

The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE

July 12, 2017

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

Members present: Regents Lansing, Lozano, Mancina, Monge, and Ortiz Oakley; Ex officio members Kieffer and Napolitano; Advisory members Main and White; Chancellors Block, Christ, Hawgood, and Wilcox; Interim Chancellor Hexter

In attendance: Regents Guber and Park, Regent-designate Morimoto, Secretary and Chief of Staff Shaw, Provost Dorr, Executive Vice President Stobo, Interim Senior Vice President Holmes, Vice President Budil, Chief Counsel Friedlander, and Recording Secretary McCarthy

The meeting convened at 9:40 a.m. with Committee Chair Lozano presiding.

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

Upon motion duly made and seconded, the minutes of the meeting of May 17, 2017 were approved.

2. **DISCUSSION OF A PUBLIC OUTREACH CAMPAIGN**

[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 Lozano introduced this discussion that would follow up on a series of prior Committee conversations about developing a public outreach campaign.

Interim Senior Vice President Holmes said the Committee should determine the objective, intended audience, and reason for a communication plan. The Committee had requested information about how UCOP might develop a new integrated, multi-faceted communications outreach campaign. Ms. Holmes briefly discussed UC's brand, which should be aspirational and forwarding-thinking, expressing UC's promise to demonstrate its public value through its three-part mission of research, teaching, and public service. The Office of the President's (UCOP's) prior publicity campaigns had been informed by data obtained through numerous market research surveys and focus groups to understand the public perception of UC. Overall, UC was perceived very positively, with a strong reputation for academic excellence, the outstanding value of its high-quality education, and groundbreaking research.

However, there were areas of public misperception. Most of the public was aware of UC campuses, but UC was not well understood as a system. UC was perceived by some prospective students and their families as out of reach. UC alumni were not the avid supporters they could be. Overall, market research demonstrated that emotional connections were to individual UC campuses, not to the UC system. Californians were not aware of ways in which UC affects their daily lives. Ms. Holmes added that UC campuses were working very hard to communicate their stories to their constituencies. Their efforts were disaggregated, as the campuses had appropriately individualized strategies.

Ms. Holmes described what would be involved in creating a multi-faceted outreach campaign integrating unpaid third-party coverage, paid media, and UC-owned media. She reviewed UCOP outreach campaigns developed during the past six years; these had included brand campaigns designed to define what UC stands for, targeted campaigns directed to a specific audience with a call to action, content campaigns to draw attention to UC's research, and one small fundraising campaign. These campaigns made varying degrees of progress. UC did not have the funds required for an advertising campaign like those of private-sector firms.

Ms. Holmes emphasized the need to first determine the audience and objective of any new outreach campaign, and to persist with the campaign for a longer time. She reported that UC campus staff she contacted expressed the view that the best use of UCOP campaigns would be to focus on the Legislature on behalf of the UC system. She reported that the campuses felt that fundraising would be best left to the campuses, as donor affinity is to individual campuses. Any initiative-based campaigns would need more time in the market with one message, and more substantial and continued investment. New market research would be beneficial to update earlier results, as public perceptions could change over a few years. The cost of a possible campaign must be considered as a critical element in sustaining its momentum. A new outreach campaign should not be started without a full commitment. Ms. Holmes advised that it would be much easier to leverage support of UC's loyal base rather than cultivate a new audience.

Committee Chair Lozano stated that it would be important to understand the current perception of UC and how to motivate the target audience to action. She asked the Committee to consider the desired goal of a possible campaign.

Regent Lansing noted the importance of respecting UC campuses' expression of what would be helpful from the Regents. She agreed with the importance of a focused, sustained approach. Regent Lansing asked Ms. Holmes about UC's ability to sustain a low-cost digital campaign. Ms. Holmes responded that legislative advocacy would be based on relationship building and responsiveness to legislators' needs. A digital campaign would be directed to alumni or supporters to activate them to help advocate for UC. Ms. Holmes suggested emphasizing ways in which UC could help legislators rather than UC's needs.

