

The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE

April 22, 2019

The Public Engagement and Development Committee met on the above date at the Activities and Recreation Center Ballroom, Davis Campus.

Members present: Regents Butler, Graves, and Leib; Advisory member Bhavnani; Chancellors Christ, Hawgood, May, and Wilcox; Staff Advisor Klimow; Student Advisor Huang

In attendance: Regents Anguiano, Park, Pérez, and Zettel, Regent-designate Weddle, Faculty Representative May, Secretary and Chief of Staff Shaw, Chief of Staff and Special Counsel Drumm, Senior Vice President Holmes, and Recording Secretary Li

The meeting convened at 12:00 p.m. with Committee Vice Chair Graves presiding.

1. **PUBLIC COMMENT**

Committee Vice Chair Graves explained that the public comment period permitted members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. Jamie McDole, president of University Professional and Technical Employees (UPTE), spoke about the potential impact of UC Davis' partnership with Kindred Healthcare (Kindred) on UC workers. She stated that staff would have to choose between working at a lower skill level or forgoing UC employment to work for Kindred, which she likened to outsourcing. She noted that some full-time staff qualify for food stamps, nearly 50 percent of research and technical employees do not have enough money to raise a family, and pay raises do not match the Consumer Price Index of California.
- B. Aidan Arasingham, UCLA student and member of the UC Student Association (UCSA), highlighted UCSA's joint advocacy efforts, such as student involvement in advocating for an increase in State funding. This year, UCSA, in conjunction with UC, plans to advocate for a fully-funded summer Cal Grant and a general obligation bond for facilities improvement at the State level, as well as financial aid reform, basic needs support, and undocumented student protection at the federal level. UCSA envisions further integration of its joint advocacy efforts with UC: UCSA involvement on advocacy days at the State Legislature, increased financial support for initiatives, and greater involvement of the UC Advocacy Network.
- C. Jamie Kennerk, external vice president at UCLA Undergraduate Students Association and member of UCSA, spoke in support of expanding rapid rehousing

programs. UCSA is advocating for State Senate Bill (SB) 568 and working with coalition partners such as John Burton Advocates for Youth. Ms. Kennerk highlighted the lack of financial support for cost of living increases that result in 'houselessness' and cited personal examples of hosting students in her own home. She thanked the Special Committee on Basic Needs and looked forward to continued partnership.

2. **BIG IDEAS INITIATIVE, DAVIS 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 May introduced the presentation, stating that the Big Ideas Initiative will propel the next comprehensive fundraising campaign and is in line with TO BOLDLY GO, UC Davis' ten-year strategic plan. The plan's five key goals include providing unparalleled education, advancing diversity, and building on research strengths, as well as growing the campus' entrepreneurial culture. One example of growing entrepreneurial culture is the launch of Aggie Square, an innovation hub that will also house UC Davis Health. IBM and other businesses will partner with UC Davis at Aggie Square, providing students with internship and career opportunities.

Vice Chancellor of Development and Alumni Relations Shaun Keister provided an overview of fundraising at UC Davis. In May 2014, the campus completed its first comprehensive fundraising campaign, raising \$1.1 billion on a \$1 billion goal from 110,000 donors. This amount was raised mostly from gifts of seven figures or smaller, and only two gifts exceeded \$20 million. In planning for its second comprehensive campaign, the campus aimed to increase transformational gifts, defined as gifts of \$20 million or more, faculty engagement, alumni engagement, and interdisciplinary funding opportunities. The campus then launched the Big Ideas Initiative in order to garner ideas that were interdisciplinary and projects that would evolve UC Davis while supporting students, faculty, and research. These ideas would attract larger gifts of \$20 million dollars gifts or more. Reaching out to faculty, staff, and students, 30 to 40 ideas were anticipated but nearly 200 ideas were submitted. A steering committee, comprised of academic deans, the chair of the campus Academic Senate division, and the campus vice chancellors, reviewed, scored, and narrowed the submissions down to 45 projects. In fall 2016, UC Davis hosted a Big Ideas Symposium to present the ideas to donors and prospective donors to seek their input and identify the strongest ideas. Students groups provided input as well. Forty-five ideas were narrowed to 12 ideas, which are being marketed to donors and prospective donors. The Big Ideas Initiative helped achieve a broader campus buy-in, attract more faculty and student engagement, broaden the fundraising team, increase enthusiasm on campus, and draw early participation from donors. Mr. Keister shared a video for donors that showcased the final 12 Big Ideas.

