

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

January 20, 2010

The Committee on Educational Policy met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Members present: Regents Island, Lansing, Lozano, and Marcus; Ex officio members Blum, Gould, O’Connell, Yudof, and Zettel; Advisory members Cheng and Powell; Staff Advisor Martinez

In attendance: Regents Bernal, De La Peña, Kozberg, Makarechian, Nunn Gorman, Pattiz, Ruiz, Schilling, Stovitz, Varner, and Wachter, Regents-designate DeFreece and Hime, Faculty Representative Simmons, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Interim Provost Pitts, Executive Vice President Taylor, Interim Executive Vice President Brostrom, Senior Vice Presidents Dooley and Stobo, Vice Presidents Beckwith, Lenz, and Sakaki, Chancellors Birgeneau, Block, Blumenthal, Desmond-Hellmann, Drake, Fox, Kang, Katehi, and White, and Recording Secretary Harms

The meeting convened at 9:20 a.m. with Committee Chair Island presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of November 19, 2009 were approved.

2. STRATEGIC PLAN PRESENTATION, LOS ANGELES CAMPUS

Chancellor Block remarked that, despite its impressive academic and cultural strengths, UCLA now faces significant hurdles, as do the other UC campuses. He noted that the difficulties were created in part by the State’s budget crisis. However, UCLA also has had continuing difficulties achieving satisfactory diversity, and experiences challenges in recruiting and retaining outstanding faculty due to the exceptionally high cost of living in the Los Angeles area. Despite these challenges, the Chancellor said that the campus has plans to move forward in defining excellence in research, instruction, and service.

Chancellor Block informed the Regents that UCLA is located in one of the most diverse cities in the world; almost 19 million people live in the greater Los Angeles area,

speaking more than 200 languages. Los Angeles is a city undergoing radical demographic shifts, changes that other parts of the U.S. are just beginning to experience. The Chancellor observed that there is no better location than Los Angeles to prepare students for success in twenty-first century America, as it serves as a bellwether for the rest of the country.

UCLA's students, reflected Chancellor Block, are distinguished in their academic credentials. This year's freshman class arrived with a fully weighted grade point average (GPA) of 4.24. More than 32 percent of the students represent their family's first generation to attend college, and few of them come from privileged homes. The Chancellor pointed out that last year, UCLA ranked number one in *U.S. News and World Report* for economic diversity among top-ranked schools in the national university category. This fall, the campus enrolled 4,472 freshmen out of 55,708 applicants, the greatest number of applicants at any campus in the United States. That same year, UCLA enrolled 3,235 transfer students; the average GPA of those students was 3.57, and 46 percent were first-generation college students.

Chancellor Block remarked that UCLA is the most compact campus in the UC system; nevertheless, it has the most students. Over the past two decades, UCLA has become a powerful research engine. Last year, UCLA faculty generated more than \$966 million in research funding through contracts and grants. In addition, the faculty have submitted more than 1,300 proposals for funding from the American Recovery and Reinvestment Act; so far, UCLA has received 301 awards and more than \$116 million. With regard to philanthropy, Chancellor Block said that UCLA raised approximately \$360 million in gifts and pledges over the course of the last year. He noted that this was an especially important accomplishment in the current fiscal climate.

In the past five years, the number of UCLA inventions has increased by 73 percent, and the campus has spun off 58 start-up companies. In all, UCLA generates \$9.3 billion annually in regional economic activity and is the seventh largest employer in the greater Los Angeles area.

Chancellor Block informed the Regents that *U.S. News and World Report* has ranked the Ronald Reagan UCLA Medical Center as the third best hospital in the nation for the last 20 years; for that same period, it has been named the best hospital in the West. Every year, the UCLA health system treats more than 300,000 patients in more than one million outpatient visits and 80,000 hospitalizations. He recalled that at the November Regents' dinner, UCLA showcased a special program at the Medical Center called Operation Mend; this is a philanthropically supported program that surgically rebuilds the faces of injured American veterans from the wars in Iraq and Afghanistan. Chancellor Block expressed his pride in having UCLA as a partner in this important effort.

