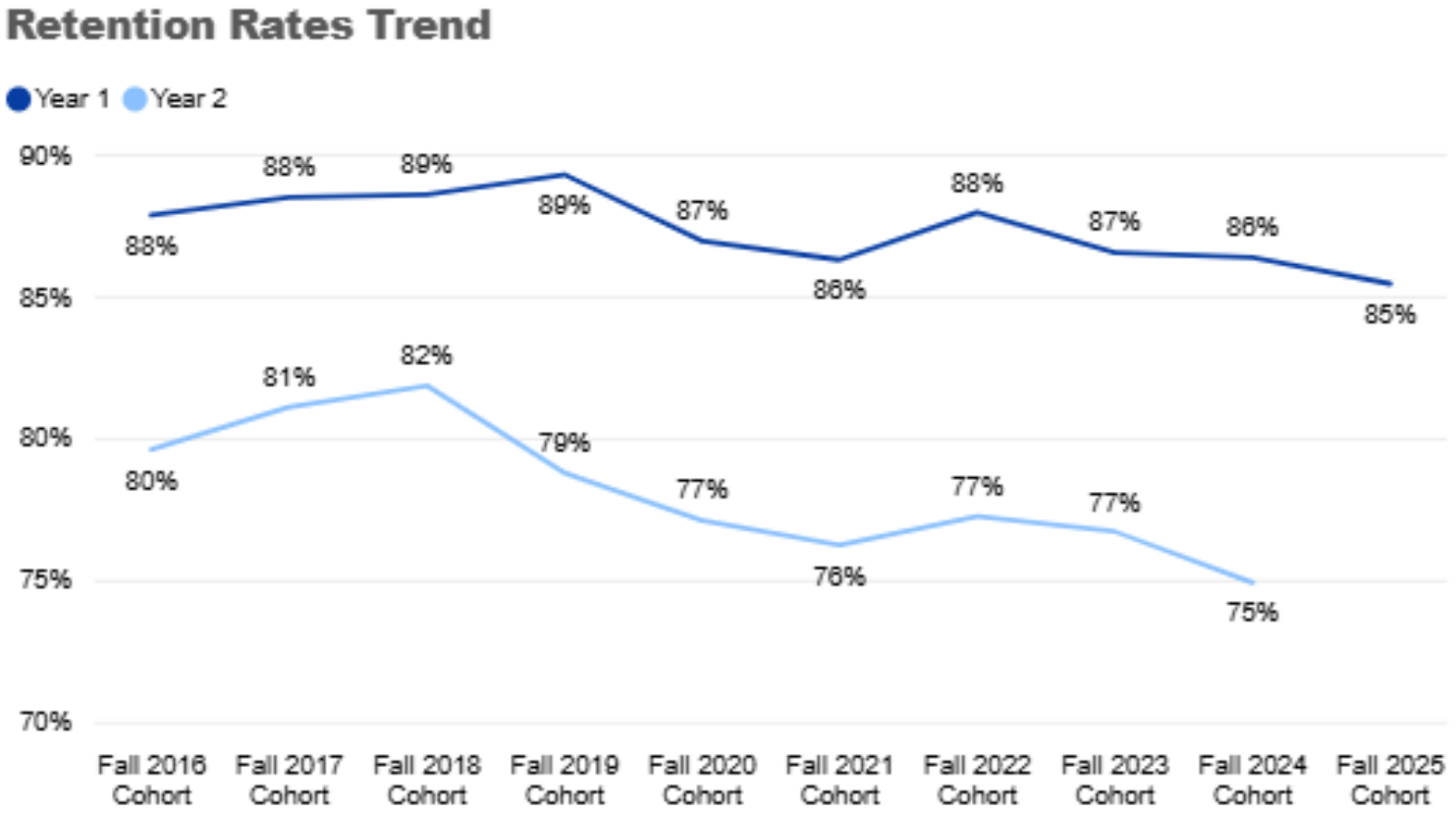
Targeted email and text message outreach

- 25F Freshmen that had not enrolled for 26W
- Midterm check in with tutoring schedules
- Text Reminder to first-time first-years day prior to reg.

