

The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE

May 17, 2017

The Public Engagement and Development Committee met on the above date at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents Kieffer, Lansing, Ortiz Oakley, Pattiz, Ramirez, Reiss, and Schroeder; Ex officio members Lozano and Napolitano; Advisory members Lemus, Mancina, and White; Chancellor Leland; Interim Chancellor Hexter; Staff Advisor Richmond

In attendance: Secretary and Chief of Staff Shaw, Provost Dorr, Executive Vice President and Chief Operating Officer Nava, Senior Vice President Peacock, Interim Senior Vice President Holmes, Vice Presidents Budil and Ellis, Chancellor Blumenthal, Deputy General Counsel Friedlander, and Recording Secretary McCarthy

The meeting convened at 2:10 p.m. with Committee Chair Kieffer presiding.

1. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of March 15, 2017 were approved.

2. **DISCUSSION OF FUNDRAISING STRATEGIES AND IMPLEMENTATION**

Committee Chair Kieffer stated that discussion of this item began in closed session, but would be continued in open session. He asked Interim Senior Vice President Holmes to summarize the main points of the prior discussion.

Ms. Holmes commented on the strength of the UC brand. The Committee had emphasized the importance of focusing on the University's core audience, defining the main objective, exploring opportunities to solicit assistance on a pro bono basis, finding a big idea that could become a multi-faceted campaign involving online content, event support, and activation of alumni. She expressed support for establishing a working group for this purpose.

3. **UNIVERSITY OF CALIFORNIA ALUMNI RELATIONS OVERVIEW**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Regent Schroeder began the discussion by noting the importance of learning who UC's alumni are and demographic trends over time. Executive Director John Valva stated that

he had been asked to provide a brief overview of UC's alumni engagement. UC alumni provide the University with critical connections to their local communities, serve UC as community ambassadors, advisors, advocates, mentors to students, athletic and event patrons, and provide a core donor base. Their successes in business, academia, culture, and public service are key components of UC's global impact. While alumni contributions to the University's business needs are trackable, their value to the University's culture and community is often immeasurable. Mr. Valva reported that there were more UC alumni than its students, faculty, and staff combined. It is critical for a university to foster and maintain alumni allegiances. To that end, the mission of alumni relations is to "enrich the lives of alumni and engage them as volunteers, advocates, and contributors who strengthen the University of California."

Each UC campus runs and manages its own alumni communications, events, and programs to maximize involvement, develop volunteer opportunities, and stimulate philanthropic and advocacy support. Whereas systemwide resources support common messaging, shared resources, and benchmarking, for most alumni localized campus and departmental affinity is foremost.

There are more living UC alumni currently than ever before in the University's history and they come from more diverse backgrounds than ever. There are currently more than 1.83 million living UC degree holders, reflecting a significant increase over the last two decades. During that time, six UC campuses have more than doubled the size of their living alumni base. Therefore, the average age of UC alumni is younger than ever, a trend that would continue. Likewise, during this period as the University has enrolled a higher percentage of first-generation college students and low-and moderate-income students, UC's alumni population has become increasingly diverse. Such trends are expected to continue and would provide UC campuses ample opportunities and a few challenges in the years ahead.

Mr. Valva stated that in 2015 President Napolitano directed and authorized a systematic shift in how UC views and reports alumni engagement. In 2016, 22 percent of UC's alumni actively participated in a campus or UC system activity or event. Of those engaged individuals, roughly one-third also made a donation to UC, showing that giving is highly correlated with ongoing engagement opportunities. From these results, UC campuses have increasingly focused on enhancing the quantity and quality of alumni engagement opportunities, ideally beginning with students and young alumni, and turning more of those engaged alumni into donors, and retaining them. Over the past decade, alumni donations increased by 26 percent. In 2016, UC raised more than \$320 million from individual alumni, alumni-founded private foundations, and donor-advised funds. Alumni donors currently represent 28 percent of UC's total individual donor pool.

