

The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE

November 15, 2023

The Public Engagement and Development Committee met on the above date at UCLA Luskin Conference Center, Los Angeles campus and by teleconference at 455 Golden Gate Avenue, San Francisco and Corral del Risco, 63727 Nayarit, Mexico.

Members present: Regents Guber, Hernandez, Raznick, Reilly, and Tesfai; Ex officio members Drake and Leib; Chancellors Hawgood, Larive, and Wilcox; Staff Advisor Mackness

In attendance: Regent-designate Salazar, Faculty Representative Steintrager, Assistant Secretary Bricker, Deputy General Counsel Drumm, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Interim Senior Vice President Reese, Vice President Brown, and Recording Secretary Li

The meeting convened at 3:20 p.m. with Committee Chair Reilly presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of September 20, 2023 were approved, Regents Drake, Guber, Hernandez, Leib, Raznick, Reilly, and Tesfai voting “aye.”¹

2. CONVERSATION WITH ASSEMBLYMEMBER PHIL TING

[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.]

State Assemblymember Phil Ting expressed appreciation for the work of the Regents and the University for its impact on students and the state and shared that he was also a UC alumnus. He emphasized the importance of research in policymaking and encouraged UC to continue focusing on groundbreaking research. Assemblymember Ting noted that UC offered some of the highest-quality public education in the country and that education access has been a much-debated issue in the Legislature. He acknowledged the effect that budget cuts have had on access and expressed appreciation for President Drake’s goal of adding 20,000 California students in the next few years but expressed his hope that this number continues to increase. Over the last few years, the State budget has provided cost of living adjustments, allocated hundreds of millions of dollars for deferred maintenance, and appropriated \$4 billion for housing for the University, the California State University, and the California Community Colleges. Assemblymember Ting expressed appreciation

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

for UC's flexibility when the State asked UC to issue its own bonds. As California enters uncertain economic times, future State budgets might not be as robust, and foster children and families who need food, housing, and health insurance would be priorities. Assemblymember Ting anticipated that the State budget would be somewhat tougher over the next few years, noting both the slight deficit that resulted from over-projecting tax revenue and the State's \$37 billion in reserves. The Legislature also wished to continue addressing food insecurity among college students. Assemblymember Ting advised UC to continue engaging with the Legislature through the President, senior staff, Regents, and chancellors. In the past, some communication had not been timely or was directed at legislative staff, who might be familiar with the issues but did not have direct relationships with legislators or staff from the Governor's office. He applauded President Drake and this Board for ushering in a new relationship between UC and the Legislature.

President Drake expressed appreciation to State leaders who were UC alumni and who worked closely with the University to help it grow. He credited UC's partnership with the Legislature for the University's California undergraduate enrollment growth.

Regent-designate Salazar asked Assemblymember Ting to share his experience as a guest lecturer at UC Berkeley. Assemblymember Ting responded that teaching has been a wonderful experience. He valued the opportunity to return to campus and hear student perspectives. More funding could be allocated toward education but for lack of revenue. Assemblymember Ting urged continued advocacy for more funding.

Regent Raznick asked how Assemblymember Ting's constituents viewed the University and how well UC was communicating its values to his constituents. Assemblymember Ting replied that he heard most from constituents whose children were not accepted to UC, so ensuring access continued to be a focus for legislators. He expressed pride in establishing the two-to-one transfer ratio, which improved transfer from community colleges. His constituents did not seem to understand how UC affected their lives, and he emphasized the importance of UC communicating its economic impact on the state.

Committee Chair Reilly shared that the UC Student and Policy Center recently opened in Sacramento and would help raise UC's profile. She asked about key issues on which UC should focus in the coming years. Assemblymember Ting responded that, in addition to access, UC should take note of strategic partnerships, the lack and cost of housing, food insecurity, mental health, labor and wages, and UC's vision for expansion. The State would continue to push UC to grow if California's population keeps growing.

3. **UPDATE FROM THE INTERIM SENIOR VICE PRESIDENT OF EXTERNAL RELATIONS AND COMMUNICATIONS**

[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 Reilly shared that, since the last meeting, UC faculty received national awards, including five MacArthur Genius Awards, and *Time* magazine's Best Inventions

of 2023 recognized four UC-based inventions. Federal Governmental Relations (FGR) was working with Michelle Deutchman, Executive Director of the UC National Center for Free Speech and Civic Engagement, to schedule a U.S. congressional staff briefing after staff expressed interest in the work of the Center related to free speech in academia.

