Academic Senate Five-Year Chancellorial Stewardship Review
Chancellor Gene D. Block Statement
December 6, 2018

As a public, urban research university, UCLA is committed to addressing societal needs in the tradition of land-grant universities and to maintaining high academic distinction. Early in my tenure, I outlined four overarching priorities for UCLA: academic excellence, civic engagement, diversity and financial security. Today, all four goals remain highly relevant. I am pleased to report advancements in each area since my last review in 2012. As a result, I believe the state of our campus is strong and stable and, despite ongoing budget challenges, I remain optimistic about our future.

I have the privilege of leading and working with an extraordinary group of individuals. The accomplishments I describe herein have been achieved collectively with senior administration, Academic Senate leadership, faculty, staff and students. We have also built a strong foundation of committed donors, alumni, friends, and key stakeholders who have partnered with UCLA to support important programs and initiatives. In the sections that follow, I indicate where large amounts of my time, effort, resources and social and political capital have been devoted in an attempt to serve the best interests of the university.

An overarching aspect of my role as Chancellor includes national and international service on behalf of the higher education sector. I have carefully selected those opportunities that have afforded me the greatest potential to advocate for research universities generally as well as for the University of California and UCLA. I currently serve as Chair of the Association of Pacific Rim Universities and on the Board of Trustees for Nanyang Technological University; offices that provide unique perspectives on effective solutions to global challenges and higher education governance. I sit on the Membership Committee of the Association of American Universities (comprised of 62 top research universities in the United States and Canada) as well as the Executive Committee of the Competitiveness Council, which brings together higher education, labor, and business leaders to focus on increasing economic competitiveness in the global marketplace. I also serve on the Universities Research Association Board of Trustees, the Association of Governing Boards of Universities and Colleges Standing Panel on Board Oversight of Intercollegiate Athletics, the Western Association of Schools and Colleges Senior College and University Commission Nominating Committee, the Berggruen Institute of Philosophy + Culture Center Advisory Board, and as a charter member of the One Mind Initiative at Work. In addition, I travel frequently to Sacramento and Washington, D.C. to champion the university and advocate for strengthened resource allocations with our elected officials and to advance the interests of the campus with federal agencies and on Capitol Hill. Each academic year I host a group of UCLA student leaders on a trip to Washington, D.C. for a unique learning experience concentrated on diversity, human rights, and conflict resolution.

I have steadfastly promoted the contributions of the university to the Los Angeles and Southern California regions including the Mayor, Los Angeles City Council, Los Angeles County Board of Supervisors, and various civic organizations. Locally, I serve on the LA2028 committee that successfully bid the 2028 Summer Olympics and Para-Olympics in Los Angeles; UCLA will
serve as the site of the Olympic Village. During the 2016-17 fiscal year alone, UCLA had a total impact of $11.06 billion on the California economy – more than $4 billion of that in the city of Los Angeles. Our health system contributes greatly to our reputation in Southern California and as chancellor I work very closely and regularly with health leadership. This is a $4.838 billion enterprise that annually provides for 2.4 million outpatient visits and 41,000 in-patient admissions.

Closer to home, I connect with faculty through scheduled lunches, school and departmental visits, group faculty lunch discussions, faculty welcomes and teaching recognition events hosted at the residence, and periodic participation in the Academic Senate Legislative Assembly meetings. I stay informed about student issues through meetings with student government leaders and student organizations, regular group breakfasts at De Neve, office hours, Fiat Lux courses that I teach, and attendance at student events. I learn about staff issues and concerns by participating in staff town hall meetings, through regularly scheduled staff breakfast discussions, staff recognition events, and co-hosting the annual picnic.