Mr. Valva said the University was in a position to leverage this positive momentum toward further growth. Alumni advocate for UC's legislative priorities, making the University more visible to elected officials in their districts through informed communications about issues affecting UC and its budget. UC regularly analyzes alumni

perceptions. Campus and systemwide focus groups and broad-based surveys generally indicate strong alumni affinity.

Vice President Brown discussed alumni demographics, showing that the changing demographics of UC's future alumni and differences by campus provide unique opportunities for campuses to consider how to engage their alumni. For example, the size of a campus alumni base varies depending on when the campus was established. The number of UC's Pell Grant recipients and first-generation students continues to grow and for some campuses represents a significant portion of their student body and future alumni. Strategies for advocacy and giving would vary as campuses consider their current and future alumni.

Mr. Valva explained that UC campus alumni administrators and alumni volunteer leadership work with the central Office of Alumni and Constituent Affairs through the Alumni Associations of the University of California (AAUC). The officers of that organization are the alumni representatives to the Board of Regents. The AAUC coordinates resources and best practices across the system, and has identified several upcoming priorities to increase engagement, giving, and advocacy. Surveys and advisory groups provide insights into the programs most desirable to alumni, generally and by population sectors. Most surveys indicate that alumni most often seek career support and professional guidance, and this interest has increased with the growing number of recent graduates. Over the past year, the Office of the President (UCOP) commissioned reviews to recommend advancements in this area, including enhancing online alumni networking and career advice, sponsoring multi-campus regional and industry networking opportunities, simplifying employer recruiting, and enhancing UC's commitment to its first-generation alumni and graduate degree alumni, both groups that have indicated a need for additional support. Cross-campus collaborations would be critical to success in these areas. Implementation had begun.

Another critical focus would be to engage the increased number of alumni with first-generation and low-income backgrounds. Some campuses have already dedicated substantial resources to tailoring communications to create new alumni networks that deliver personalized advising and networking activities. It would be a high priority to ensure that the next generation of UC graduates experiences relevant and compelling engagement opportunities.

Regent Schroeder cited a few outstanding examples of alumni engagement and giving. While a student at UC Berkeley, Kevin Chou received crucial financial aid. After graduating he and several other UC Berkeley alumni started the enormously successful company Kabam. Mr. Chou and his wife recently made the largest single donation ever from a Cal alumnus under the age of 40, a \$25 million gift to develop a named building dedicated to students and their entrepreneurial pursuits.

Regent Schroeder described the increasing engagement of UC San Diego alumnus Taner Halicioglu, a former Facebook employee, who recently gave \$75 million, the largest alumnus gift ever to UC San Diego, to establish the Halicioglu Institute for Data Science

at UC San Diego, as a way of giving back for his undergraduate experience and to help promote the field of data science.

Regent Schroeder reported that the prior week, 90 UC alumni leaders from all ten campuses gathered for the fourth annual Alumni Leadership Forum to learn more about UC's advocacy efforts, challenges, and successes. Attendees appreciated the opportunity to hear from President Napolitano in person, to learn first-hand about events at UC, and to ask questions about their beloved alma mater. With the help of UCOP, a series of excellent discussions took place about the value of UC and issues that alumni face in their outreach and engagement. Providing such information about UC can help alumni address current University and student needs. Regent Schroeder noted the need for alumni to engage with current UC students, young alumni, faculty, and with one another.

Regent Schroeder summarized that the reach of UC's 1.8 million alumni is powerful and growing. Alumni know first-hand the value of a UC education and should not be forgotten in UC's advocacy efforts. UC's younger alumni are from more diverse backgrounds, and often connect through online networks. She expressed her view that it would be critical for the University to continue to engage its alumni early in their UC career by providing alumni resources, support, and mentoring to UC students and newest alumni. With the help of current alumni, these future alumni can be inspired to give back to their alma mater throughout their lifetimes.