Enhanced Support by Success Coach

- Proactive, intensive engagement with at-promise students
- Hands on problem solving within university structures

CHASS Retention



Within UCR Retention - All CHASS Students

- 85.4% = decades low
- Equity gaps appearing - 1st year @82%
- Second Year Slump - Attrition Growing
- Retention Dips Correlated to Cohort Size

Bucket Retention Comparison

	Non-Bucket	Bob's Bucket	Sara's Bucket
Historical	92%	63%	63%
Fall 25 Cohort	87%	75%	74%

Retention Update – What's next

- 43 dismissed students from "Bob's Bucket" appealed and were approved
- During Fall, Sara is working closely with these 43 students
  - Follow up and assist resolving issues from the appeal
  - 5 meetings total – 3 with advisor and 2 with Sara

- Proactive advising approach
  - Utilize Early Alert Data from CANVAS

- Piloting Early Alert and ULAs in Todd Sorenson's ECON003 during Winter 27

SUMMER Sessions

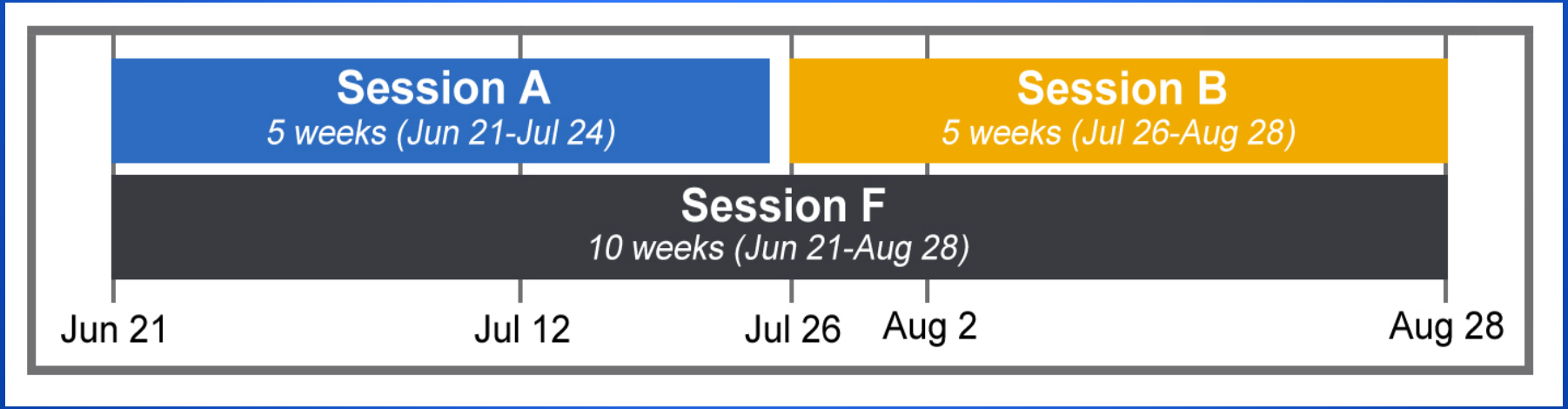
CHASS Chairs & Directors

11/4/2026

SUMMER Sessions 2027

– Key Dates and Deadlines

- 11/9/2026 = “Call” information goes out.
  - Will include course recommendations.
- 1/15/2027 = Course schedules due.
- 3/5/2027 = Instructional nominations start being due.



SUMMER Sessions 2027

— UC UG 8-Unit Fee Cap Discontinued

- Unduplicated headcount expected to not change (~9,700).
- Total unit production projected to drop (~95,500 to ~77,600).
- Average unit loads expected to return to 8 from 9.8.

— “Right Size” to Minimize Cancellations

- Lower-division undergraduate requires 12
- Upper-division undergraduate requires 8
- Graduate level requires 4

— Preference for Online

- Offering MUST be approved for online modality


Chass marketing
& Communications
Fall quarter 2026
UC RIVERSIDE | CHASS

melanie ramiro

Marketing & Communications Coordinator

- 10 years of service at UCR; 5 years in CHASS
- Manages the CHASS student marketing team
- 16 years of experience producing events and marketing speakers
- Supports the Dean’s Office and the Departments of Creative Writing, Dance, Music, and TFDP



Julie Salgado

Director of Events

- Provides events support for CHASS signature events
- 28 years of service at UCR, 8 years in CHASS
- Experience planning events for CHASS, Housing, Dining, and Residential Services
- UCR graduate (undergrad), MA in Management, first-generation student



Elliott De Luca

Multimedia Graphic designer

- 25 years in advertising, marketing, and design (7 years specifically within higher education)
- 10 years as a university adjunct teaching branding, Adobe Suite, and typography
- Worked at Discovery Communications, PBS, BET, Chiat/Day, Freddie Mac



events & marketing student team

- Paid and work-study positions for up to 20 undergraduate students
- Paid internships through the Butterfly Project
- Provides support to 60+ events, social media, writing, photo, video, and email
- More than 100 students in the last six years; many find full-time careers in related fields