Interim Senior Vice President Reese stated that, in late October, the UC Student and Policy Center hosted a gathering to highlight the \$100 million in State funding for 38 climate projects across California, the largest State allocation for UC research. This new partnership would involve over 130 organizations, all UC campuses, 11 California State University campuses, and two private universities. State Secretary of Natural Resources Wade Crowfoot and State Senator Ben Allen attended the event. UC recently hosted legislative staff at the Quail Ridge Natural Reserve System to build support for a \$70 million allocation to Quail Ridge in a proposed climate change bond in the November 2024 ballot. FGR also organized the first of a series of briefings for congressional staff regarding artificial intelligence. Researchers from UC National Laboratories were participating in the National Lab Research SLAM, an event that educates policymakers on the role of the National Laboratories in U.S. innovation, and UC would host its own Grad Slam in 2024. External Relations and Communications has launched a Spanish language website to help students prepare for the UC application process. The website offered encouraging facts about admission rates and affordability. Last month, the Office of the President and the UC Alianza MX program hosted the Chicana Latinx Alumni Summit in Mexico City, Mexico, and State Senator Monique Limón was in attendance.

4. **THE TRIUMPHS (AND CHALLENGES) OF BEING A PUBLIC-FACING CLIMATE “SCIENTIST-COMMUNICATOR” IN THE UC SYSTEM**

[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.]

Interim Senior Vice President Reese introduced Daniel Swain, climate scientist from the UCLA Institute of the Environment and Sustainability. Mr. Swain fielded about 200 media calls per year, testified before the U.S. Congress, regularly briefed lawmakers, and reached many through his weblog and social media posts.

Mr. Swain, an alumnus of UC Davis, shared that his background in meteorology informed his perspective on climate change, noting that most people were experiencing climate change through the weather. He regarded himself as a “scientist-communicator,” a practicing scientist who provides context, disseminates knowledge, builds bridges between institutions and the public, and works with government agencies. Context and nuance were needed not only to respond to but also anticipate emerging crises in order to prevent or mitigate them. Faculty could not take on this work given their existing obligations, and many scientists and students wished to have public-facing roles while still engaging in research, but traditional funders of science mainly funded research and not these activities.

The subject of Mr. Swain’s research was weather and weather-adjacent extremes in a warming climate, such as an increase of wet and dry extremes in California weather. His

portfolio of public-facing activities included popular science writing, maintaining his “Weather West” weblog, and engagement via social media and YouTube videos, but he spent the majority of his time interacting with journalists, giving over 100 media interviews per year. In one year, Mr. Swain spent about 1,100 hours, or about 137 full-time days, on this work, which helped shape his research. Mr. Swain believed that there was not more public-facing science because communication and engagement with the public were still undervalued by traditional science institutions, including government and private institutions. Scientists had little time to undertake this work and develop the skills needed to be effective in addition to their existing duties. In a generational shift, younger scientists have expressed an interest in public-facing science but found few outlets and were met with resistance from established scientists and administrators who controlled budgets. The diversity, equity, and inclusion issues present in science could become more pronounced in science communication as individuals become more exposed. He had the following recommendations for UC. In the shorter term, he suggested providing funding to scientist-communicators and educators and improving recognition of those already engaging in these activities. In the longer term, he suggested developing programs to prepare and hire students and early-career scientists for these roles.

Regent Tesfai expressed appreciation for Mr. Swain’s mention of equity issues. He asked Mr. Swain how he came to take on this role. Mr. Swain shared that he had been lucky and had powerful advocates. His graduate supervisor was extremely supportive of activities that others in the department regarded as a waste of time. Peter Kareiva, President and Chief Executive Officer of the Institute of the Environment and Sustainability at UCLA, supported this work even when funding sources and administrative roles were not clear. A clear path, defined support, and a systematic, institutional approach were needed to lower barriers to entry.

Regent Raznick asked if communications differed based on the audience’s receptiveness to climate change. Mr. Swain responded in the affirmative, noting the strong relationship between political views and views about climate change in the U.S. He sought different points of entry and employed weather as a common topic that could open the door to broader conversation. For instance, a farmer in the Central Valley, who might be more politically conservative, still experienced weather. Even with a more receptive audience, preconceived notions of climate change and its implications for society still varied.