Regent Schroeder highlighted these key aspects of alumni engagement: recognizing alumni for who they are and where they are in their lives, their backgrounds, cultural values, and diversity; informing the public about UC; addressing alumni interest in their campuses and UC as a whole; prioritizing and publicizing various aspects of UC's message. UC should ask its alumni to engage; many alumni report that they have never been asked to be involved. UC alumni are a lifelong resource to the University.

Committee Chair Kieffer asked how the Regents could assist the campuses in their efforts to engage UC alumni. Regent Schroeder responded that it would be important for the Regents to publicly recognize diverse alumni for the work they do in their communities, with UC students, and with other UC alumni. Alumni who give their time to mentor UC students or provide internships are as important as alumni donors. It would be important to realize that alumni give in different ways at different times of their lives.

Regent Ramirez commented that it would be beneficial to provide willing alumni with options for involvement such as having a student shadow them at work, mentoring, providing an internship, and then develop online tools to match alumni with students. She recommended determining which media alumni use and designing UC communication for those media. Young alumni well-versed in internet applications could be helpful in promoting the University through media that UC students already use.

Regent Reiss suggested forming a working group to further communication with UC alumni. She would be interested in serving and proposed that the group include at least

the student Regent, a chancellor, the alumni Regents, and Mr. Valva. Committee Chair Kieffer asked Mr. Valva to pursue this.

Regent-designate Mancia commented that UC campus alumni associations were seeking ways to bring their alumni networks together to benefit the University, working closely with the AAUC, UC's office of Government Relations, Mr. Valva's office, and the Regents to advocate with the Legislature and the public.

Committee Chair Kieffer asked about progress in coordinating UC campus alumni associations, which had been challenging in the past. Regent-designate Mancia responded that the individual campus alumni groups were not yet coordinated. Mr. Valva added that the campus alumni associations have contact information for about 75 percent of UC's 1.8 million living alumni and current e-mail addresses for 900,000. These data are held in the ten campuses' separate alumni databases. While Mr. Valva's office does not have access to those data, it does work with the campus alumni associations to coordinate advocacy communication through the campus alumni groups. Mr. Valva said his office had built up trusting relationships with the campus groups and was respectful of their individual communication schedules and priorities. Regent Schroeder stated that AAUC also communicates with alumni through the campus alumni associations. She noted that there are privacy issues regarding contact information.

Committee Chair Kieffer said that campuses wished to control their communications with their own alumni and therefore were hesitant to relinquish contact information which could be used in a way that might not be consistent with campus priorities. He expressed his view that more could be done to gain the confidence of alumni groups and enable more coordinated messaging.

Staff Advisor Richmond commented that many UC staff are also UC alumni. This group was easily accessible and could be enlisted in advocacy efforts. Mr. Valva agreed, noting that the University is by far the largest employer of UC alumni.

In response to a question from Regent-designate Lemus, Mr. Valva said the giving rate of UC alumni is about 7.25 percent. Regent-designate Lemus pointed out the importance of engaging UC alumni, as the giving rate of UC's engaged alumni is about five times the rate for its alumni overall. He noted that a sustained commitment, supported by funding, led to the engagement of these alumni. Campuses are able to fund these efforts to varying degrees and this makes a difference in how much they can accomplish.

Regent Pattiz suggested that campus alumni associations could request permission from their members to share their contact information so they could learn more about UC systemwide.

Ms. Holmes commented that UC traditionally had underinvested in this area. The campuses were doing an excellent job of managing their relationships with alumni at the local level. The central operations could provide value through a platform, such as the many sophisticated tools that exist currently for data mining and other relevant functions.

4. **COMMUNITY OUTREACH AND IMPACTS, LOS ANGELES CAMPUS**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Committee Chair Kieffer said this discussion would focus on UC's public service mission, in particular what UCLA does to understand and contribute to its local community.