In addition to serving as Chancellor, I am, of course, a member of the faculty. Staying connected to this aspect of my identity is important to my effectiveness as a leader and is personally fulfilling. Although challenging, I try to spend some time in the lab but increasingly my engagement in the academic enterprise is through my participation on advisory boards, serving on thesis and dissertation committees, and providing lectures in an undergraduate course on biological timing. I was honored to be invited to deliver the Leiden van Leeuwenhoek Lecture on BioScience, “Aging and the Biological Clock,” at Leiden University last year and, although my service as Honorary Chair of the APLU Task Force on Laboratory Safety concluded in 2015, my efforts in support of research safety continue. I was invited to speak on this topic at the Imperial College of London and keynote the annual Center for Laboratory Safety meetings. Earlier this year I was honored with the Society for Research on Biological Rhythms Directors’ Award for Mentoring, and in 2015 I received the Visionary Award from The Friends of the UCLA Semel Institute for Neuroscience & Human Behavior. I am currently undergoing departmental review for merit advancement to Professor, Further Above-Scale.

Academic Excellence

Although ratings and rankings can be flawed and certainly do not tell the whole story of a complex institution, they do demonstrate the regard in which UCLA is held. UCLA has consistently performed well in a variety of national and international rankings. This year UCLA was ranked first among the top public universities by *U.S. News & World Report* and 19th overall for both public and private institutions. We were also named as the top rated best value public university by *Forbes Magazine*, as well as #1 among U.S. public universities in the *Times Higher Education/Wall Street Journal* rankings. *U.S. News & World Report* also ranked UCLA first for economic diversity, best Graduate School of Education, and best colleges for veterans. UCLA was ranked second among U.S. public universities by the *Times Higher Education* World Reputation Rankings. The Academic Ranking of World Universities places UCLA 11th worldwide and, for the seventh consecutive year, UCLA ranked 12th worldwide in Shanghai Jiao
Tong University’s Academic Ranking of World Universities and second among U.S. public universities.

UCLA is the most applied-to university in the nation with the smallest land area and largest student population of any UC campus. The number of applications for undergraduate admission has grown from over 72,000 in 2012-13 to a record of more than 113,000 freshman applications for a class of just over 6,000 for the 2018-19 academic year. While enrollment targets are being met, we surpassed 45,000 enrolled students for the first time ever with the largest number of California resident undergraduates out of a historically high number of 137,000 first year and transfer applications. The quality of our students is outstanding and improves every year, and the current class will be one of the best prepared and most diverse in university history. The 4-year finishing rate for freshman admits also continues to climb and reached a best ever of 78.7% last year. UCLA has become a largely residential campus with 98% of freshmen residing in university housing, which greatly enhances the quality of their student and campus life experience, and we continue to expand both undergraduate and graduate student housing in keeping with the goals of our Housing Master Plan; however, the resulting infrastructure needs for accommodating enrollment growth challenges the physical limitations of our campus and directly impacts capital investment and deferred maintenance planning. While our first priority is addressing seismic and fire safety issues, additional housing, student beds and study space, and modernization of our general assignment classroom inventory are also critical. Great strides have been made to repair and strengthen core, iconic buildings that were damaged in the 1994 Northridge earthquake along with renovation and expansion of aging facilities and modernization of outdated space. There are presently three large student housing facility projects commencing that will add thousands of beds, both undergraduate and graduate, to our inventory.

Despite challenges, our academic infrastructure is far stronger than it was five years ago thanks to our extremely generous donors who have made possible many of our vital projects. UCLA has celebrated the completion of the Meyer and Renee Luskin Conference Center, Geffen Hall, Geffen Academy at UCLA, Engineering VI, Mildred E. Mathias Botanical Garden Entrance; La Kretz Garden Pavilion, Evelyn and Mo Ostin Music Center, Santa Monica/Orthopaedic Replacement Hospital, Semel Institute Integrative Phenotyping Center for Neuropsychiatry, South Campus Student Center, Edie & Lew Wasserman Building, South Tower laboratory renovation project, Landfair and Glenrock Apartments, and Weyburn Terrace Graduate Student Housing. We broke ground on Marion Anderson Hall in October 2017 and anticipate completion in December 2019, and a recent major gift from one of our most generous donors will finance a much needed renovation of the Botany Building.