Regent Ortiz Oakley commented that legislators could be influenced by the opinions of their constituents. It would be important to coordinate any campaign with UCOP's Office of State Government Relations (SGR) and to ensure that SGR had sufficient resources.

Regent Park agreed with the importance of building relationships with State legislators and listening to their concerns.

Regent Mancia agreed with the value of working in concert with SGR, of Regents' presence in Sacramento, and of demonstrating a willingness to collaborate with legislators.

Staff Advisor Main noted the need to inform the public about UC as a system.

Regent Monge agreed that the primary audience should be the Legislature, with an important secondary audience being the parents of current and prospective UC students. These parents often express concerns about UC to their legislators. It would be beneficial to know what concerns they express to target UC's messaging.

Chancellor Wilcox commented that, while UC Riverside benefits greatly from the reputation of the UC system, it also enjoys its own identity. He suggested that a campaign could provide a framework for campuses to work within, providing direction with the proper roles and scope. His experience was that most parents' calls to legislators were prompted by admissions decisions regarding their children. He noted UC's effectiveness in communicating about the Blue and Gold Opportunity Plan and diversity, but said more could be communicated about admissions.

Chancellor Christ noted the need for coordinated messaging effectively managed for UC's various advocates, such as UC supporters who want to advocate to the Legislature. A donor-relations model could be used for communicating with legislators, dividing them up among Regents and chancellors, and approaching legislators with an offer of assistance with their priorities.

Committee Chair Lozano asked if there was general agreement on the Committee that the focus of outreach should be the Legislature.

Chancellor Hawgood cautioned that promoting the University's expertise may not be effective given the current public skepticism about experts. The public must trust the UC system as having value for the state and for them. Ms. Holmes agreed.

Chancellor Block supported a focus on the Legislature. He suggested using the campuses more creatively to help promote the message. Ms. Holmes agreed, noting that UC campuses are the brand. UC is also a strong brand internationally.

Committee Chair Lozano summarized the discussion as indicating that the goal of the outreach would be to reinforce the UC brand and to bring awareness of UC as a system.

Ms. Holmes suggested that she have further discussions with UC campuses about what would be helpful to them from a systemwide perspective.

Interim Chancellor Hexter expressed his view that it would also be important to advocate for UCOP.

Regent Lansing agreed with Ms. Holmes' recommendation to conduct another survey of public opinion about UC, adding that legislators should also be asked to complete a survey, to ensure that messaging would be based on correct assumptions.

Regent Park suggested that a content campaign should focus on ways UC could make California and the world a better place, addressing shared goals of UC and legislators. Committee Chair Lozano agreed.

Committee Chair Lozano asked Ms. Holmes to frame an outreach effort based on this discussion.

Staff Advisor Main asked that a survey attempt to determine the effectiveness of UCOP's prior campaigns so they could be built upon.

Student Advisor Sands commented that SGR had incorporated current students in its advocacy work. Student advocacy is uniquely effective with legislators and the students involved become lifelong UC advocates. He encouraged the ongoing inclusion of UC students in these efforts.

Regent Ortiz Oakley asked if any outreach tools developed would be brought back to the Committee to determine their use. Ms. Holmes answered in the affirmative. Committee Chair Lozano emphasized that these efforts must be coordinated with SGR and with the campuses.

Committee Chair Lozano asked Ms. Holmes to develop a timeline, including gathering information from the campuses, public and legislator surveys, and future points when Regents' decisions would be required.

Ms. Holmes estimated that market research would take about three months. She would then share those data with the Committee.

3. **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 commented that the political environment for the University had been challenging over the past year. The engagement of the Regents and the President of the University in Sacramento had been critical in demonstrating

UC's commitment to goals shared with the Legislature and fostering better understanding.