Regent Raznick suggested that Mr. Swain connect with Federal Governmental Relations, which relayed UC research to federal lawmakers.

Regent Raznick asked Mr. Swain to share his thoughts on UC creating a center of excellence for public-facing science. Mr. Swain responded that current efforts were decentralized and difficult to sustain, so having one or multiple centers at multiple campuses could be helpful. Diverse areas of expertise were relevant, and cohesive support had been hard to find in the past. Regent Raznick noted that, in addition to campuses, the University could also draw from its National Laboratories and UC Agriculture and Natural Resources.

Regent Hernandez remarked that Mr. Swain should not have to engage in these efforts alone and suggested that the University establish a center of excellence dedicated to climate change, with a public relations arm that educates both citizens and lawmakers. Mr. Swain clarified that there were others doing this work; he hoped to highlight their efforts with this presentation. A center for excellence would convene these individuals and capitalize on work that has been done over decades in disparate parts of the UC system.

Staff Advisor Mackness suggested that the various institutes and centers at UC could collaborate and share the work of communication. She asked whether this work could be considered in tenure and promotion given its importance.

5. **UC AGRICULTURE AND NATURAL RESOURCES' NEWS AND INFORMATION OUTREACH IN SPANISH: EXTENDING THE REACH OF UC RESEARCH AND IMPACT**

[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.]

Ricardo Vela, Manager of News and Information Outreach in Spanish (NOS) at UC Agriculture and Natural Resources (ANR), explained that NOS, established in 1981, brought scientific information to the Latino(a) community in a way that they could understand and use. He presented a map of ANR's programs across California. Latino(a)s made up about 40 percent of the state's population, and the majority resided in Central and Southern California. Among these were 350,000 indigenous Oaxacans, 165,000 of whom were farmworkers, who spoke indigenous languages and very little Spanish. NOS reached 80 percent of the Latino(a) population, which was very complex and diverse, through English-Spanish translation, media partners, social media campaigns, public service announcements via radio and television, and science-based marketing campaigns. Examples included the "Breakfast on the Playground" campaign for Coachella Valley Unified Child Nutrition Services, which reached 1.1 million people and increased program participation by 50 percent, and a COVID-19 vaccination campaign in Mixteco for indigenous Latino(a)s. NOS collaborated with Univision/Entravision on both campaigns.

Josie Huerta, Integrated Media Sales Consultant, Univision Communications, stated that Entravision, the largest affiliate group of Univision, operated in over 120 markets in 17 countries. Ms. Huerta used her knowledge of audiences in Entravision's market to help ANR reach indigenous audiences in their native language for its COVID-19 campaign. First, she ran a digital campaign to identify the languages in which media were consumed and then retargeted the media based on the audience's native languages via local broadcast television and radio and social media platforms Facebook and Instagram. Ms. Huerta created a virtual perimeter, or "geofence," of over 120 zip codes and locations such as schools, movie theaters, amusement parks, clinics, and hospitals. This campaign, which targeted Mexican migrants and indigenous families, reached over 350,000 people, and the combined campaigns generated over 1,173,000 engagements. During the pandemic, migrant families feared vaccination, believing that their immigration status would be

collected. In response, ANR acculturated and disseminated a message about the health benefits of vaccination regardless of an individual's immigration status.

Mr. Vela noted that the COVID-19 campaign marked the first time Univision/Entravision broadcast in a language other than English or Spanish. ANR has also sent information to the Latino(a) community about disease, extreme heat, nutrition, climate change, and pests. NOS reached over eight million people every month. Mr. Vela invited the Committee to follow NOS on social media.

Regent-designate Salazar recalled that his mother visited families in East Los Angeles for ANR's nutrition education program. He suggested rebranding ANR programs as many did not realize that they were UC programs. Mr. Vela responded that NOS tries to make sure that UC branding is present in all the information it disseminates.

Regent Hernandez praised the partnership between ANR and Univision as a model for the UC system. Mr. Vela replied that ANR was available to work with all UC campuses.

6. ANNUAL REPORT ON UNIVERSITY PRIVATE SUPPORT

[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.]