Chancellor Block said this discussion would focus on a few areas of UCLA's extensive community outreach and impact: services for veterans; educational outreach; arts education and appreciation; and volunteerism. UCLA has 175 community programs sponsored by students, staff, and faculty through student organizations, academic schools, and administrative units. The campus has more than 1,500 points of contact in Los Angeles County and beyond in areas of health services; performing and visual arts; libraries, museums and collections; public policy, legal services, business and economic development, and environmental programs; education, training, research, and special programs; and the UCLA Volunteer Center.

Regarding veterans' services, UCLA has a 70-year relationship with the West Los Angeles Veterans Administration (VA) Medical Center, where medical care is provided to more than 3,000 veterans each year by UCLA faculty and residents. Operation Mend, established in 2007 by a private donor, has received national recognition for providing reconstructive surgery and support for 250 veterans and their families at no cost since its founding. UCLA had recently expanded its services through the VA to include the Family Resource and Well-Being Center, the Mental Health and Addictions Center for Excellence, a new legal clinic, and recreational programs.

UCLA also has veterans' programs on campus, such as the popular Anderson Graduate School of Management Entrepreneurship Boot Camp for Veterans through which 190 disabled veterans had learned about entrepreneurship. More than 3,000 veterans take advantage of UCLA's annual Westside Thanksgiving Dinner and other service programs sponsored by UCLA students, alumni, and staff.

UCLA also invests directly in K-12 education. Chancellor Block stated that, when Provost Dorr was Dean of UCLA's Graduate School of Education and Information Studies, UCLA along with the Los Angeles Unified School District (LAUSD) established the UCLA Community School in 2009. The school serves about 1,000 students in a predominantly Latino low-income neighborhood that had been affected by overcrowded schools. The instruction is multilingual and half the teachers are UCLA alumnae. The most recent class' graduation rate was 95 percent; 99 of the 100 graduates were college-bound, with 73 going to four-year colleges including UCLA. The UCLA Community School serves as a model of the success possible when a university engages with a public school.

UCLA and the LAUSD were currently establishing a second community school, the Horace Mann UCLA Community School, a middle school in South Los Angeles that would expand to include a high school. UCLA also has extensive outreach to existing schools through its Academic Preparation and Educational Partnership Programs, which serve more than 1,000 secondary schools, community colleges, and community organizations, reaching about 150,000 students, parents, and counselors annually. UCLA has one of the largest extension programs in the nation, with about 5,000 classes reaching 38,000 adult students annually.

Ms. Priscilla Vargas, first-generation UCLA student and Program Coordinator of UCLA BruinCorps tutoring program, described the program's effect on the community and on its undergraduate tutors. Ms. Vargas began tutoring for BruinCorps in her first year at UCLA. As a graduate of an underserved public high school in Los Angeles, she wanted to help students from similar high schools by tutoring and mentoring them. BruinCorps hosts annual college days with presentations and activities for K-12 students at participating schools to keep these students engaged. Parents are also included and learn how they can support their students, even with limited resources. Students and their families learn about available financial resources for college and how to access those resources. Participating students and their families come to UCLA once a year for a day of planned events. Ms. Vargas said the majority of BruinCorps tutors are first-generation minority students who want to give back to communities resembling their own. BruinCorps also helps its tutors succeed as UCLA students and develop leadership skills by providing study sessions, supportive connections with other BruinCorps tutors in their classes, professional development workshops, and service learning events exclusively for BruinCorps tutors.

Chancellor Block described UCLA's commitment to the arts. As school districts in recent years reduced their budgets for the arts, UCLA's Design for Sharing program has helped fill the need for arts education. In its 40 years, the program had provided 16,000 interactive and educational experiences for students throughout the Los Angeles area and had reached 500,000 elementary and secondary school students who attended performances at UCLA.