The quality and innovative nature of our academic programs was validated during UCLA’s last re-accreditation review by the Western Association of Schools and Colleges (WASC) completed in 2010, and we are currently preparing for our next re-accreditation review that will be conducted in 2019. This is an extremely labor-intensive process but I am confident in the progress we have made in our ability to provide excellent education despite increased enrollment and budgetary challenges.
At the graduate level I continue to focus on maintaining competitiveness in admissions and support. While UCLA’s undergraduate population has grown over the past ten years by over 4,400 students (a 17% increase), the number of graduate students has declined by 2%. A resulting drop in the number of available teaching apprentices has impacted the graduate to undergraduate student ratio and further challenges our ability to educate a growing undergraduate student body. We have additional work to do in order to better serve students and academic departments; however, we have been able to make substantial progress with adding graduate student housing to our inventory, a major benefit in graduate student recruitment and an enhancement to students’ quality of life.

UCLA has consistently ranked among the nation’s top five institutions in research funding and faculty have been awarded extramural research funding of $1 billion or more for five of the past seven years – even as the amount of allocated federal funding has declined. During the 2016-17 fiscal year, 24 startups were launched using UCLA-developed technology and 251 U.S. patents were issued. Last year UCLA was ranked first in the nation by the Milken Institute for commercializing campus research. UCLA faculty are also continually honored and widely recognized throughout each year by national academies and scholarly societies; over the past year, four computer scientists were named among the top 100 in the U.S. and forty UCLA faculty members were named as among the most influential researchers in their fields.

I have repeatedly emphasized that a key factor in faculty recruitment and retention is quality of life. We are adding to the number of high-quality but affordable apartments we can offer to faculty by purchasing desirable buildings in proximity to campus whenever possible. We have increased the availability of childcare for faculty families and offer opportunities for families living at some distance from UCLA to send their children to public schools close to campus.

Finally, UCLA’s academic quality has benefited from our global partnerships and alliances in fulfilling our teaching and research mission across borders. This is an area in which I have actively worked with deans and faculty campus-wide. Our international engagement efforts have cultivated collaborative agreements with 200 institutions in 50 countries, the education of over 9,500 students annually from 124 countries, strengthened our ties to more than 6,000 overseas alumni, and supported over 2,000 UCLA students who study abroad each year. All of this in addition to our global initiatives and critical programs in which our faculty are engaged around the world.

Since the public launch of the Centennial Campaign, I have focused my international outreach on sustaining existing relationships and building new. I traveled to Amsterdam, Bangkok, Beijing, Bogota, Buenos Aires, Delhi, Doha, Edinburgh, Hangzhou, Hainan Province, Hong Kong, Italy, Jakarta, Kyoto, Kuala Lumpur, London, Manila, Mumbai, Nagasaki, Osaka, Paris, Santiago, Shanghai, Singapore, Seoul, Sydney, Taipei, Tel Aviv, Tokyo, Vancouver, Viet Nam, Yerevan, and Zurich. UCLA is extremely fortunate to have a broad base of very generous alumni and donors worldwide who treasure their ties to the campus. The UCLA brand is highly global, widely recognized, and our reputation preceded each and every one of my visits. The enthusiasm I encounter internationally is truly inspiring.
Our master affiliation agreements with both Peking University (PKU) and Zhejiang University continue to engage faculty and we have collaborative research programs world-wide involving faculty in all of our professional schools and the College. We also have numerous study abroad opportunities for our students. I have had the privilege of representing UCLA through invitations to keynote international conferences and speak about higher education and the university. Most notable was my address to The Royal Holland Society of Sciences and Humanities, “The Importance of the Humanities,” in Amsterdam in 2016.

Civic Engagement

We have made considerable progress with promoting the creation and application of knowledge to better the lives and well-being of those around us through countless programs, transformational initiatives, and community outreach.

The annual UCLA Volunteer Day celebrated its 10th anniversary this fall and included, for the first time, an expanded global day of service. Since inception of the UCLA Volunteer Center in 2009, this signature event has brought together more than 54,000 volunteers (students, faculty, staff, alumni, and community members) who have contributed in excess of 330,000 volunteer hours on more than 400 projects at an estimated value of $8.5 million to the local community. This year service projects included 52 locations within Los Angeles County and 18 additional locations from San Diego to Washington, D.C. and from Namibia to Taiwan. Overseas Bruins tackled projects that included cleanup of the Namibian village of Kasote and a blood drive in Hong Kong. This massive effort not only provides tangible assistance and builds goodwill, it is also a powerful symbol of our values. My expectation is that students are inspired to continue serving through extracurricular activities and service learning courses and are instilled with a lifelong commitment to volunteer work. Survey data indicate that 60% of undergraduates do so on a regular basis during the academic year.

