The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE
September 13, 2017

The Public Engagement and Development Committee met on the above date at the Price Center, San Diego campus.

Members present: Regents Blum, Lozano, Mancia, Monge, Ortiz Oakley, Park, and Pattiz; Ex officio members Kieffer and Napolitano; Advisory members May and Morimoto; Chancellors Block, Christ, Hawgood, Leland, May, and Wilcox; Staff Advisor Main

In attendance: Regent Guber, Secretary and Chief of Staff Shaw, Interim Senior Vice President Holmes, Vice Presidents Brown, Budil, and Holmes-Sullivan, Chief Counsel Friedlander, and Recording Secretary McCarthy

The meeting convened at 10:05 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 July 12, 2017 were approved.

2. **FOLLOW UP DISCUSSION ON 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 update on the Committee's continuing consideration of a public outreach campaign. Interim Senior Vice President Holmes recalled that at the prior meeting the Committee identified legislators and constituents who influence them as the target audiences for such a communication campaign. The Committee had directed Ms. Holmes to create an engagement strategy outreach to legislators and discussed the need for market research or a survey to understand how UC is currently perceived.

    Ms. Holmes reviewed UC's current outreach efforts to State and federal legislators. An online digital platform with the support of Ms. Holmes' office and UC's Office of State Government Relations (SGR) had been put in place recently, targeting both State and federal lawmakers, to develop a robust grassroots audience of people interested in supporting UC. This platform is intended to encourage UC alumni, students, parents, faculty, and staff to send e-mails, make telephone calls, share content on social media, or schedule personal meetings with legislators. In addition, a more direct approach encourages one-to-one advocacy done at the behest of UC through contacts developed by alumni

relations, UC institutional advancement, the Regents, President Napolitano, UC's SGR and office of Federal Government Relations (FGR), and other UC supporters.

The UC Advocacy Network (UCAN) is a robust website recently developed in partnership with UC's marketing group, SGR, and FGR. UCAN is new in the digital market and would need more time to grow; initial results have been promising. UCAN is an opt-in site, not duplicative of UC campuses' work, as the campuses had been concerned that their contacts might receive too many electronic communications.

Ms. Holmes noted that UC had not conducted a market research survey in about four years, making it a good time to consider another survey. She reviewed possible questions that would be beneficial to ask. Sample areas for inquiry include learning (1) how all of UC's audiences rate the University on key measures such as service to the state, economic output, research output, academic quality, relevance, accessibility, and affordability; (2) how UC affects or touches their lives on a personal level; (3) how UC alumni feel about the University and what would cause them to act on its behalf; (4) whether UC is viewed as a trusted source of information; and (5) whether audiences view UC as innovative and why. Ms. Holmes said any survey would not be conducted without first checking with the campuses to determine what is already known in these areas.

Committee Chair Lozano reminded the Committee of their discussion at the prior meeting that the primary focus of this effort would be legislators, with a secondary focus of those who influence legislators' decisions such as current and future students and their families. A survey would seek to determine the perceptions of these groups and how those perceptions could be moved toward action on behalf of UC. A commissioned survey would inform the work of the Committee and others.

Chancellor Block commented that UC alumni relate strongly to their own campuses and questioned whether focusing on UC as a whole might dilute the campuses' brands. He urged the Committee to be mindful of which strategy would be more powerful.

Regent Pattiz agreed that while UC's campus brands are important, no other university system in the world can offer what UC can collectively as a system. If the goal is to enhance legislators' view of UC as a collective entity, then it would be important to communicate the benefits of the UC system rather than its individual components. He acknowledged that most fundraising would be done by the campuses.

Chancellor Hawgood asked which UC audience would be surveyed. He said it would not be necessary to survey alumni or patients, as most are already predictably positive in their view of UC. However, people who make critical comments about UC to their legislators may not be on UC's conventional contact lists, because they may have no particular contact with UC.

Regent Monge noted that legislators track information about calls from constituents. He suggested that UC access this natural source of relevant information.

Chancellor Wilcox pointed out that most people familiar with UC identify with one campus. He agreed with Chancellor Hawgood that Californians contacting their legislators with criticisms of UC may not be familiar with any of its campuses.

Staff Advisor Main suggesting surveying how people engage with a UC campus, for instance, through arts, athletics, or other programs, as this could be useful information for connecting with them.