Executive Director Heather Kopeck stated that the University private support reported to the Council for Advancement and Support of Education annually was "cash in the door," or gifts paid in full or pledged. This was the second year that UC raised over \$3 billion; including current-use gifts and gifts for endowments, from over 400,000 transactions and over 200,000 donors. Ms. Kopeck presented a chart of the last ten years of private support and indicated an upward trend line. The amount raised in 2022–23 was slightly less than in 2021–22 because of the number of prepayments and large gifts last year. Foundations gave the most, which was the case across higher education. Some \$400 million came from the alumni community. Support continued to be highly restricted; unrestricted giving made up less than one percent of total giving. However, a dean might have discretion over some gifts for departmental support and research. Ms. Kopeck emphasized the importance of gifts for endowment funding, including endowed chairs, due to its longevity. About 41 percent of support went to health sciences and medicine, which the annual report categorized by discipline. The report also highlighted UC Agriculture and Natural Resources and the Education Abroad Program.

UC compared itself with its peers with data from a voluntary survey of higher education institutions. UC Berkeley, UCLA, and UCSF ranked among the top ten for both public and private institutions and among the top three public institutions. Unrestricted giving at UC was consistent with other public institutions. Private peers like Harvard University, Yale University, and Stanford University were reporting ten percent or less in unrestricted gifts. Nationwide, there was a 10.5 percent decline in giving across all charitable sectors in 2022, and donor counts were declining at UC and in all charitable sectors. Record levels of inflation in 2022 depressed smaller gifts, and uncertainty in interest rates and the stock

market made wealthier donors more hesitant to give. New research indicated that Generation Z and millennial donors were motivated by cause-based fundraising. In response, campuses were communicating their existing cause-based activity while still engaging older generations in their preferred ways. Ms. Kopeck invited the Committee to participate in the next Giving Tuesday.

Regent Tesfai asked that future reports disaggregate departmental gift data to indicate what funds could be used at the departments' discretion. This could help younger donors and recent graduates know that their donations are going to student support. Ms. Kopeck replied that she would reach out to campuses for more granular data.

Regent Raznick asked whether the Office of the President (UCOP) matched funds when there was programmatic alignment. Ms. Kopeck responded in the affirmative, adding that UCOP balanced its goals with campus goals and what resonated with donors. In 2015, President Janet Napolitano launched the Presidential Match for Endowed Chairs to create 100 new endowed chairs. UCOP's matched funds supported faculty salaries and graduate student support. UCOP was considering another matching program for endowed chairs and wished to enhance campus efforts rather than detract from them.

Regent Leib asked how often campuses met to discuss best practices. Ms. Kopeck replied that such meetings occurred regularly. Vice chancellors met several times a year to share successes and challenges, and the staff of campus foundations met monthly. Alumni groups also met monthly. Regent Leib asked if UCOP convened these meetings. Ms. Kopeck responded that UCOP convened some meetings and participated in the meetings convened by the campuses. Ms. Kopeck aimed to foster campus dialogue.

7. **UCLA AFFORDABILITY INITIATIVE**

[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.]

UCLA Director of Development of Scholarships and Student Support Initiatives Brittany Schoof stated that the UCLA Affordability Initiative sought to advance campuswide and systemwide priorities with philanthropy. UCLA's announcement of the initiative last April was circulated widely in various news and media outlets, including features in the *Los Angeles Times* and a television spot on Univision. This was the culmination of over four years of work with Chancellor Block, various offices, and UCLA alumnus Peter Merlone, who provided a lead gift of \$15 million for undergraduate scholarships for California resident students. The initiative aimed to support students from low- and middle-income backgrounds by raising enough money for scholarships to eliminate the need for student loans. This aligned with the goal of creating a pathway to a debt-free UC education by 2030. The initiative would be the cornerstone of fundraising for student support and would be important for achieving some of UCLA's institutional goals, such as becoming a Hispanic-Serving Institution (HSI), supporting Black and Asian Pacific Islander and Native American students, and increasing Pell-eligible enrollment.

UCLA Executive Director of Financial Aid and Scholarships Marvin Smith indicated that the total cost of attendance at UCLA per academic year was currently over \$38,000. He contrasted the Cal Grant and UC Grant with the Pell Grant, which has lost the strength it had in the 1970s and 1980s. The student work and loan expectation in the Education Financing Model created a gap of up to \$10,000, and Mr. Smith observed a rise in loan aversion from students. With UCLA's enrollment of Pell Grant recipients declining, the campus was trying to provide better financial aid packages to low-income students. For instance, the Bruin Success Scholarship was awarded to students from families with an expected family contribution of zero dollars. In fall 2023, the number of full-time, first-time Pell Grant recipients was higher than in 2017. Mr. Smith noted that Pell Grant recipients did not graduate as quickly. They were working an average of 17 hours per week and providing financial support to their families. Students were choosing to attend private schools, which were offering full financial aid packages.