Geffen Academy at UCLA opened its doors on the UCLA campus on September 5, 2017, to a diverse inaugural class of 194 sixth, seventh, and ninth graders. This innovative college preparatory school joins the previously established UCLA Community School as a site for outstanding teaching, learning, and research in keeping with our public mission to support and improve secondary education. In fulfillment of our priority to increase access to high quality education, significant need-based financial assistance is provided for low- and middle-income families. We anticipate that more than 45% of students will receive financial support in the coming academic year. Geffen Academy is working toward full enrollment for grades 6-12 in 2020. Of the 600 enrolled students, up to half will come from UCLA staff and faculty families and the remaining from the greater Los Angeles community. This important academic resource has been made possible by one of our most generous donors.

In 2012 the UCLA Grand Challenges initiative was established to bring together problem-solvers across disciplines to collaborate on developing solutions to society’s most critical issues. The first Grand Challenge, Sustainable LA – Thriving in a Hotter Los Angeles, brings together UCLA faculty, researchers, students and numerous partners in pursuit of more than 100 innovative research projects to achieve three key goals for transforming Los Angeles County by
2050: (1) power 100% of energy and transportation needs with renewable energy; (2) obtain 100% of our water supply from local sources; (3) enhance ecosystem health and biodiversity to improve human health and welfare. In support of this effort, I co-chair the L.A. Sustainability Leadership Council with Mayor Eric Garcetti.

The second Grand Challenge, the UCLA Depression Grand Challenge, is a campus-wide initiative aimed at cutting the burden of depression in half by 2050. As part of this effort, we launched a major screening and treatment program for depression and other mood disorders for our incoming students that will soon be extended to all UCLA students. I have been involved in multiple fundraising programs in support of this important project and contribute to the national conversation regarding mental health issues through my service as an institutional charter member of the One Mind Initiative at Work.

Also drawing upon our renowned research and teaching expertise for creating new and innovative programs to promote living well is the UCLA Healthy Campus Initiative (HCI) that was launched in 2013 under the purview of the UCLA Semel Healthy Campus Initiative Center to foster a culture of physical, emotional, and social well-being. This initiative is making UCLA a healthier and more desirable place in which to study, work and live, and is setting the standard for all universities. In its first five years, the HCI has been instrumental in bringing about positive changes to campus that include: a tobacco-free environment, reduced speed limit, bike share program and installation of new bike lanes, funding of student-led sustainable projects for improving health and well-being, free mind and physical fitness programs, increased food security for students, construction of the jane b semel community garden, healthier choices in food options, and improved guidelines for campus dining halls. UCLA has consistently ranked near the top for “Best College Food in the Nation.”

One additional vitally important relationship worth noting is UCLA’s longstanding partnership with the Veterans Administration. I have been deeply involved in broadening our relationship with the West Los Angeles VA – an effort that has involved numerous meetings with the Secretary of the VA and our team to develop and enhance our engagement. Last year I announced our renewed commitment to the Department of Veterans Affairs for an expanded partnership to provide comprehensive programs and support services to benefit our nation’s veterans. This year we opened the UCLA School of Law Veterans Legal Clinic on the West LA VA campus, a first-of-its-kind UCLA/VA Veteran Family Wellness Center, and boosted activity in the Family Resilience Center. We have also proposed a new approach to treating veterans with mood disorders, an effort that has the support of the VA and for which I am seeking philanthropic support. Our inventory of well-established campus programs, research and initiatives includes the Veterans Resource Center, Veterans Initiative, Operation Mend, Entrepreneurship Boot Camp for Veterans with Disabilities, Ronald A. Katz Center for Collaborative Military Medicine, and the Nathanson Family Resilience Center.

