

The Regents of the University of California

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE
FINANCE AND CAPITAL STRATEGIES COMMITTEE**

May 19, 2022

The Academic and Student Affairs Committee and the Finance and Capital Strategies Committee met jointly on the above date at the Luskin Conference Center, Los Angeles campus, 1108 Myrtle Street, Calistoga, California, and by teleconference meeting conducted in accordance with California Government Code §§ 11133.

Members present: Representing the Academic and Student Affairs Committee: Regents Elliott, Hernandez, and Torres; Ex officio members Drake and Leib; Advisory members Blas Pedral, Cochran, and Timmons; Chancellors Block, Larive, May, and Yang; Staff Advisor Tseng

Representing the Finance and Capital Strategies Committee: Regents Cohen, Kounalakis, Lott, Ortiz Oakley, Reilly, Sherman, and Zaragoza; Ex officio members Drake and Leib; Advisory members Pouchot and Horwitz; Chancellors Christ, Hawgood, Muñoz, and Wilcox; Staff Advisor Lakireddy

In attendance: Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Brown, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President Byington, Executive Vice President and Chief Operating Officer Nava, and Recording Secretary Lyall

The meeting convened at 12:35 p.m. with Academic and Student Affairs Committee Chair Cohen presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of March 17, 2022 were approved, Regents Cohen, Drake, Elliott, Hernandez, Kounalakis, Leib, Ortiz Oakley, Reilly, Torres and Zaragoza voting “aye.”¹

2. STRATEGIC CAMPUS OVERVIEW, LOS ANGELES CAMPUS

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

Chancellor Block shared that the Los Angeles campus has played a central part in improving the socioeconomic status of thousands of students. There were currently 47,500 students enrolled across 16 schools and divisions: 32,100 undergraduates,

¹ Roll call vote required by the Bagley-Keene Open Meeting Act [Government Code § 11123(b)(1)(D)] for all meetings held by teleconference.

14,000 graduate students, and 1,400 medical interns and residents. Of the campus' undergraduate population, 31 percent were Pell grant recipients, 30 percent were first-generation students, 27 percent were from underrepresented groups, and 24 percent were transfer students.

UCLA has had an \$11 billion economic impact in California, over a thousand active United States patents, and more than 250 startup companies based on UCLA discoveries. With over 500,000 living alumni around the world, the campus' influence has been vast.

Chancellor Block reflected that the value of the campus should be measured by the positive social influence it has on the state and the world. UCLA strives for excellence and aspires to be the most impactful university, public or private, in the nation.

In order for UCLA to maximize its impact at the current time, it was important to consider three key elements—ensuring that all students thrive, the need to rethink education in a post-pandemic world, and the value of investing in research and engagement with the City of Los Angeles. UCLA students have expressed challenges related to work concerns, housing insecurity, and lack a social community on campus. In order to fully support students, the campus has been intentional in building equity in the experience for low-income and first-generation students as well as those from underrepresented groups. This has included ensuring that students' basic housing, food, financial support, and mental well-being needs are met.

Chancellor Block remarked that UCLA has doubled the number of beds for students over the last decade and reported that rental rates in campus-owned housing were 30 percent below market rates. In fall 2022, after the completion of several construction projects, the campus would have the ability to guarantee UCLA-owned housing to first-year students for four years and to transfer students for two years. Studies have shown that living on campus is a vital component for student success. He noted that if the Legislature passes the Higher Education Student Housing Grant program in June 2022, this would allow the campus to offer a low-income housing option on campus.

UCLA has created innovative ways to further support commuter and housing-insecure students. The Bruin Hub, a facility that allows students to reserve overnight accommodations, nap pods, or shower while they are waiting for commute traffic, had over 1,400 students utilize the facility since fall 2021. The campus plans to double the number of pods with recently received State funding.

UCLA was the first UC campus to open a food pantry in 2009. A recent gift to the campus has allowed this facility to be expanded into a 5,000-square-foot "Bruin Basics" hub. In addition, the UCLA teaching kitchen, launched in 2017, would be upgraded as part of the Rothman Family Institute for Food Studies.

Student scholarships have remained Chancellor Block's highest fundraising priority. The campus has fostered significant increases in this area of giving, specifically for low-income

students. Over the last three years, the trend had shown a 47 percent increase in giving to student support and an 85 percent increase in financial aid and scholarships giving.

Chancellor Block noted that UCLA considers mental health and well-being a basic need for student success, especially in light of the rise in depression among young people during the COVID-19 pandemic. He stated that mental health has been a central issue in campus programming and described several initiatives that focus on this important matter. A recent multimedia installation on campus, created by UCLA alumnus and faculty artist Refik Anadol, reflected on the effects of the pandemic and was intended to provide a healing moment for the campus community.