Early in the planning process, it was decided that there would be two rounds of Big Ideas. The 12 Big Ideas from the first round mapped well to the ten-year strategic plan, so the second round sought Big Ideas that would support five focused themes of the strategic plan:

student experience; arts and humanities; innovation and entrepreneurship; environmental and planetary health; and equity, inclusion, and social justice. The second round launched in fall and gathered over 50 submissions that the steering committee narrowed down to 13 competitive Big Ideas. These ideas were presented to the steering committee in the style of the television show “Shark Tank” to test how well they could be articulated and be compelling to donors. The ideas that are ultimately chosen will be the featured priorities of the fundraising campaign, which will launch in 2020. UC Davis is actively fundraising for these ideas, with the single biggest gift received being \$50 million for the veterinary medicine project, and has identified approximately 8,500 potential donors for these ideas. A feasibility study is planned, and these ideas are expected to account for between one-third and one-fourth of the fundraising campaign. UC Davis is also pursuing its academic fundraising priorities as well. Other institutions have reached out to the campus for help with similar campaigns or inquire about the process. Rutgers and University of Nebraska have launched big ideas initiatives like that of UC Davis.

Regent Pérez asked how the five focused themes would align with the 13 ideas numerically and with regard to intensity of funding. Chancellor May responded that the second call for ideas came about because the first 13 ideas did not adequately cover those themes. The ideas in the second round also had to be interdisciplinary and transformational, as well as draw eight figures or more in fundraising. Regent Pérez asked which of the 13 ideas in the second round would align with which of the five themes. Mr Keister replied that there is at least one in every category. Not all 13 ideas will move forward, but UC Davis is hopeful that the final list of ideas will align with four or all five themes.

Regent Pérez asked who the audience was for the video. Mr. Keister stated that the video, along with an accompanying website, was shared at a donor event announcing the completion of the first round of the Big Ideas Initiative. Regent Pérez asked what the click-through rate was for the website. Mr. Keister responded that the website has a 40 percent or more click to open rate, and click-through rates are strong with loyal donors. Roughly ten percent will watch 80 percent or more of the video; each Big Idea has its own video. Regent Pérez asked what level of contribution deemed a donor one of the 8,500 identified. Mr. Keister replied that the gift would be \$50,000 or more; most of the fundraisers at UC Davis are focused on individuals who can give \$100,000 or more.

Chancellor Christ asked how the five focused themes are narrowed and how UC Davis determines which faculty member’s work is supported by a particular gift. Chancellor May stated that each selected idea is accompanied by a detailed white paper with a budget and a champion, who receives the funding.

Regent Graves asked about the proposal process and whether proposals needed a faculty or department sponsor. He also asked whether a student group could submit a Big Idea. Chancellor May responded in the affirmative and added that a proposal from a student group would have a faculty sponsor or champion. Regent Graves asked how students and staff, who may not have had those faculty connections, were engaged. Mr. Keister responded that about 85 percent of the ideas came from faculty; some did come from staff and students, who had advisors. Most of the student submissions did not need \$20 million

or more in funding, and many were absorbed into other priorities. All ideas support students and faculty, and all ideas eventually had teams of at least a dozen members, which included graduate students, faculty, and staff.

Regent Leib asked whether UC Davis has explored raising money for financial aid. Chancellor May stated that virtually all Big Ideas had some form of student support such as fellowship, scholarship, or basic needs support. Regent Leib asked whether UC Davis is appealing to donors from a financial aid perspective. Mr. Keister replied in the affirmative and noted that financial aid was one aspect of fundraising in the campaign. The deans of each academic program have submitted their campaign priorities, and each has a student support goal. Each college would reach out to its alumni about student scholarships. UC Davis plans to fundraise over \$200 million in scholarships and fellowships in the upcoming fundraising campaign. Chancellor May reiterated that the Big Ideas comprise one-third or one-fourth of the overall fundraising campaign.

Faculty Representative Bhavnani asked how issues of diversity factor into the Big Ideas Initiative and how the Big Ideas that address student experience differ from the other focused themes like entrepreneurship or arts and humanities. Chancellor May gave the example of one Big Idea that encouraged undergraduates to become entrepreneurs through curricular and extracurricular activities, as well as through launching small companies. With regard to diversity, Chancellor May stated that increasing diversity is a goal in many of the Big Ideas.