UCLA’s civic engagement has been manifested in many other ways over the past five years and our outreach efforts have not gone unnoticed. Surveys of community opinion leaders have revealed a distinct positive shift in perceptions of UCLA. In August, UCLA was ranked #2 among U.S. public universities for our contributions to society by the Washington Monthly.
Diversity

In response to faculty concerns brought to light in June of 2012 about perceived racial bias, discrimination, and intolerance on campus, I authorized the appointment of an independent External Review Team to conduct an assessment of the university’s policies, procedures, and mechanisms for reporting and responding to incidents – including hiring and advancement decisions – and to present recommendations. The resulting Moreno Report, issued in October of 2013, was comprehensive in its findings and the recommendations provided a road map for reform, steps for addressing discrimination, bias or intolerance, and improving our campus climate. The Moreno Report Implementation Committee charged in November of 2013 was instrumental in guiding campus-wide diversity efforts toward the changes and initiatives that immediately followed:

- Appointment of two new discrimination prevention officers.
- Launch of national search for Vice Chancellor for Equity, Diversity and Inclusion.
- Institution of Chancellor’s diversity training/lecture series for campus leadership.
- Charge to each dean for appointing a high-level equity advisor within each school and academic unit.
- Initiated an in-depth review of the UC Campus Climate Study.
- Approval by the Academic Senate for the establishment of the Department of African-American Studies and college diversity requirement within the undergraduate curriculum.
- Review and revision of judicial processes for investigating and responding to complaints.

We have derived substantial benefit from the organizational changes that have been implemented as well as the appointment of Jerry Kang as UCLA’s first ever Vice Chancellor for Equity, Diversity and Inclusion. Vice Chancellor Kang has made significant progress since he took office July 1, 2015. He serves on the frontlines engaging our students in civil discourse about campus incidents, climate perceptions, and reaction to national confrontations, while educating them about respect and tolerance. He has launched a multitude of initiatives in support of the promotion of an equal learning environment for all students and an equal learning environment for all staff and faculty. His office has appointed over 22 Institutional Equity Advisors, conducted search briefing certifications for over 2,000 faculty, instituted the Public Accountability Report project, and developed new policies and procedures to enhance transparency and promote fair investigations processes. While challenges will undoubtedly continue, our capacity to address them swiftly is critical.

Although we have made considerable progress with our renewed commitment to advancing diversity, we continue to face challenges – particularly in light of the impact of the intolerance we are witnessing on a national and global level. Earlier this year I participated in a diversity conference at Vrije University in Amsterdam that was focused on common issues of inclusion and climate at Dutch, African and U.S. institutions.

Beyond simply increasing numbers, I have devoted myself to creating an inclusive and welcoming campus environment. I meet regularly with various student groups. I am personally involved in recruitment and yield activities and a strong advocate for our AB 540 students, the
DACA Program, and the California Dream Act, which enables undocumented students to receive need-based financial aid. This past year I appointed Professor Abel Valenzuela as Special Advisor to the Chancellor on Immigration Policy. Fostering a campus climate that supports diversity requires ongoing attention, and maintaining a campus environment in alignment with our principles of community requires ongoing education. A university should be a place where concepts, ideas, and beliefs are debated. It should never be a place where individuals are subject to discrimination or harassment, or made to feel unwelcome, marginalized, or worse, unsafe.

I am pleased to report significant progress with our persistent efforts to increase socioeconomic and ethnic diversity. Nearly one-third of our undergraduates come from low-income backgrounds and 35% are the first generation in their families to attend a four-year college or university. Currently more than half of our undergraduate students receive financial aid and UCLA has one of the highest percentages (35%) of undergraduates who receive Pell Grants (need-based federal aid for students from low-income families). Of UCLA’s 2016-17 graduating class, 57% had no student loan debt and the remaining who did borrow had an average debt of $22,013 – well below the national average of $39,400.

Our recruitment efforts have yielded year-over-year increases of greater than 30% in enrolled African Americans, Chicano/Latinos, and American Indians. These traditionally underrepresented ethnic groups currently constitute 26% of our undergraduates and 16% of our graduate students. The 2018 freshman class numbers 2,600 as compared to an average of 1,900 for 2010-2013. We also have seen a sharp increase in geographic diversity: 13% of our students are international (representing 92 countries) and out of state yield is at a 12-year high of 25% for 2018 (representing 48 states and the District of Columbia).