Chancellor Block highlighted three programs in the area of academic support and community development that foster student success. UCLA's Academic Advancement Program had celebrated its 50th anniversary and was the nation's largest center devoted to diversity and student success. The program provides mentorship, academic support, and career guidance for first-generation, low-income, and underrepresented students. The campus has developed resource centers that are dedicated to specific communities' needs, for example the Black Bruin Resource Center which launched in 2021. In an effort to create leaders at UCLA, the Chancellor's Leadership, Innovation, Networking and Knowledge (LINK) program was established, offering leadership courses that allow engagement and mentorship from senior faculty and administrators as well as providing internship opportunities.

Chancellor Block described the urgency to improve faculty diversity and stated that progress has been slow and disappointing. He presented charts which outlined the demographic distribution of ladder-rank and equivalent faculty from 2019 to 2022 and which showed a positive increase in faculty diversity over the last few years. Since 2019-20, approximately 25 percent of total ranked faculty hires have been from historically underrepresented groups. He remarked that the campus intends to further increase these efforts and had initiatives in place to advance racial equity, successfully recruiting and retaining underrepresented scholars.

He showed data indicating that the campus' overall graduation rates were among the highest in the nation among public universities. UCLA's graduation rates for underserved and underrepresented groups had risen substantially in the last five years, especially for Pell Grant recipients and first-generation students. Chancellor Block remarked that more progress can be made to improve graduation rates for these students and move them toward parity with rates for the general freshman and transfer student population.

Chancellor Block reported that the campus was concerned about the overall decrease in Pell Grant recipient enrollment at UCLA. He underscored the importance of investing more to ensure that the campus is offering a generous and attractive package that is comparable to that of private peer institutions. As part of this effort, UCLA would give Pell Grant recipients an additional \$2,000 with the intent to match other universities' offerings in order to draw a more ethnically diverse class.

UCLA, like all campuses, was forced to rethink education in a post-pandemic world by utilizing technology in instruction to allow for greater flexibility in learning. He remarked that in-person residential instruction continues to be a core characteristic of UCLA; however, the incorporation of technology had allowed the campus to serve more students. The concerns surrounding remote learning would be a possible diminished quality of education and overworked instructors if not executed adequately. He also acknowledged the concern that remote learning may cause a reverse digital divide, whereby financially well-off students have the ability to participate in on-campus learning while lower-income students select the remote learning option, causing a serious equity issue that needs to be avoided.

Chancellor Block discussed the current video streaming and classroom technology infrastructure assessment that the campus was undertaking and reported the need for new investment in technology educational spaces. The Mani Bhaumik Centennial Collaboratory space had addressed this need by providing students and faculty with a lecture hall, private meeting and tutoring rooms, and a fully equipped study lounge. New “makerspaces,” collaborative work spaces in the residence halls and libraries, had been beneficial in this effort but additional areas were needed for creative educational spaces.

UCLA’s Academic Senate was examining the campus’ core principles of instruction and discussions with faculty had been instrumental in evaluating the teaching experience during the pandemic. Chancellor Block stated that any modifications to the core principles would be made collaboratively with the campus administration and Senate leadership.

He provided an overview of some ideas that would alter UCLA’s academic sphere, one related to alumni and the other involving the summer quarter. The Bruin Promise, an initiative aimed to provide more content to alumni by offering free or low-cost career classes, was established with the intent that UCLA would be the sole provider of educational services for alumni. This initiative would allow alumni to maintain a connection to the campus while also providing a valued educational and career service. Another idea involved providing new instruction methods in summer session with enhanced flexibility, synchronized class schedules outside of normal work hours, and additional asynchronistic learning opportunities, allowing the campus to accommodate the growing student population over the next decade. Chancellor Block acknowledged the hardship that this would cause for faculty and indicated that the administration would work closely with faculty leadership to ensure fair compensation for such significant efforts. A planning group forum had been established to analyze these ideas and discuss the design of this type of instruction in the summer quarter.

Research award funding had increased at UCLA by 26 percent since 2019, with funding of \$1.607 billion in 2021. Chancellor Block called attention to two projects that were relevant to the Los Angeles region but also of broader interest, the Depression Grand Challenge and UCLA’s Institute for Carbon Management. The Depression Grand Challenge, which included worldwide studies, aimed at discovering the cause of mood disorders and depression to find causes and delineate trajectories, develop new and better treatments,

make treatments more accessible, and identify and share best practices; the UCLA Institute for Carbon Management, led by Professor Gaurav Sant, developed technology to turn carbon dioxide emissions into concrete and created a process that removes carbon dioxide in sea water. Professor Sant's team received a \$21 million grant from the Chan Zuckerberg Initiative to support new carbon technology. Chancellor Block further acknowledged the critical research that the School of Education and Information Studies is undertaking in neurodiverse learning, the groundbreaking climate change research led by the Center for Climate Science, and the Bedari Kindness Institute established with a \$20 million gift to study kindness.