3. **REGENTS ENGAGEMENT 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.]

Senior Vice President Holmes underscored the importance of Regents' direct engagement in Sacramento. The Regents' presence shows the Legislature their commitment to and care for the University. Ms. Holmes stated that State Governmental Relations (SGR) has a broad advocacy strategy, and students, faculty, staff, UC leadership, and the Regents have promoted UC's interests in Sacramento over the last four months. The Governor's January budget reflects a four percent increase over the prior year's budget. There is strong support in the Legislature for a bill co-sponsored with the California State University (CSU) to qualify an \$8 billion general obligation (GO) bond, as well as a bill co-sponsored with UC Student Association (UCSA) to expand Cal Grants to summer sessions. The University's engagement plan for Regents includes fostering outcomes and educating Sacramento decision-makers on UC's multi-year plan and framework, empowering them to make decisions that further UC's vision.

Associate Vice President Kieran Flaherty thanked the Regents for meeting near Sacramento and Chancellor May for hosting this meeting at UC Davis. Mr. Flaherty summarized the University's accomplishments in Sacramento. In January, 15 Regents met individually with 16 legislators to discuss the Governor's proposed budget and UC's legislative package. Regents were listening directly to administration officials and

legislators on their vision for partnering with UC. President Napolitano and the Regents hosted a reception for legislators later that day, which had a very good turnout of legislators, State government officials, and UC administration. Part of SGR's strategy is to develop events pairing specific purposes with specific opportunities. Last year, SGR hosted a successful event at the State Capitol that convened all ten chancellors and legislators in the format of a "speed meeting." SGR wishes to capitalize on that success for advocacy this year. Wishing to focus on public service and alumni, SGR and the Alumni Regents planned an event honoring UC alumni working in State government. Over 200 people attended. Within 24 hours of the event, the UC Advocacy Network's digital advocacy program received over 200 new signups. Regents' face-to-face meetings with legislators have proven helpful; Regents' Committee chairs have met with legislative committee chairs. Later in May, Regents would be meeting with legislators with UC's budget requests. UC is hoping to cultivate a positive relationship with Governor Newsom and his advisor in the long term. Mr. Flaherty suggested that the Regents hold one of their 2020 meetings in Sacramento in the next year or so.

Regent Leib stated that SGR recommended that the Regents hold their Sacramento advocacy date in May and wanted to know when that was. Mr. Flaherty replied that an advocacy opportunity was arranged following the request of Regent Lansing at the January 2019 Committee meeting. There would be other advocacy meetings in May but no advocacy day involving all Regents. SGR is using more a refined approach at this point in the legislative process and will be arranging more individual events between Regents and legislators.

Regent Pérez asked whether SGR scheduled these events around the May Revision of the budget. Mr. Flaherty responded in the affirmative and added that President Napolitano wished to pursue existing success in Sacramento. He acknowledged the challenge of advocacy days from campuses and other groups overlapping with each other. May is a very active month in Sacramento—it is difficult to schedule meetings with legislators then. Regent Pérez noted that several campuses showed up in Sacramento on the same day and asked whether that was anomalous. Mr. Flaherty responded in the affirmative and added that SGR does try to distribute campus advocacy days throughout the year. Regent Pérez asked SGR to avoid scheduling campus advocacy days on the same day or week in the future. Ms. Holmes responded that the campus advocacy day formerly included all campuses and that this was the first time the campuses were split up. She added that improvements would be made next time.

Regent Graves asked for more information about the GO bond either in the form of a future item or background information sent to the Committee. Mr. Flaherty agreed with this suggestion. He stated that State Senate Bill (SB) 461 has received broad-based support from State Senator Richard Roth, the Campaign for College Opportunity, the Education Trust – West, CSU, and California Community Colleges. Assembly Bill (AB) 1314 did not initially include language extending the Cal Grant to summer sessions, but Assembly members Kevin McCarty and Jose Medina offered to incorporate it into their bill. Ms. Holmes stated that she and Executive Vice President and Chief Financial Officer Brostrom and would be addressing the GO bond at the May Regents meeting.

Regent Leib recommended that legislators visit UC Merced, speaking from the experience of his own visit. He noted that UC Merced had a high rate of first-generation students, who had great enthusiasm, were 54 percent Hispanic, and 80 percent Pell Grant recipients. Regent Leib highlighted the campus' research institution and that it has, other than UC Berkeley, the highest percentage of students staying to pursue Ph.D.'s. This was one way to diversify the professoriate. He also recommended a legislator visit to UC Riverside. Mr. Flaherty affirmed SGR's willingness to coordinate such a visit, especially in light of the new cohort of legislators.