I recognize there is still much work to be accomplished in this area. For example, although all groups of students at UCLA have impressive graduation rates, students from underrepresented groups lag other students in their time to graduation and overall graduation rate. In addition, our undergraduate demographics are still far from representative of the California population. These are issues that I will continue to focus on in the future.

During my tenure I have renewed senior leadership. UCLA’s administration (Vice Chancellors, Deans, and Vice Provosts) is presently outstanding and diverse in both gender and ethnicity. New leadership brings fresh ideas, drive, and a more entrepreneurial spirit. Recently created key positions include: Senior Advisor to the Chancellor on Strategic Initiatives, Special Advisor to the Chancellor on Native American and Indigenous Affairs, and Special Advisor to the Chancellor on Immigration Policy.

Finally, diversity is vital to our academic mission. Following a prolonged period of reduced faculty appointments, we experienced an increase in new appointments that includes greater numbers of women and underrepresented minorities; however, UCLA’s retention rate for 2016-17 was 71% (within average of the other UC campuses). Our efforts to strategically grow ladder faculty in areas of academic excellence while increasing gender and ethnicity will remain a priority. New funding in support of the development of a more diverse faculty has been provided to the Vice Chancellor for Equity, Diversity and Inclusion. To date, he has participated in 8 FTE
hires. In addition, the Diversity, Equity and Inclusion Awards conferred annually by the UCLA Academic Senate honoring the efforts of faculty, staff and students is extremely powerful recognition of our collective efforts

Financial Security

Our long-term security depends upon our ability to build our endowment and to increase non-state revenues. UCLA’s budget is approximately $7.5 billion and state funding accounts for less than 7% of total revenues. Fortunately, UCLA is among the most successful universities in the country in fundraising. This is the area where I have devoted the largest share of my time.

Following several years of intensive effort in laying the groundwork, the UCLA Centennial Campaign was publically launched in May of 2014 with a goal of $4.2 billion – the most ambitious of any U.S. public university. I am very pleased to report that in July of this year, we surpassed that goal 18 months ahead of schedule. Our campaign fundraising efforts will continue as originally planned through December 2019, which will mark the midpoint of UCLA’s 100th anniversary year.

Throughout the campaign UCLA has experienced a deepened culture of engagement and philanthropy. I am most grateful for the hard work invested by the entire campus community, our campaign co-chairs and committee members, and our extremely generous donors and alumni – all of whom have played a vital part in contributing to the success of the campaign. UCLA received more than 460,000 gifts during the campaign, many of which are already driving discovery, innovation, education, and service, as well as supporting endeavors to improve local communities and advance healthcare. Over $1.1 billion (31% of the campaign total) has been raised for the endowment. The 2017-2018 year alone brought a record-breaking $880 million in private support, including $787 million in cash. More than 58,000 donors contributed, including over 16,000 who gave for the first time, and alumni gave a record $233 million. While we received 109 gifts of $1 million or more, 95% of all gifts and pledges were less than $10,000, and 95% of all campaign gifts are designated by donors for specific purposes.

The Centennial Campaign has also increased the number of endowed faculty chairs to nearly 500 as well as funding to support student financial aid and scholarships. To name just a few, UCLA Professor Emeritus Masamichi Takesaki gave $1 million to endow a faculty chair in mathematics. The Shapiro Family Charitable Foundation gave $2.257 million to support four endowed chairs in the department of pediatrics and $2 million to endow a faculty chair in development disability students in the School of Nursing.