The Chancellor observed that more than a half million visitors come to campus annually for arts and cultural events. Similarly, more than 250,000 come for athletic events, not counting the hundreds of thousands who attend football games at the Rose Bowl. Chancellor Block pointed out that UCLA holds the record for the most National

Collegiate Athletic Association (NCAA) team titles; last May, the women's water polo team brought home its fifth consecutive title, bringing the campus total to 104 titles.

Chancellor Block stated that UCLA is moving forward on four core priorities: academic excellence, diversity, civic engagement, and financial security. He noted that one of the most outstanding factors that contributes to academic excellence at UCLA is its long-standing culture of collaboration that crosses many disciplinary boundaries. He highlighted two programs which he said exemplified this cooperative spirit: the innovation and research at the California NanoSystems Institute (CNSI), and the teaching innovation in the campus' freshman cluster courses.

The Chancellor explained that the mission of CNSI is to conduct cutting-edge multidisciplinary research while encouraging substantial collaboration with industry to enable rapid commercialization of discoveries in nanosystems. The work conducted at CNSI is targeted in four areas of nanosystems-related research: energy, environment, health, and information technology. Collaborations involve faculty from the College of Letters and Science and the Schools of Medicine, Public Health, Law, Management, Arts and Architecture, as well as the International Institute. The CNSI building is located in the Court of Sciences, and houses laboratories expressly for collaborative research projects. CNSI members have brought in \$129 million for collaborative work. They were responsible for 40 percent of all invention disclosures of UCLA in 2008-09, and they have published more than 4,000 journal articles. The Institute's many partners include Hewlett Packard Corporation, Intel Corporation, four start-up companies, nine research centers, and nine Pacific Rim universities, including UC Santa Barbara.

UCLA's freshman cluster classes are year-long, collaboratively taught, interdisciplinary, and timely, said the Chancellor. They are open only to freshmen, and 40 percent of the campus' freshmen are currently enrolled in them. Since the program began in 1998, more than 11,000 students, 345 faculty, and 280 graduate students have participated in the program. Chancellor Block informed the Regents that the interdisciplinary approach to scholarship encourages students to actively participate in intensive discussion workgroups and seminars and develop intellectual skills, including critical thinking.

The Chancellor observed that UCLA's academic plan addresses quality-of-life issues. When recruiting faculty to UCLA, he said, three elements become critical: housing costs, access to childcare, and high-quality public schools. The campus recently completed a survey of faculty and staff housing needs and is developing a plan that will include construction of new rental housing on campus to provide attractive living environments for some new faculty. In addition, \$1 million in funding from the UCLA Foundation is allowing the campus to put in place a four-year pilot program that enables 50 families with household incomes below \$120,000 to receive financial assistance for childcare. UCLA also has in the design and development phase a new childcare center that will provide additional capacity for the campus' childcare program. In the next academic year, it will open with 180-200 enrolled spaces in order to effectively respond to campus needs. Chancellor Block stressed that there is an unlimited demand for childcare on campus, and that UCLA is struggling to meet that demand. He noted that childcare is

often the key differentiator of a successful employment offer to a prospective faculty member.

Chancellor Block observed that campus diversity is a core priority that is integral to academic excellence at UCLA. The campus has been working to improve both undergraduate and staff diversity, with a particular focus on the diversity of senior leadership. Unfortunately, said the Chancellor, gains in faculty diversity have been slowed by the financial situation and by limitations on faculty searches. However, the Chancellor did point out a positive change in the area of diversity, noting that UCLA's Ethnic Studies Research Centers are marking their fortieth anniversary this year. The Centers were formed in 1969 in response to a void in research and teaching resources related to people of color. The Centers created new areas of multidisciplinary research on ethnic communities, and today are developing ways to address the changing demographics of California and the nation. They have been critical to the recruitment of diverse faculty and to the development of an administrative leadership pipeline for minority scholars. To date, the Centers have been awarded 1,006 research grants; between 2005 and 2009, they raised \$10 million in research grants and gifts, and they now have six endowed chairs. Impressively, UCLA has more Ph.D. dissertations focused on ethnic studies topics than any other university in the nation.