4. **JOINT STUDENT ADVOCACY EFFORTS**

[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 Director of Institutional Relations and Advocacy Meredith Turner thanked the Regents and underscored the importance of diverse voices that bring personal stories to an issue. Ms. Turner praised UC student leaders in their collaboration with the Office of the President (UCOP) to achieve budget outcomes and advance policies.

UC Student Association (UCSA) president Caroline Siegel-Singh provided an overview of student efforts. UCSA advocated that \$15 million in basic needs support in the State budget and is appreciative of the Governor for including it in his proposed budget in January. Ms. Siegel-Singh hoped that UC leadership would more actively advocate for financial aid reform. The University currently provides about \$240 million in institutional aid for students who should be receiving Cal Grants. In January, UCSA joined the CSU and California Community Colleges (CCC) student associations to outline their priorities for financial aid reform. Their goals include: 1) increasing financial aid to cover more of the cost of attendance for CCC students; 2) covering basic needs through Cal Grant access awards; 3) implementing a summer Cal Grant program; and 4) removing the Cal Grant age restriction, which would benefit transfer students. This year's UCSA Student Lobby Conference brought nearly 300 students to Sacramento for workshops and advocacy of SB 461 for summer Cal Grants, SB 568 for a rapid rehousing program, AB 392 regarding police brutality, and SB 14, the bond act for deferred maintenance. Also that week, UCSA released "First Comes Diploma, Then Comes Debt" in collaboration with The Institute for College Access and Success (TICAS). This report found that the lowest-income college graduates are most likely to leave college with student debt despite UC's financial aid program. African American and Latino(a) students more likely to take out loans than their white peers. UCSA is seeking additional funding for the College Readiness Block Grant, which funds the recruitment of and outreach to underrepresented minorities. UCSA has been working with Associate Vice President Chris Harrington and Director of Education Crystal Martinez at Federal Governmental Relations (FGR); federal interests include immigration, basic needs, and student parents. Ms. Siegel-Singh thanked Mr. Harrington and his team, who arranged two conferences for students to meet with members of Congress. Nearly 100 students have visited Washington, D.C. due to this partnership.

Mr. Harrington praised students for their ability to exemplify the value and benefits of a UC education, as well as the important role of federal investment in ensuring the affordability and accessibility of a UC education. FGR maintains strong ties to UCSA with federal policy updates and strategizing. FGR has increased its engagement with UC graduate students by providing briefings, sharing advocacy materials, and assisting them with meetings on Capitol Hill. In January, FGR hosted UCSA, CSU, CCC, the City and State Universities of New York, and the University of Florida for advocacy training and Capitol Hill visits. Students gathered at UCDC to learn more about Title IX, immigration policy, student debt, and student consumer protection. Students urged the California congressional delegation to support the reauthorization of the Higher Education Act (HEA). Students met with more than 25 staff from the California Public Higher Education Caucus. In early April, FGR hosted its second UCSA in D.C. spring advocacy trip and brought more than 60 UC students to Washington, D.C. for leadership development and talks on college access, HEA reauthorization, advocacy campaigns, and social media engagement. Students visited dozens of congressional offices to promote the passage of the HEA. FGR looks forward continuing its partnerships with UCSA and other student groups.

Ms. Turner highlighted the contribution of student Regents and the UC Advocacy Network (UCAN). Regent Graves and Regent-designate Weddle are regular visitors to Sacramento, and they have partnered with other Regents to host town hall meetings on campus, raised the importance of advocacy with student media, and encouraged students to join UCAN. In January, SGR launched the second year of its UCAN student ambassador program. Ambassadors have recruited 600 new students to UCAN in a few weeks. Ambassadors are promoting the Dream and Promise Act campaign and developing ways to engage students in their State budget efforts.

Regent Graves thanked UCSA, SGR, and FGR for promoting the student Regent position; a record number of applications were submitted this year. He asked how this relationship can be sustained. Ms. Siegel-Singh responded that continued conversations and always including students has really helped. She raised examples such as inviting UCSA to the legislative reception in January, which was not the norm, and budget consultation calls with Executive Vice President and Chief Financial Officer Brostrom and Associate Vice President David Alcocer. Mr. Harrington added that FGR incorporated a leadership development component to its student events to engage the next generation of UCSA leaders. Ms. Turner added that SGR prepares heavily in the fall by seeking mutual priorities and planning activities in advance.