The UCLA Volunteer Center was established in 2009 to provide UCLA students opportunities for greater community service. Since that time, more than 43,000 UCLA students have participated in its programs, with a volunteer value estimated at \$4.86 million. At its 2016 eighth annual Volunteer Day, 7,200 students, staff, faculty, and alumni volunteered at 50 sites throughout Los Angeles County, the largest volunteer activity of any campus in the nation. Elected officials are involved in the site selections for Volunteer Day and donate buses to transport UCLA volunteers to these sites.

About 50 percent of participating UCLA students continue to volunteer after Volunteer Day. One Bus One Cause is another program that takes 50 UCLA volunteers to perform service projects several times a month. Project Students for Progress in Employee Language Learning (Project SPELL) is an employee literacy program run by the Volunteer Center in which UCLA student tutors work with employees in housekeeping

food service departments to enhance their English language skills. In 2016 248 employees were tutored by 346 student volunteers.

Chancellor Block added that UCLA has many community partners who work with the campus to do extraordinary community work. He introduced Naomi McSwain, executive director of the Al Wooten Jr. Heritage Center, a non-profit youth center that provides free after-school and low-cost summer programs for more than 300 students a year. Ms. McSwain stated that UCLA had helped revolutionize the Center's programming, which focuses on education. The Center helps students in grades three to 12 develop a college plan. Since UCLA volunteers began participating at the Center, Ms. McSwain said that roughly three times as many of the Center's students have the goal of attending UCLA. UCLA volunteers had built a container garden, painted murals, planted fruit trees, cleaned storage cabinets, built storage sheds, had a college advisement activity, helped with homework tutoring, and had taken Center students on field trips to UCLA. The Center had a Scholastic Aptitude Test preparation workshop for 54 of its students, with participation from UCLA admissions staff. Ms. McSwain stated that the Center would be unable to provide these services by itself and the contact with UCLA students was invaluable to the Center's young people and their families, and helped energize the Center's staff. Chancellor Block expressed UCLA's pride in its involvement with the Center.

Committee Chair Kieffer thanked Chancellor Block and the UCLA campus for its longstanding, deep involvement with the larger Los Angeles community.

5. **OVERVIEW OF THE FEDERAL BUDGET AND ITS IMPACT ON THE UNIVERSITY OF CALIFORNIA**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Senior Vice President Peacock introduced this update on the federal budget. Associate Vice President Gary Falle stated that a continuing resolution had been in effect through April 2017. On May 5, President Donald Trump signed the Consolidated Appropriation Act, 2017, an omnibus appropriation that would provide funds until the end of the fiscal year. This bipartisan \$1 trillion agreement included the reinstatement of summer Pell Grants, a \$2 billion increase for the National Institutes of Health (NIH) including funding for the 21st Century Cures Act, and only modest changes to federal research programs, all considered positive for the University.

The federal government had until October 1 to develop a fiscal year 2018 budget. President Trump had developed a budget blueprint for fiscal year 2018, with proposals that would be problematic for UC. The budget blueprint would increase defense spending by \$54 billion at the expense of nondiscretionary programs; would eliminate the parity between defense and non-defense spending; and would have to address the sequestration caps that would be in effect if Congress did not act. Mr. Falle's office was monitoring

developments and expected a detailed budget early the following week. Mr. Falle stated that his office was heavily involved in advocacy efforts.

Vice President Ellis discussed the critical need for funding of UC's research program. Federal funds were the University's most important source of support for research, accounting for half of all University research funding. UC received nearly \$2.9 billion from federal agencies in fiscal year 2016. UC attracts nearly ten percent of all federal research funds to American universities. UC researchers receive support from virtually all federal agencies, with the NIH and the National Science Foundation being the two largest. Federal funds support basic and applied research, graduate student fellowships, and contribute to operation and maintenance of the facilities. These investments are indispensable to UC's research enterprise, enabling UC scholars to contribute to improving health, the environment, a stronger economy, a more secure society, and better quality of life. Moreover, the innovation made possible by federal grant awards is critical to the economy and security of California and the nation. He noted that President Napolitano had stated the need for continued federal investment in her 2014 testimony submitted to the Senate Appropriations Committee, noting "The federal government's investment in basic research has been the key to our nation's preeminence in scientific and technological innovation."