Student Advisor Sands asked if UC students would be included in the survey. He commented that UC students may not have much knowledge about the state of California public higher education. UC's marketing to potential students does not mention the challenges facing UC from the reduction of public funding. He encouraged educating UC students about these issues as they are future advocates for UC.

Committee Chair Lozano recalled that the Committee had clarified at the last meeting its desire to identify both attitudes toward the UC system and the strengths from which UC could build, particularly among those not affiliated with UC. Also, the Committee wanted to explore perceptions of UC as elitist and inaccessible, and address the lack of knowledge about the value of UC as a system and of the Office of the President. She asked what would be helpful to know about perceptions of UC as a system.

Regent Pattiz expressed his view that the general public does not understand the scope and effect of UC on their lives.

Regent Mancia added that most people do not understand how UC is funded, how little funding it receives from the State or federal government, and that UC is largely self-sufficient.

Regent Ortiz Oakley questioned whether increased efforts to tell the public how great UC is would be effective in changing public opinion. Individuals' allegiances to their UC campus would not change, but the public notion of what is going on with UC as a whole and its administration is crucial, including perceptions about the Regents and UC's decision-making processes. Those concerns cannot be solved through a public relations campaign, but only by the Regents having a strategic process to regain the public's trust. Some complications are beyond the Regents' control, but others are not. He expressed his view that one of the most effective communication tools is how the Regents organize and communicate their agendas every time they meet, and this should be part of the strategy. No amount of marketing could overcome the perception of actual UC governance.

Committee Chair Lozano agreed that work should be done on parallel paths and that questions of transparency and disclosure are important. She asked Ms. Holmes to consider a public engagement campaign with the goal of increasing understanding of what UC does as a system, recognizing current perceptions. The Committee agreed the target of an outreach campaign would not be those who already had a strong affinity for UC. Chair Lozano asked Ms. Holmes her view of whether this guidance would result in an actionable and reasonable strategy that would be effective in reaching the campaign's objectives.

Ms. Holmes stated, that, while her expertise was not in market research, a survey would be the appropriate starting point. Insights gained from a survey could then inform the formulation of a strategy and action plan. Understanding how UC is perceived would be the first step. She stated that, unlike corporate entities, UC had limited resources for an outreach campaign, so it would be important to have clear, focused objectives.

Chancellor May asked whether UC had baseline data about how it is perceived. Ms. Holmes said baseline data was available, although it was not current. Chancellor May commented that legislators may have different perceptions about various campuses and about the Office of the President, and those distinctions should be understood.

Regent Monge said it would be important for a survey to identify the source of respondents' perceptions, for instance whether opinions are based on media content or personal experience with a UC campus.

Committee Chair Lozano asked Ms. Holmes for her evaluation of the two potential audiences identified by the Committee of legislators and their constituents. She asked who would be surveyed when it had previously been noted that legislators would not be appropriate subjects for a marketing campaign. Ms. Holmes questioned whether UC has a perception problem among current and future UC students, since data indicate that applications to UC were increasing and UC continues to be a first choice for students. Ms. Holmes stated her understanding of the Committee's direction at the prior meeting to survey legislators and those who influence legislators. She asked if this was the Committee's intent. Committee Chair Lozano agreed, and clarified that the Committee had considered parents of current and future UC students as those who influence legislators.

Ms. Holmes outlined the next steps. She would consult with UC campuses to find out what data exist and explore options for providers who could perform a survey. This could take until the beginning of the year. Committee Chair Lozano added that a nontraditional marketing campaign could be appropriate and could be less expensive. Ms. Holmes agreed that digital platforms are effective and affordable.

3.   **COMMUNITY OUTREACH AND IMPACTS, RIVERSIDE 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.]

Chancellor Wilcox stated that UC Riverside has been built on the abiding value of partnering with its community since its beginnings in 1907 as a citrus experiment station to assist California's budding citrus industry. In the mid-1950s the Riverside community lobbied to make the campus a university. Currently, there is great growth both at UCR and in the region, more integrated than a typical concept of community outreach would indicate. Specifically, the population of the Inland Empire has grown from 800,000 in 1960 to its current 4.5 million, and is anticipated to increase to 7.5 million by 2046, making it one of the fastest growing regions in the nation. The recession hit the Inland Empire hard and the area had a 14.2 percent unemployment rate at the worst point of the recession. That

rate had improved to 5.5 percent and 250,000 jobs have been created since 2011, second in California only to San Francisco. Similarly, UC Riverside's enrollment has increased 36 percent since 2006; UCR is the second largest employer in Riverside County and has 600 distinct partnerships with the region. UC Riverside has two new schools, its medical school and its School of Public Policy; both graduated their first classes the prior spring. Chancellor Wilcox noted that UC Riverside and California State University (CSU) San Bernardino were the two inland universities in a region of 4.5 million people, offering huge opportunities and challenges. UC Riverside is crucial to that area and to California itself.