Chancellor Block discussed UCLA's historic and visible commitment to engagement with the local community, which it is now taking to a new and deeper level. Two long-standing programs are the UCLA Anderson Forecast and the Center for Community Partnerships. The Forecast, founded in 1952, provides data regarding the state and national economies, and has been recognized as one of the nation's most accurate and unbiased quarterly forecasts. The Center for Community Partnerships, founded in 1992, supports alliances between faculty, staff, students, and community organizations to address social issues and to improve the lives of all Los Angeles residents. The Center focuses on arts and culture, children, youth and family, and economic development.

This past September, UCLA partnered with the Los Angeles Unified School District (LAUSD) to open up a new school which eventually will serve K-12 students. The UCLA Community School is located in one of the most densely-populated areas in California, and is inhabited predominantly by Latino families, many of whom are low-income. The Chancellor remarked that the school will offer outstanding education to a diverse student body, and stands as symbol of UCLA's commitment to the children of Los Angeles. Also in September, the campus launched the UCLA Volunteer Center. This online resource connects UCLA faculty, staff, students, alumni, and friends worldwide with service opportunities. The Center's inauguration included the first UCLA Volunteer Day, where 4,300 new students tackled beautification and restoration projects at eight Los Angeles sites.

Chancellor Block stressed that investing in the future and achieving lasting financial stability is a critical priority for the campus. The Bruin Scholars Initiative, announced in January, funds scholarships and fellowships exclusively for undergraduate and graduate students. The goal for the program is to raise \$500 million by June 2013. UCLA also

expects to undertake another major fundraising campaign – the Centennial Campaign – to culminate in 2019 when the campus celebrates its hundredth anniversary. The Chancellor noted that UCLA faces a long-term budget shortfall of \$100 million beyond what is covered by the temporary employee salary cuts. However, he expressed his confidence that the campus will emerge from this crisis in a position of strength by restructuring academic programs and cutting costs to obtain efficiencies without sacrificing academic quality. The result, he said, will be a somewhat leaner and more focused institution with more self-supporting academic programs, one or two self-supporting professional schools, a more extensive program to capitalize on intellectual property, and expanded efforts to maximize philanthropic capabilities. The Chancellor acknowledged that the transition period will be challenging; the campus is currently undertaking a wide-ranging review of all of its academic programs to ensure that it is offering the best possible education as efficiently as possible.

Chancellor Block closed his presentation by showing a CBS news clip of Volunteer Day, and thanked the Entertainment Industry Foundation, which provided a grant to help support that activity.

Regent Lansing congratulated UCLA and the Chancellor on the many improvements at the campus. She revisited the Volunteer Day event and noted that it was a good example of a successful public/private partnership. She urged the Regents and the UC Commission on the Future to consider it as an example of a way that the University may be more creative in terms funding opportunities. Regent Zettel expressed pride in the Volunteer Day program and asked if the campus had investigated “community to school volunteering,” for example, recruiting retired senior citizens to engage and promote the University’s mission. Chancellor Block noted that the online Volunteer Center could match up a person’s interest with needs in the community, such as tutoring and other educational priorities.

Regent Zettel asked if UCLA is measuring the difference its student-volunteer efforts make in K-12 education outcomes. The Chancellor stated that the campus has looked quite closely to determine the effect of its programs. He stressed that students in their junior year of high school can be inspired to pursue higher education by providing them with opportunities to come to campus and discover what college is like. He noted that many of these targeted students may not be eligible to come to UC as freshmen, but could transfer to the campus of their choice after completing two years at a community college.

Regent Zettel stated that she was impressed by the economic effect the University has had on the state and the nation. She urged the Regents to use that information to build support in the greater California voting community and in the Legislature for sustaining and building upon State support. She suggested that public service announcements could highlight the innovations, the number of inventions, and the number of new start-ups generated by UC.

Regent Lansing told the Regents about a program, PrimeTime LAUSD, through which the Entertainment Foundation places retirees in schools of need in the Los Angeles

Unified School District. She suggested that a similar outreach program could be put in place at UCLA.

Regent Kozberg asked how the campus made the determination to maintain the freshman cluster courses in the face of increased class sizes systemwide. Chancellor Block agreed that class sizes have increased ten percent over the last three years, but that the campus has certain elements that it feels are critical to a UCLA undergraduate education; the freshman cluster is one of those. UCLA decided it would put sufficient resources into priority areas to make certain that they would have an adequate number of classes at the right size. Because the students place a high value on the freshman cluster program, the campus worked to keep it available for every student who wants to participate.