Mr. Flaherty reported that all five UC-sponsored bills continued to progress through the Legislature. In the State budget, UC had received a four percent augmentation of its base budget, \$5 million for graduate student enrollment growth, and \$169 million as the third installment of one-time funds to reduce the UC Retirement Plan's unfunded liability. However, \$50 million of UC's funding was being withheld and would be released upon the University's meeting significant conditions. The budget of the Office of the President would be subject to a line item budgeting provision, which the University did not support. Mr. Flaherty said UC State Government Relations (SGR) would work with the State Department of Finance in hopes of changing that provision in the January budget introduction.

The University and the Legislature were both supportive of enrollment growth for 2018-19. A process had been laid out in the budget bill for UC to pursue in the fall to work out details of support for this future enrollment growth with the Department of Finance. UC would continue its work to implement the recommendations of the State audit report. Mr. Flaherty commented that it would be important to rebuild trust with the Legislature and the Governor's administration based on shared goals. He cited support of the Governor and the Legislature for the UC-sponsored Umbilical Cord Blood Collection Program Sunset Extension, which had been actively supported by the online UC Advocacy Network.

Committee Chair Lozano asked Mr. Flaherty to provide the Committee with a structured strategic plan for Regents' engagement in legislative advocacy, including how and when Regents should engage, both in Sacramento and in Regents' home districts.

Regent Ortiz Oakley asked if SGR had sufficient staff to accomplish its goals. Mr. Flaherty responded that SGR was being reorganized and described staffing changes. Regent Ortiz Oakley asked Mr. Flaherty if he had clear lines of communication when necessary with the President of the University and the Chair of the Board. Mr. Flaherty said he had been well-supported by the Regents and had direct communication with the President. He noted the importance of the position of Senior Vice President for Government Relations in the Office of the President.

Regent Ortiz Oakley asked for clarification of SGR's specific targets of advocacy regarding release of the \$50 million withheld from UC's budget appropriation and compliance with the recommendations of the State audit report. Mr. Flaherty commented that the Department of Finance would assess by May 1, 2018 whether the University had met the conditions for the release of the \$50 million. While it would be appropriate to communicate with the public about UC's implementation of State audit report recommendations, the primary focus of communications would be the Legislature. President Napolitano and Executive Vice President and Chief Operating Officer Nava would meet with the UC Legislative Round Table on July 19 to discuss UC's progress in implementing the State audit report's 33 recommendations.

Committee Chair Lozano asked Mr. Flaherty to provide the Committee with an organizational chart of his office. She also asked him to keep the Committee abreast of UCOP's progress toward meeting the goals set by the State audit report and informed whether the Office of the President and all relevant departments were on track to meet the audit report's deadlines or not.

Chair Kieffer added that he would meet with legislators regularly in Sacramento. He encouraged open communication between Sacramento and the Office of the President at all levels.

4. **COMMUNITY OUTREACH AND IMPACTS, SAN FRANCISCO 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 Lozano introduced this presentation, part of a series in which each campus would describe aspects of its relationship with its larger community. Chancellor Hawgood stated that UCSF's mission of advancing health worldwide was focused foremost on its own San Francisco Bay Area community. UCSF currently had more than 100 ongoing public programs serving its local community spanning patient care, research, and education. These efforts included health screenings, classroom-based lessons, summer camps, workshops, and job training. UCSF Health contributed more than \$42 million in charity care in fiscal year 2016, in addition to the more than \$350 million that UCSF Health contributed the prior year to cover uncompensated Medi-Cal costs for its underserved patients.

In 1967, UCSF School of Health alumnus David Smith, also a graduate of UC Berkeley, led an effort to establish the Haight Ashbury Free Clinic, still supported by UCSF students. This launched the nation's first free clinic movement supported by the principle that health care is a right and not a privilege. UCSF continued that commitment to provide health care to the most underserved without regard to their ability to pay in its 153-year partnership at Zuckerberg San Francisco General Hospital, where UCSF faculty, physicians, and scientists work side-by-side with professionals from the San Francisco Department of Public Health.