While 84 percent of Inland Empire high school students earn a diploma, only 37 percent of those graduates are prepared to attend CSU or UC. Increasing the educational level of the region would be crucial. According to the Brookings Institution, the area was second in the nation in retaining its college graduates, a fact often not appreciated. Many of the region's college graduates commute to coastal areas to work. Building the economy around UCR would create opportunities for these graduates and the region.

Chancellor Wilcox said that 18,717, or 80 percent of UCR's 23,000 students, participated in at least one of UCR's 405 community-based programs in 2016-17. In partnership with the local school district and the City of Riverside, UCR runs the largest AmeriCorps City Year program in the nation. In rankings based on *Washington Monthly's* data, UCR's student body is seen as the most altruistic in California and third in the nation.

Chancellor Wilcox introduced Greater Riverside Chambers of Commerce President and Chief Executive Officer Cindy Roth, one of UC Riverside's greatest supporters. Ms. Roth said the Inland Empire is large enough to be the 26th largest state in the nation by population. The region had begun a transition, developing business and industry for the knowledge-based economy, including health care, sustainable energy technologies, and supply chain logistics, requiring an educated workforce and entrepreneurial spirit. Ms. Roth said that UC Riverside is leading this transition by joining forces with many public agencies and private organizations to attract, retain, and expand economic opportunities in inland Southern California.

Ms. Roth highlighted a few examples of such collaboration. The relocation of the $410 million California Environmental Protection Agency Air Resources Board world-renowned vehicle emissions testing facility, along with its 450 high-paying jobs, from El Monte to the UCR campus was secured through a partnership among UCR, the City of Riverside, Riverside County, and the Chambers of Commerce. She announced that Governor Brown and the Air Resources Board would break ground on the facility October 27 with an anticipated opening date in late 2020. UCR, the City of Riverside, Riverside County, and the Chambers of Commerce have formed a Green Team and business attraction plans to recruit additional companies to the region.

Ms. Roth recalled that UCR had been known around the world for its citrus and agricultural research since its beginning and that continues today. The campus is partnering with state and local citrus industry organizations to prevent the spread of citrus greening disease, which had eliminated much of the citrus industry in Florida. In a separate effort, the

Chambers of Commerce collaborated with UCR, the City of Riverside, and Riverside County to create Riverside ExCITE, an organization designed to facilitate the incubation and acceleration of startup companies engaged in entrepreneurial research and advanced technology with the intent to create high-technology jobs in the region. The Entrepreneurial Proof of Concept in Innovation Center, or Riverside EPIC, was established to provide resources for training and mentorship, and connections to investors and partners. Recently, the Highlander Venture Fund was created with Silicon Valley's Vertical Venture Partners to provide seed capital for inspiring entrepreneurs in Riverside County, focusing on technologies that can be matched with targeted vertical markets such as health care, energy, the environment, agriculture, and other areas of expertise at UCR. Ms. Roth expressed optimism about the developments in the region and UCR's many contributions to its continued success. She thanked Chancellor Wilcox for his leadership and the Regents for their continued support of UCR.

Professor Thomas Smith, Dean of UCR's Graduate School of Education, said regional plans to develop a knowledge-based economy face the challenge of the region's current rate of college attendance. The Inland Empire currently has the lowest rate of college degree attainment in the 25 most populous metropolitan regions in the nation; only slightly more than 25 percent of adults in the region have a bachelor's degree. For the kinds of jobs the region hopes to attract, it needs to develop the kind of workforce that can fill those jobs. Local leadership, including UCR, has been serious about changing the trajectory for students, producing creative strategies to improve student preparedness for college.