In a concerted effort to increase financial aid and reduce student debt, I dedicated resources to establish the UCLA Chancellor’s Centennial Scholars Match with the goal of adding $150 million to endowed scholarship support. The response to our call for this campaign priority has been gratifying. “The Big Bang Theory” co-creator Chuck Lorre and the show cast and crew donated over $4 million to establish The Big Bang Theory Scholarship in support of UCLA students pursuing degrees in science, technology, engineering and mathematics. UCLA Alumnus Henry Samueli and his wife Susan established the Samueli Foundation Engineering
Undergraduate Scholarship Fund with a gift of $20 million to provide financial support and internships to underrepresented students to study engineering and computer science. David Geffen gave $100 million in merit-based scholarship support to cover the entire cost of education for some of our very best medical students. Just last month, the Julian Schwinger Foundation for Physics Research funded three new fellowships for graduate students in the department of physics and astronomy.

A number of other gifts have also been transformational in their impact on our campus. UCLA Alumni Renee and Meyer Luskin gave $100 million to improve academic programs and support capital projects, including the Luskin Conference Center that opened in 2016. Building on his past support, David Geffen gave $100 million to establish the Geffen Academy at UCLA, and Geffen Hall (a state of the art medical education building) was dedicated in 2017 in recognition of his impact on UCLA. Anthony and Jeanne Pritzker contributed gifts of nearly $60 million to fund a variety of initiatives, including arts programs and improving the environment. The Hammer Museum received the largest gift in its history, $30 million from Lynda and Stewart Resnick. Marion Anderson gave $100 million in support of student financial aid, fellowships and to fund a much-needed building at the UCLA Anderson School of Management. UCLA Alumnus Morton La Kretz donated $20 million to fund the ongoing renovation of the Botany Building – this in addition to previous lead gifts to revitalize the botanical garden and build La Kretz Hall which houses UCLA’s Institute of the Environment and Sustainability.

In addition to securing private support, we have been successful in developing alternative and robust revenue streams through our innovation and entrepreneurship efforts. We are strategically diversifying to enhance sponsored research, transfer technology, increase revenues from intellectual property, fund new technologies, and license faculty inventions through the UCLA Technology Development Group, which we established in 2014. UCLA is a national leader in converting research discoveries into practical applications and we have engaged in a concerted effort to quickly advance innovative technologies from idea to marketplace for public benefit. Incentives are provided through the UCLA Innovation Fund to support commercialization activities that are not supported by basic research grants. Proceeds from the sale of our Xtandi royalty rights in 2016 (approximately $520 million) were invested in the General Endowment Pool and will provide much needed resources for research and student scholarship support. I believe that we will continue to see higher returns and a stable revenue stream, which will benefit UCLA and our faculty inventors, promote regional economic development, and serve the public good.

Challenges

While every week brings new challenges, there are a number of significant problems we have faced as a campus that have demanded a considerable amount of my attention, reshaped my chancellorship – and me, personally – in unexpected but important ways.

Campus Climate and Security. We continue to mourn the loss and honor the memory of UCLA Engineering Professor William Klug who was tragically gunned down in his campus office by a former student on June 1, 2016. Sadly, the increase in violence nationally has significantly raised
concerns about campus security and prompted the need to expand our emergency preparedness protocol to include active shooter training. As Chancellor, a father and grandfather, this gives me pause. It also serves to confirm the importance of the work we are engaged in for improving mental health. We also must continue our efforts to defend our campus against illegal and misdirected actions while protecting First Amendment rights. Recent incidents of intolerance seeking to encroach on these rights have surfaced on campus, were instigated by outside factions, and targeted our students as well as invited speakers. We have pursued legal action against these individuals through the City Attorney’s office. Under such threats, my leadership team and I are engaged in effective communications, community outreach, and security in order to ensure the safety of our community members and minimal disruption to the campus. We continue to remain deeply committed to effectively managing threats to our campus welfare in all areas, including intolerance, cybersecurity, and sexual misconduct.

Fiscal Challenges. UCLA is fortunate to have strong fiscal planning and management, both centrally and within our operating units. This asset has been critical to our ability to pursue our goals and priorities despite major budgetary constraints; however, our annual campus budget process routinely surfaces many high priority needs – only a small fraction of which we are able to fund. Historical decreases in state funding paired with high enrollment growth are challenging our infrastructure, the physical limitations of our campus, and directly impacting our capital investment. We are working creatively to develop administrative and academic efficiencies through a wide array of efforts, including development of a new budget model to more effectively manage our available resources as state support represents a shrinking fraction of our total operating budget. Closing this gap will require further revenue diversification, working smarter, self-supporting programs, enhanced revenue returns from intellectual property, and additional private support.