For more than a decade, UCSF had participated in UC Prime, a medical training initiative aimed at meeting the needs of California's most underserved populations. UCSF's focus has been to attract medical students from diverse backgrounds and provide them support and training to become leaders in the care of vulnerable urban populations. The prior year, UCSF joined local government, healthcare, and community organizations to launch and lead an ambitious public health effort to reduce cancer rates in San Francisco.

UCSF's Science and Health Education Partnership (SEP), a collaboration launched in 1987 between UCSF and the San Francisco Unified School District, is a nationally recognized educational outreach program promoting high-quality science education for K-12 students. Every year UCSF graduate and professional students, postdoctoral

scholars, and faculty volunteer in nearly 90 percent of San Francisco's public schools, working with more than 300 teachers and their students. SEP offerings include K-12 classroom teaching, summer courses and seminars for teachers, and a high school internship program that gives students from backgrounds underrepresented in sciences an opportunity to conduct scientific research with UCSF mentors. SEP also organizes the popular Bay Area Science Festival, the largest science festival on the West Coast, attracting more than 75,000 people to nearly 50 events each year.

Chancellor Hawgood introduced UC Berkeley graduate Kishore Hari, who joined UCSF in 2009 as Director of the Bay Area Science Festival. Mr. Hari explained that SEP was formed in response to requests from local K-12 teachers for the personal involvement of UCSF students, faculty, and scientists. UCSF graduate students co-teach elementary science classes; UCSF medical, dental, and nursing students teach health lessons to San Francisco middle school students. High school students are offered paid internships to encourage science careers. Ninety percent of these interns go to college, 44 percent to UC. Of the thousands of students who access these programs many were from backgrounds with limited resources. Mr. Hari described several individuals who benefited from SEP programs and went on to become successful scientists.

Chancellor Hawgood commented that UCSF's School of Dentistry's community outreach programs engage faculty, staff, residents, and students dedicated to making dental care available to the most needy. UCSF's Community Dental Clinic had been held every Wednesday evening since 1993 at UCSF's Parnassus Dental Center. Volunteer students, residents, and faculty manage the full-service clinic for low-income or homeless patients who would otherwise lack dental care. The clinic performed more than 1,300 procedures each year.

Chancellor Hawgood introduced third-year UCSF dental student Arvin Pal, who would direct the Community Dental Clinic for the upcoming academic year. Mr. Pal explained that roughly 40 students and faculty convene at the Community Dental Clinic weekly to provide general and specialty dental services to patients referred by local homeless shelters and rehabilitation centers. The Clinic has provided more than \$1 million of free treatment since it was conceived and more than \$100,000 in the prior year, including fillings, cleanings, crowns, dentures, extractions, and implants, all free to its patients. Mr. Pal described his plans to expand the clinic's operations.

Chancellor Hawgood described Excellence through Community Engagement and Learning (EXCEL), UCSF's workforce development program, which helps low-income City residents find meaningful employment in the health sector. The program offers classroom and workplace training, boosting participants' skills and confidence to prepare them for new employment opportunities. Since its 2010 inception in collaboration with the San Francisco Health Services Agency and Jewish Vocational Services, nearly 200 EXCEL participants had graduated; 65 of those had been offered UCSF career positions and another 30 had earned full-time career jobs with other employers. EXCEL had been recognized by local, state, and national job-training leaders as a model program with remarkable outcomes for its graduates. EXCEL graduate Erica King shared her

experience in the program, using EXCEL job training in a UCSF paid internship to gain a full-time position there. She expressed great appreciation for the support that led to positive changes for her and her family.

Committee Chair Lozano commented on the culture established at UCSF of giving back to its community. She expressed the appreciation of the Regents for the dedication of UCSF personnel.

The meeting adjourned at 11:45 a.m.

Attest:

Secretary and Chief of Staff