One such initiative is the Riverside County Education Collaborative, which has been successful in achieving progress. The Race to Submit challenges high schools across Riverside County to increase Free Application for Federal Student Aid and Development, Relief and Education for Alien Minors (DREAM) Act application submission rates. In 2014, 15,000 applications were submitted; more than 20,000 were submitted in 2016. Research shows that students who do not apply for financial aid are much less likely to go to college. The College Kickoff Campaign focuses on increasing the number of students who apply to three or more colleges. All schools in the county are now collecting this data. Schools are holding College Kickoff Days with entire school days dedicated to college application workshops, financial aid literacy activities, and taking Preliminary Scholastic Aptitude Tests. The Race to Rigor challenges high schools in Riverside County to increase student access and success in rigorous coursework, mainly the UC and CSU "a-g" subject requirements, Advanced Placement (AP) classes, dual enrollment in the community colleges, and International Baccalaureate programs. UCR was involved with the Riverside County Office of Education to develop an AP readiness program, through which students from across the county come to UCR on eight Saturdays during the academic year for four-hour workshops in an AP course they are taking, free of charge. This program has been a success in its pilot year, with more than 500 students on campus each weekend and more than 1,100 different students participating, thus increasing their exposure to UC.

Professor Smith described the Growing Inland Achievement Initiative, seeded with funding from the Governor's Award for Innovation in Higher Education to CSU San Bernardino and to UCR, a K-20 collaborative that brings the area's most senior educational

leadership and business communities together to create a compact to increase college graduation rates with consideration of workforce needs. UCR collaborated with CSU and the California Community Colleges (CCC) to create a high school course that would allow students who complete the course successfully to proceed directly to credit-bearing mathematics courses in CCC. This course won an Investing in Innovation Fund (i3) award from the U.S. Department of Education to allow the program to be scaled throughout the region.

Through UC Riverside's partnership with AmeriCorps, the University East Side Community Collaborative recruited 80 college students to become year-long AmeriCorps members to mentor and tutor more than 1,000 students at local schools and community centers throughout Riverside's East Side, a traditionally challenged part of the city, to increase academic achievement in mathematics and language arts. Professor Smith expressed pride in UCR's many collaborations with regional partners to help improve student success.

Chancellor Wilcox introduced Mr. Matthew Gomez, 2014 UCR graduate and third-year medical student at the UCR School of Medicine. During his first year of medical school, Mr. Gomez, along with some fellow students and UCR faculty and in partnership with the Lestonnac Free Clinic, opened the San Bernardino Free Clinic. This student-run, full service, primary care clinic serves predominantly underserved, underfunded patients. Mr. Gomez stated that he had been drawn to the UCR School of Medicine's mission to serve the underserved in inland Southern California and he noted the strong support for this mission from UCR's leadership. The clinic opened in November 2015 and places an emphasis on continuity of care with a holistic approach. The clinic provides medical students an opportunity to obtain early hands-on clinical experience and to give back to their community. Patients are seen by a medical student and a physician. The clinic expanded to include a bilingual health education program, a research program, and a robust community outreach program that led to the clinic's more than tripling its patient numbers. Given the great need, a psychiatrist is available at every clinic. Continuity of care is provided through a patient advocate program, greatly increasing quality of care, efficiency, and patient trust.

Committee Chair Lozano commented on the extraordinary role of UCR as a catalyst of regional change.

Regent Ortiz Oakley asked how many UCR students were from the Inland Empire and if the campus had a specific strategy to attract local students so they could attend UCR and stay in the community. Chancellor Wilcox said he did not have specific numbers, but that UCR's biggest recruiting pool for freshmen was Los Angeles County, followed by Riverside County, in part because of local students' preparation challenges.

Regent Mancia said he had spent a day at UCR and commented on the collaboration between the UCR School of Medicine and hospitals in the Inland Empire. Chancellor Wilcox stated that it was understood when UCR started its medical school that it would not start a medical center. As a result, its faculty and students are embedded in various hospitals

and facilities in the region. UCR School of Medicine students start rotations in their first week of medical school.

Regent Park asked how UC Riverside achieved the 80-percent student participation rate in community-based activities. Chancellor Wilcox expressed his view that the current generation of students is more focused on giving back to the community. These activities are part of the fabric of UCR and the campus was developed with community partnerships that encouraged such participation.

On behalf of the Regents, Committee Chair Lozano thanked Chancellor Wilcox for UCR's great work.

4.   **REGENTS LEGISLATIVE ENGAGEMENT 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.]