Deepening UCLA's connection with the community had been one of the campus' important strategic focuses. Los Angeles is the second largest and most diverse city in the United States, which provides outstanding opportunities for impactful campus and community engagement. The Sustainable LA Grand Challenge had the ambitious goal of transforming Los Angeles into the most sustainable megacity by 2050. The campus operated two high schools in the community and had a robust extension campus that serves 44,000 adult learners. UCLA Health had been connecting with the community by providing basic health care to houseless people. In addition, the campus is set to host approximately 14,000 Olympic Village athletes during the 2028 Summer Olympics.

Regent Cohen thanked Chancellor Block for the student-focused aspect of his presentation. He asked what steps the campus is taking to ensure that all students feel safe and supported on campus, in light of the number of concerns from students in the Jewish community. Chancellor Block noted how painful it has been to hear these student experiences and expressed that the campus wants all students to feel safe and valued. Vice Chancellor for Student Affairs Monroe Gorden shared that the campus protects the student experience through policies and any violation of these policies has consequences. He further explained that the challenge arises when policies or laws do not allow the campus to take direct action. When this occurs, he stated that the campus works diligently to provide direct support to those students who have been harmed or affected.

Regent Ortiz Oakley praised the campus on the increased percentage of African American students enrolled at UCLA and asked if these were resident or international students. He asked what contributed to these percentages and what more could be done to support diversity in student enrollment. Chancellor Block responded that the campus does substantial community outreach in the African American community and tries to foster a supportive environment for perspective and current students. Regent Ortiz Oakley remarked that Los Angeles has the largest Latino community in the country and asked why UCLA is not yet a Hispanic-serving institution. Chancellor Block responded that more work and outreach in the community and in schools is needed to increase Latino/Latina student admissions. UCLA has worked to distribute more communications in Spanish but the goal is to establish more outreach, specifically to parents and students, in order to make UCLA the premier Hispanic-serving institution.

Regent Lott called attention to the successful way in which UCLA alumni have been instrumental in attracting and retaining Black and Latino/Latina students. She encouraged using alumni in strategic ways in partnership with the campus leadership and students to increase these numbers.

Staff Advisor Tseng asked if Chancellor Block would discuss the work UCLA is doing with regard to staff. He shared that the campus intentionally did not lay off staff during the pandemic but he noted that many staff members left or retired during this time. The campus realized that staff should be considered talent in the way that faculty are. He discussed the importance of ensuring that staff members feel connected to the mission of the University, and shared ways that UCLA was making the staff experience more meaningful.

Staff Advisor Lakireddy asked how students are supported who find the campus overwhelming, particularly students from rural communities. Mr. Gorden responded that there were 1,600 student organizations on campus, which created smaller community groups. Staff Advisor Tseng added that community building is done in the residence halls, especially in the dining halls.

Regent Zaragoza asked about the outreach efforts of the campus with community colleges, specifically those community colleges without a high number of students transferring to UCLA. Chancellor Block acknowledged that UCLA gets a higher number of transfer students from specific community colleges and indicated that the campus is working closely with community colleges to achieve better representation from across the state. Regent Lott recalled her experience as an undergraduate at UCLA in the Law Fellows Program. As part of the program, she was required to go to schools in the Los Angeles Unified School District that had low UCLA admission rates to inform students of UC eligibility. She encouraged the campus to use this same model in its outreach to community colleges. Chancellor Block agreed.

Regent Leib called attention to the campus climate and concerns he has surrounding students feeling uncomfortable or threatened on campus. He remarked that the Bruin Promise is a vital step in connecting and creating a life-long relationship with students, particularly underrepresented students. He praised Mr. Gorden for his work on mental health at UCLA and expressed appreciation for his leadership.

Regent Leib suggested that the research being done on campus related to climate change should be highlighted as it would draw interest from the State policy makers in Sacramento and would drive funding to the University. He underscored how the University's research efforts are an importance aspect to distinguish UC.

President Drake praised the remarkable quality of work being done on each of the UC campuses. He thanked Mr. Gorden for his influential work with students and acknowledged the great accomplishments of the chancellors.

The meeting adjourned at 1:35 p.m.

Attest:

Secretary and Chief of Staff

Pending Approval