Diversity. As mentioned, our attempts at becoming a more diverse campus remains a work in progress. Although gains have been made in undergraduate and graduate student demographics, greater effort will need to be directed to increasing representation and ensuring a campus climate that is supportive of all of our students. Faculty recruitment strategies – although successful in attracting an increasingly diverse faculty – must focus on factors that promote success and retention.

Aspirations for the Campus

Despite UCLA’s size and age, the campus has proven to be flexible and highly adaptable – extraordinary attributes as we continue to evolve along many dimensions; however, the four priority areas of academic excellence, civic engagement, diversity and financial security remain relevant and will provide the roadmap for our ongoing progress.

My immediate focus will be on identifying a replacement and managing transition for Executive Vice Chancellor and Provost Scott Waugh, who has announced that he will retire at the end of the 2018-19 academic year. This is a key position and EVC Waugh will be difficult to replace. I will also continue to attend closely to faculty recruitment and retention in addition to sustaining our efforts for increasing faculty and student diversity as well as our undergraduate and graduate
recruitment activities. I will continue to maintain the momentum of the Centennial Campaign as we complete the final year and will focus on raising additional support for scholarships and fellowships. We have been planning for our Centennial year celebration that will launch in May of 2019, initiating a year of activities marking this milestone.

Our collective attention is also currently focused on institutional re-accreditation review by WASC. Preparation of our Institutional Report is in the final stages and will be submitted shortly, which will be followed by WASC’s Off-Site Review and Accreditation Visit in the coming year. In addition, the Executive Vice Chancellor and I will conclude our multi-year planning process for developing the UCLA Strategic Plan and commence implementation. This effort has encompassed broad-based participation and thoughtful input from faculty, staff, students, alumni, and key stakeholders around priority themes (Civic Engagement, Global Outreach, Research Innovation, Education Innovation, and Institutional Effectiveness) and recommendations made by the Strategic Planning Task Forces. Each priority has undergone comprehensive review and refinement with identification of both short-term and long-term objectives that include improving efficiencies and accountability; advancement of teaching, innovation, and technology transfer; and strengthening UCLA as a global university.

In the longer term, I will be working with the Vice Chancellor for Research to improve research productivity and competitiveness by strengthening UCLA’s position as a research university through two major initiatives: the first is an evaluation of our research infrastructure – where it needs bolstering and better coordination; the second is developing a team of grant support professionals to assist faculty with grant production. UCLA has the intellectual capacity for a large research portfolio/budget and our goal will be to help our investigators reach that full potential.

I will also continue my efforts toward ensuring a healthy campus climate, will remain vigilant with regard to the safety of our students, faculty, and staff, and will keep UCLA visible and central to important discussions both nationally and internationally. I will continue to engage UCLA internationally and work with academic leadership to nurture interdisciplinary areas of study from the health sciences to the arts. The physical transformation of the campus is reflected in the list of projects described earlier in this report with more to come as we strive to accommodate growth and renovate aging facilities. Energy conservation and sustainability are important aspects of our planning for these and all new projects.

We are, indeed, living in challenging times and I am confident that UCLA is well positioned to substantively contribute to providing solutions for the betterment of society. I am extremely proud of all that we have achieved together over the past five years as well as the talented and inspiring colleagues across the campus I am privileged to work with and who contribute to UCLA’s success every day. I have been honored to be a small part of sustaining UCLA’s upward trajectory as a relatively young institution and I look forward to the opportunity to continue to meet those challenges in order to ensure that the university continues to thrive.

Finally, I should mention that much of what I accomplish is with the support of my partner, Carol Block. Carol not only attends nearly every social event with me, she hosts a number of her
own events for staff, including “Spring Recitals at the Chancellor’s Residence”; “Women’s
Leadership Lunches”; and “Outdoors with Mrs. Block”; as well as hosting staff for numerous
women’s athletic events. We both consider it an honor to call UCLA our home.