Associate Vice President Kieran Flaherty, director of the UC Office of the President's (UCOP's) Office of State Government Relations (SGR) presented an overview of a Regents legislative engagement plan. He noted that Regents' past engagement in Sacramento had been very helpful and necessary, and that the plan would include roles for Regents, Regents-designate, staff, faculty, and students.

The plan for engagement is premised upon the idea that a stronger, more productive partnership between UC and the Legislature would be good for both the state and UC. Good communication would be necessary to build trust, identify common ground, and then take consistent action. The Regents' involvement with the Legislature would be aligned with their role as UC's governing board, as policy-makers, and with their fiduciary responsibility. The role of UCOP would be geared more toward day-to-day implementation and support for the role of the President of the University. The plan would attempt to capitalize on existing and naturally occurring opportunities for engagement.

The first main goal of the plan is to establish relationships with legislators, since there are new legislators every two years and a particularly large group of new legislators this past year. More than 40 legislators are UC alumni who could possibly champion UC causes. Building relationships could be accomplished through legislators' district meetings and events, and engagement at UC campuses. Campus leadership are UC's most effective advocates, in addition to Regents and the President of the University. SGR directors frequently plan campus visits tailored to address specific concerns of certain legislators. These often include a meeting with the chancellor or the provost, engagement with students, and a hands-on experience, for instance in a laboratory. Regents could participate in such a campus visit.

A second goal of the engagement plan is to foster Regents' existing relationships with legislators. This could involve more personalized contact such as phone calls on specific legislative or budgetary goals. Legislators may look to Regents with whom they have

relationships to keep them apprised of actions that the Regents are taking and their priorities. Regents' hosting events had been very effective in fostering better understanding of each other's positions. The third component of the engagement plan is for members of this committee to participate in the UC Legislative Roundtable, SGR advocacy days in Sacramento, and the Grow California Together campaign.

To coordinate these efforts, Mr. Flaherty had instituted weekly meetings with Secretary and Chief of Staff Shaw. SGR would work with campus government relations directors to identify specific regional engagement activities, which would be brought as a proposal to the Chair of this Committee. The Committee Chair could help determine invitations, scheduling, and preparation of specific Regents to engage in particular activities. Feedback and assessment would be gathered.

Mr. Flaherty said the Assembly had formed an 11-member Select Committee on the California Master Plan for Higher Education. President Napolitano and leadership from the other segments of California public higher education, including Regent Ortiz Oakley, spoke at a hearing. The Select Committee plans to hold another four hearings throughout the state. It next meeting would focus on workforce needs and higher education to fill those needs, tentatively scheduled for early November in the San Francisco Bay Area. Future hearings could be on UC, California State University, and California Community College campuses. These would offer good opportunities for Regents to attend.

Regent Blum asked why it was necessary for UC to be audited by the State, when it is already audited by a major auditing firm. He expressed his view that the State Auditor had asked the Regents to micromanage the Office of the President, which he said was inappropriate for a $30 billion institution. He asked that his concerns be delivered to the Legislature and expressed hope that the Legislature would reconsider this action.

Regent Ortiz Oakley commented that using the Regents proactively instead of reactively would be beneficial. He agreed that visits with legislators in their districts visits were preferable to Sacramento visits. He urged devoting attention to the Department of Finance and key administration staff in addition to legislators. He asked if SGR had sufficient staff. Mr. Flaherty commented that his office had just hired a new Associate Director for State Budget Relations.

Regent Mancia suggested prioritizing of legislators relating to particular issues of importance to UC. He stated that he had received positive feedback about UC's involvement in Sacramento.

Regent Pattiz expressed his view that all companies are subject to being audited. He supported continued cooperation between the Regents and the Office of the President to implement the recommendations of the State Audit report.

Committee Chair Lozano noted the importance of developing ongoing relationships with legislators and for the Regents to have a presence with legislators, not only when there is a

problem. She emphasized the importance of understanding the unique roles played by the Legislature, the Governor, and the Regents and that collaboration is essential.

Chair Kieffer added that chancellors' personal invitations to Regents to campus events are helpful so that Regents know specifically how they can be of assistance. It would also be helpful to know what events the chancellors feel are most important for Regents to attend.

The meeting adjourned at 11:40 a.m.

Attest:

Secretary and Chief of Staff