Regent Marcus offered his view that the CBS presentation of Volunteer Day probably boosted the University's image significantly. He speculated that, since the people of California and the Legislature have not reacted favorably to arguments for UC that are framed in economic terms, perhaps the University should do more to publicize its public service activities. He urged the President and the chancellors to think of ways in which the campuses can engage in volunteerism or other activities in their community and publicize them accordingly so as to strengthen the image of UC to the public and in the media.

Staff Advisor Martinez remarked that she and her colleagues hear often about UCLA's professional development programs for staff. She asked Chancellor Block to discuss the programs and their effect. The Chancellor recalled that when he arrived at UCLA, he was amazed by the number of staff development programs at every level. He stated that it was valuable for the University to encourage staff to maintain their career paths with UC and to give them the ability to move to positions of increasing responsibility. He remarked that he would be happy to provide a list of the programs, as it was quite extensive. The Chancellor expressed support for the many staff who want to move into more important jobs, and said that UCLA can give them the tools to do so.

Faculty Representative Simmons called attention to page 5 of the document "Transforming UCLA for the Twenty-First Century," that was provided to Regents. He highlighted the references to team teaching and non-departmentally based centers, and asked the Chancellor to specify the degree of faculty buy-in regarding these concepts. Chancellor Block explained that the proposals emerged from a team of faculty and administrators who were outlining ideas for the academic plan. He remarked that the proposal has been on the internet, and that UCLA received many comments that have led to modifications. UCLA is getting significant support from faculty for these ideas, but implementing them can be challenging, especially with limited resources. Chancellor Block said that the faculty at UCLA are quite innovative and willing to explore new avenues and methodologies, and that every faculty member will have an opportunity to comment on the plan before it is finalized.

Faculty Representative Simmons suggested that the campus presentations might be expanded to include the divisional Academic Senate chairs to comment on the campus strategic plans from a faculty point of view.

Regent-designate Cheng recalled that Chancellor Block had stated that faculty diversity at UCLA is at risk because of the budget cuts. He asked the Chancellor to elaborate on his plans for going forward with faculty diversity in these difficult economic times. Chancellor Block explained that last year the campus developed a comprehensive diversity plan which involved faculty recruitment. However, UCLA faces the difficulty of slow replacement rates due to faculty longevity and limited hiring. Because of this, he said, the campus has to be extraordinarily diligent in its searches to make sure it has diverse pools of candidates for the few open positions it does have. He observed that UCLA has developed an online diversity training program, which will become available to all faculty who serve on search committees, and has made in-person diversity training necessary for all hiring committee chairs.

Regent Stovitz commended the written report and stated that it could be used as a model for these type of presentations. Chancellor Block explained that many people were part of its production, and that they would appreciate his favorable opinion of it.

Regent Lozano recalled that when the Chancellor first was appointed, he stated that one of his priorities was to take the great learning and research of UCLA and apply it to solving the problems of the Los Angeles area. She acknowledged that he had made great progress in the area of K-12 education, but that she would like to hear more about the University's progress on the issues that plague Los Angeles, such as transportation, the environment, and the economy, so that Regents can work with the campus to help improve the quality of life for the region. Chancellor Block agreed, and stated that he could report on what UCLA is doing in those areas. One new effort he highlighted is the Luskin Center for Innovation, which was funded by a very generous donation from Mr. Meyer Luskin. The Luskin Center will serve as an effective vehicle for addressing problems in the greater Los Angeles community.

Interim Provost Pitts recommended that the strategic plans be presented in a slightly different cycle than was initially envisioned. The Regents' agendas can be crowded, forcing the occasional postponement of reports. He suggested that four strategic plans could be presented a year, and that the University refrain from presenting in November, when the budget and fee items consume the Regents' attention. Committee Chair Island agreed with the suggestion.

Committee Chair Island remarked that the UCLA presentation was focused, detailed, and valuable. In response to the suggestion made by Faculty Representative Simmons, Regent Island asked Mr. Simmons to provide him with evidence that the addition of divisional Academic Senate chairs to the campus strategic plan presentations would be valuable. He also sought the input of the other Regents and Chairman Gould on this topic.

The meeting adjourned at 10:10 a.m.

Attest:

Secretary and Chief of Staff