Mr. Ellis added that UC's researchers contribute to the global scholarly enterprise across every discipline. They publish an average of more than 100 original peer-reviewed research articles every day. Based on citations by other scholars around the world, UC researchers substantially exceed U.S. and global norms for scholarly research.

Research funded by the federal government contributes greatly to the economy. According to the 2016 UC Accountability Report, for every dollar spent by UC on research, the state's economy increases by about two dollars. The more than \$4 billion spent by UC on research produced roughly an \$8 billion boost to the statewide economy. UC develops more patents than any other U.S. university and currently has more than 4,600 active U.S. patents. The UC system averages nearly five invention disclosures a day. Since 1976 more than 900 startup companies were launched to commercialize UC inventions with 85 percent based in California. Many of these startups cite federally funded research in the foundational intellectual property. As of 2015, nearly 500 UC startups were actively operating in California, employing more than 5,000 people and generating approximately \$50 million in annual revenue. An additional 22 startups have grown and merged with other larger companies representing an additional 13,000 employees and almost \$14 billion. Mr. Ellis summarized that UC and the world rely heavily on federal research funding provided to UC and to other research universities around the nation. Significant cuts would have devastating results.

Associate Director Christopher Harrington discussed UC's advocacy efforts to protect UC's research enterprise. UC was actively working to ensure that the proposed cuts in President Trump's budget blueprint would not be enacted by Congress. UC would continue to engage with all members of the California Congressional delegation and other

policy makers throughout the budget process. UC recently sent its fiscal year 2018 appropriation priorities to all members of the California Congressional delegation.

Other UC advocacy efforts underway include development of an advocacy toolkit available online with research-related materials that could be used by those who would like to advocate in support of robust federal research funding. In mid-April, UC launched a call to action through the UC Action Network, and UC advocates nationwide wrote more than 10,500 letters to their members of Congress in support of federal investment in research. UC was actively working with other national associations to broaden its engagement. UC's federal government relations office was working with UC communications on several levels to highlight the importance of federal research investment through social media and other communication vehicles. Mr. Harrington welcomed the Regents' assistance in these efforts.

Regent Ortiz Oakley congratulated the federal government relations staff on the reinstatement of summer Pell Grants and asked how the University would ensure that UC students and California have access to those funds. He also asked if UC's advocacy efforts should be organized any differently now that the federal administration's positions were becoming more clear. Mr. Falle stated that the use of summer Pell Grants for the 2017-18 academic year would be better addressed by UC's Academic Affairs staff. Mr. Falle stated that his office had continued to work with the California Congressional delegation to advocate for programs beneficial for California and UC. Efforts using social media had increased as had efforts using grass roots communication to the new federal administration.

Regent Reiss asked how much UC research funding was at risk in upcoming budget negotiations for fiscal year 2018. Mr. Peacock stated that President Trump had proposed significant cuts to all federal research programs for the current fiscal year, but funding had been fully restored and the budget of the NIH had been increased. President Trump's budget blueprint for fiscal year 2018 proposed deep cuts to federal research funding, but UC was encouraged that, at this point, Congress had not been receptive. He acknowledged that there would be pressure on federal research spending, but expressed confidence in UC's advocacy efforts.

Chair Lozano asked if it would be beneficial to have some Regents attend UC Day in Washington D.C. to assist in advocacy. Mr. Falle said it would be very helpful and that meetings with legislators could be arranged. Campus researchers were included in advocacy days on various issues held throughout the spring. He would provide more information for Chair Lozano.

6. STATE GOVERNMENT RELATIONS UPDATE

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Associate Vice President Kieran Flaherty noted that UC was sponsoring five bills this legislative session with five effective legislators. The Governor had recently released his May State budget revision.

The meeting adjourned at 3:40 p.m.

Attest:

Secretary and Chief of Staff