Ms. Schoof shared that students were cutting expenses to avoid loans and noted the rise in campus basic needs centers. Last year, UCLA raised \$75 million in direct student support and updated scholarship marketing materials, communication, and fund names to incorporate the Affordability Initiative scholarships. An advertisement for the initiative in the campus' annual magazine reached 50,000 homes and helped raise awareness about students' need for support. Last month, Affordability Initiative scholarships were prominently featured in UCLA's Blue and Gold Challenge fundraising campaign, during which a younger alumnus gave a challenge gift of \$250,000 for scholarships after 4,000 individuals made donations. Ms. Schoof's office worked with deans and board members to ensure that these funds met their needs.

Ms. Schoof introduced James Smooth, a UCLA undergraduate student and business owner from Elk Grove, California with plans to become a dentist. Mr. Smooth was a recipient of the Steve Tisch Scholarship for Academic Excellence and was expected to graduate debt-free. She asked what made Mr. Smooth choose UCLA. Mr. Smooth shared that UCLA was his dream school, but he almost did not apply as he had never seen anyone in his family attend such a university. He accepted UCLA's offer of admission the same day he received it.

Ms. Schoof asked Mr. Smooth how he felt when he was offered admission into UCLA and received his scholarship. Mr. Smooth recalled being emotional at the news. He had planned to work through college, so receiving the scholarship changed the trajectory of his future. His mother, a schoolteacher who had debt of \$100,000, did not want him to take out loans.

Ms. Schoof asked Mr. Smooth to share his aspirations of becoming the first doctor in his family. Mr. Smooth stated that the highest degree earned in his extended family was a master's degree and shared his plans to apply to dental school. He did not grow up with many mentors and hoped to set an example for his younger cousins.

In response to a question regarding his future business plans. Mr. Smooth replied that he wished to open his own dental practice and provide high-quality care to low-income, Black patients. He currently ran a cookie business.

Ms. Schoof asked about the impact of this scholarship on Mr. Smooth's time at UCLA. Mr. Smooth responded that the scholarship allowed him to focus on school and other responsibilities. He had a grade point average of 3.7 and spent much time volunteering.

Ms. Schoof asked what Mr. Smooth would say to Mr. Tisch. Mr. Smooth expressed gratitude to Mr. Tisch for changing his and his mother's lives.

Regent Tesfai asked how more students could benefit from the UCLA Affordability Initiative, adding that some students borrowed to cover the expected family contribution.

Regent Raznick thanked all the donors who contributed to the initiative. Mr. Smooth shared that, as a high school student, he shadowed Mr. Merlone in his real estate office. Committee Chair Reilly stated that clips of this discussion would be shared with Mr. Tisch and Mr. Merlone.

Committee Chair Reilly introduced and invited Student Observer Chely Saens, who uses they/them pronouns, to make remarks. Student Observer Saens was a first-generation student from UC Davis, majoring in both international relations and cognitive science, and previously worked for the Associated Students of UC Davis and served on the UC Davis HSI Undergraduate Advisory Board.

Student Observer Saens shared that they were also a first-generation high school graduate. Both Student Observer Saens and their sister worked to support their family. Student Observer Saens noted that affordability initiatives created a stress-free learning environment in which students could both survive and thrive. For example, Student Observer Saens recalled working three jobs last year. While serving on the UCD HSI Undergraduate Advisory Board, Student Observer Saenz examined Hispanic students' recruitment and retention, as well as the affordability challenges they faced. As an example of the impact of affordability programs, Student Observer Saens shared that they received grants and did not have to take out loans. Legislation such as State Senate Bill (SB) 1232, which would expand CalWORKs and social safety net programming, could address students' diverse needs as well. Students asked that SB 1232 be paired with the UC Parenting Students Workgroup and that the University assess the expansion of CalWORKs into UC, with the inclusion of on-campus CalWORKs representatives. Students also called for the development a residential summer bridge for transfer students. Student Observer Saens envisioned an environment of student success and a culture of students and alumni giving back to their communities and University.

The meeting adjourned at 5:40 p.m.

Attest:

Secretary and Chief of Staff