CHASS Marketing and Communications

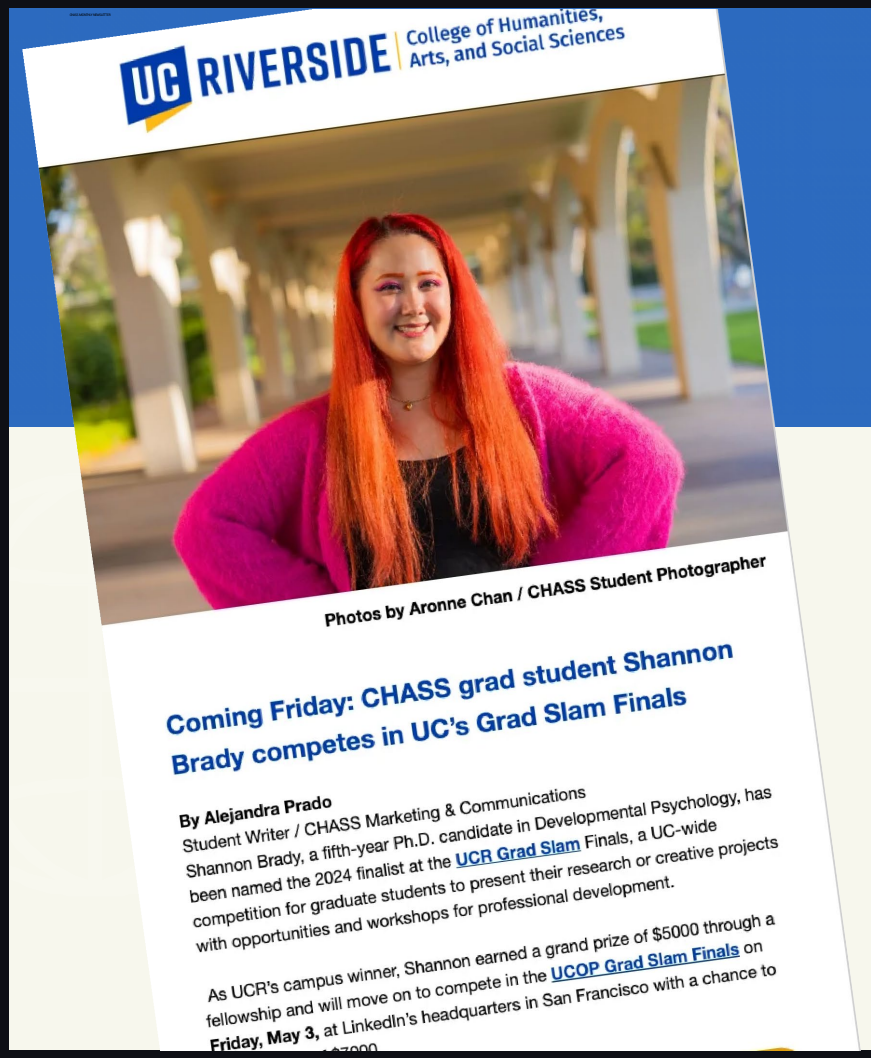
- Promotes CHASS people, events, achievements, and resources
- Creates CHASS-specific media collateral including posters, flyers, LED screens, stories, photos, video, and social media
- Plans all aspects of signature CHASS/campus events including Welcome Week, Homecoming, Highlander Days, Dean's Speaker Series, State of the College, and Commencement

•Coordinates media coverage with campus partners; distributes campus-wide messaging

•Supports college recruitment through bilingual campus tours, phone banking to admitted students, video/social media campaigns, tabling, and event help.

UC RIVERSIDE | CHASS

CHASS MONTHLY NEWSLETTER


UC RIVERSIDE | College of Humanities, Arts, and Social Sciences

Photos by Aronne Chan / CHASS Student Photographer

Coming Friday: CHASS grad student Shannon Brady competes in UC's Grad Slam Finals

By Alejandra Prado
Student Writer / CHASS Marketing & Communications

Shannon Brady, a fifth-year Ph.D. candidate in Developmental Psychology, has been named the 2024 finalist at the UCR Grad Slam Finals, a UC-wide competition for graduate students to present their research or creative projects with opportunities and workshops for professional development.

As UCR's campus winner, Shannon earned a grand prize of $5000 through a fellowship and will move on to compete in the UCOP Grad Slam Finals on **Friday, May 3,** at LinkedIn's headquarters in San Francisco with a chance to

- Emailed monthly to 14,000+ CHASS students, faculty, and staff
- Most stories, photos, and videos created by the CHASS Marketing student team
- Student, faculty, and staff spotlights, featured news, and upcoming events