Regent Pérez cited the disproportionate rate of student debt among African American students and asked how to ensure such an external advocacy topic also becomes an internal discussion. He directed this question to UC staff as well. Ms. Siegel-Singh stated her opinion that Student Affairs has not had the same commitment to student-driven initiatives because of a lack of communication regarding priorities or initiatives. Ms. Holmes responded that she would work to be a better bridge. Regent Graves stated his agreement with Regent Pérez about the importance of TICAS report findings. Regent Pérez stated that the debt issue was just one example and wondered whether the different rate of student

debt was connected to the low yield rate of African American students at UC. He connected these data to adjusting UC's internal discussion. Ms. Holmes replied that UC can do better.

5. **FEDERAL BUDGET 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 Chris Harrington provided an update on federal budget issues. Federal Government Relations (FGR) advocates for UC at over 20 federal agencies and sub-agencies for an annual federal investment of over \$10 billion. In February, Congress passed a spending bill to fund parts of the federal government affected by the shutdown, federal agencies would be funded to the end of the fiscal year, and funding to UC increased. President Trump's proposed FY 2020 budget includes significant cuts to education, research, and some healthcare initiatives. Cuts that would affect UC include a \$5 billion cut to the National Institutes of Health (NIH), a \$1 billion cut to the National Science Foundation (NSF), a \$1 billion cut to the Department of Energy's Office of Science, and others. Pell Grants would remain funded, but funding for the Federal Supplemental Educational Opportunity Grant would be eliminated. However, this budget is very unlikely to pass on Capitol Hill. UC's funding priorities include support for financial aid, research funding, health professions, and public health and prevention programs. Mr. Harrington noted potential sequestration, which would mean that FY 2020 funding for non-defense discretionary programs would be cut by \$55 billion and defense discretionary programs by \$71 billion. The majority of UC's funding priorities are funded by non-defense discretionary accounts. Congress must come to an agreement with the Trump administration to lift budget caps. In this budget cycle, FGR expects to host over 500 visitors who will participate in advocacy events and meetings. Visitors have advocated for student financial aid, as well as agricultural, transportation, and humanities funding. UC continues to advocate for the passage of the Dream and Promise Act, which will protect Dreamers, students who qualify for DACA, and those with temporary protected status. FGR, External Relations and Communications, and campuses have launched an aggressive advocacy campaign for the Dream and Promise Act that includes Capitol Hill meetings, social media, and 3,000 communications to Capitol Hill from advocates. FGR is also working with UC Student Association (UCSA), UC Advocacy Network (UCAN) ambassadors, alumni, and staff as well. In anticipation of Higher Education Act (HEA) reauthorization, FGR has developed a set of priorities, such as strengthening federal student aid programs, helping students meet basic needs, strengthening the investment and pipeline programs for underrepresented minority students, and simplifying the Free Application for Federal Student Aid (FAFSA) form. This HEA priorities document has been widely distributed on Capitol Hill.

Regent Graves asked about the free speech executive order. Mr. Harrington stated that President Trump released an executive order that directed agencies to determine how to address the issue in house. The order was issued on the same day the UC National Center for Free Speech and Civic Engagement was hosting its first conference at UCDC. Regent Graves asked whether there was any concern about the order. Mr. Harrington replied that

FGR was concerned about a potential lack of coordination because agencies have been tasked to address the order individually. He noted that it was a slippery slope for an administration taking such an action. FGR anticipates working closely with the agencies.

Regent Zettel asked why there would be a problem advocating for free speech. Mr. Harrington replied that the problem lies in the government directing institutions to control or manage free speech such that there are mechanisms in place that would adversely affect speech on campus, grant funding, or federal funding. Regent Zettel asked what the response has been to UC's federal engagement. Mr. Harrington replied that, across Congress, President Trump's proposed budget is a non-starter. FGR expects that the NIH and NSF will garner strong support in Congress, as well as Pell Grants. FGR wishes to see increases to funding but budget caps and the makeup of the current government will likely minimize those increases. Funding may remain flat.

The meeting adjourned at 1:25 p.m.

Attest:

Secretary and Chief of Staff