CHASS EVENTS NEWSLETTER



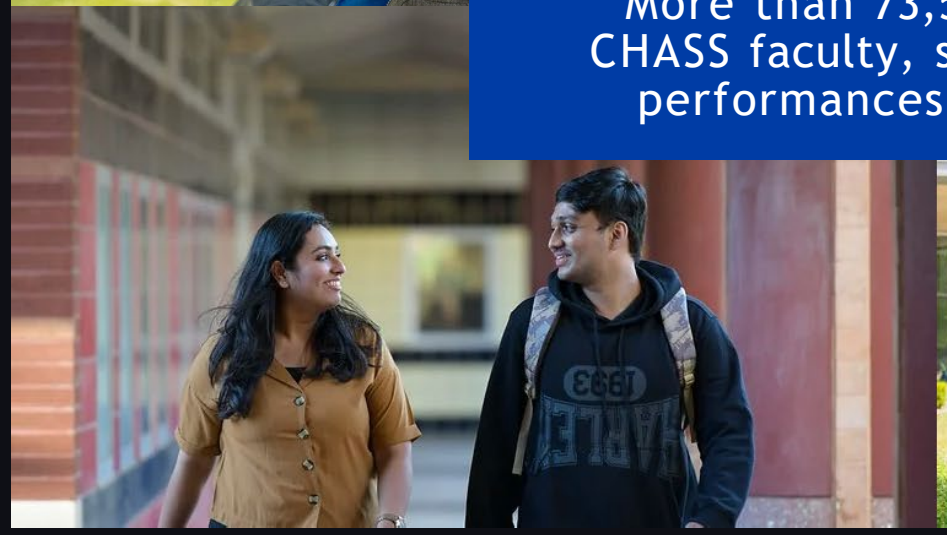
- Sent three times per month during fall, winter, and spring quarters
- Showcases online and in-person events within CHASS
- Events must be added to the campus calendar at events.ucr.edu





PHOTOGRAPHY

More than 73,542 photos of CHASS faculty, students, staff, performances, and events











VIDEOGRAPHY

More than 250 videos filmed and edited by CHASS student videographers





@UCRCHASS + @UCRPERFORMS

Instagram, TikTok, YouTube, LinkedIn, Facebook, Threads, Bluesky, Pinterest, & X



Instagram

- 11,674+ followers combined (+138.15% from 2025)
- 1.58+ million combined views (+111.7% from 2025)
- Most popular channel



TikTok

- 1,305+ followers (+48.31% increase since 2025)
- 295K+ video views (+44.5%) & 15K+ engagements
- Student life, faculty achievements & CHASS events



LinkedIn

- 1,561+ followers (+1240% from 2025)
- 75K+ impressions (+1328% from 2025)
- Engagement (+1606% from 2025)
- Fastest growing channel

Move-In Parent Mixer	Sat, September 19, 2026	5:30pm-7:30pm	Alumni Visitors Cen
Move-In Parent Mixer	Sun, September 20, 2026	5:30pm-7:30pm	Alumni Visitors Cen
CHASS Graduate Student Welcome/Orientation	Tue, September 22, 2026	8:00 am - 2:00 pm	INTS 1113
CHASS LLC Meet & Greet	*m/d/yyyy*	*Time*	*Location*
Power of the Peers Conference	Wed, September 23, 2026	8am-4pm	SSC
CHASS Student Welcome	Mon, September 28, 2026	11:00 am - 2:00 pm	Hinderaker Courtya
CHASS Student Welcome	Tue, September 29, 2026	11:00 am - 2:00 pm	Hinderaker Courtya
CHASS Student Welcome	Wed, September 30, 2026	11:00 am - 2:00 pm	Hinderaker Courtya
CHASS New Faculty Orientation	Wed, September 30, 2026	TBD	TBD
Graduate Personnel Welcome & Training	*m/d/yyyy*	*Time*	*Location*
Lunch: Dean's Fellowship Awardees (Graduate Students)	*m/d/yyyy*	*Time*	*Location*
Chairs & Directors Meeting	*m/d/yyyy*	*Time*	*Location*
UCR Arts Fall Opening	Sat, October 10, 2026	6:00 pm - 8:00 pm	UCR Arts
Tomas Rivera Event	Thu, October 15, 2026	7pm-10pm	*Location*
Dean's Fall Welcome	Wed, October 14, 2026	2:00 pm - 4:00 pm	*Location*
HNBA Conference	Sat, October 24, 2026	All Day	INTS 1020 & INTS 1
Fall Staff Meeting	Wed, October 28, 2026	1pm-3pm	*Location*
Homecoming BBQ Cook Out	Sat, November 7, 2026	11:00 am -1:00 pm	*Location*
State of the College	Wed, November 18, 2026	3:00 pm - 5:00 pm	*Location*
CHASS F1RST Carnival	Thu, November 19, 2026	2pm-4pm	*Location*
Chairs & Directors Meeting	*m/d/yyyy*	*Time*	*Location*
CHASS Staff Holiday Celebration	Wed, December 9, 2026	12:00 pm - 2:00 pm	Alumni Center
CHASS Faculty Holiday Celebration	Wed, December 9, 2026	5:00 pm -7:00 pm	Alumni Center
Chairs & Directors Meeting	*m/d/yyyy*	*Time*	*Location*

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