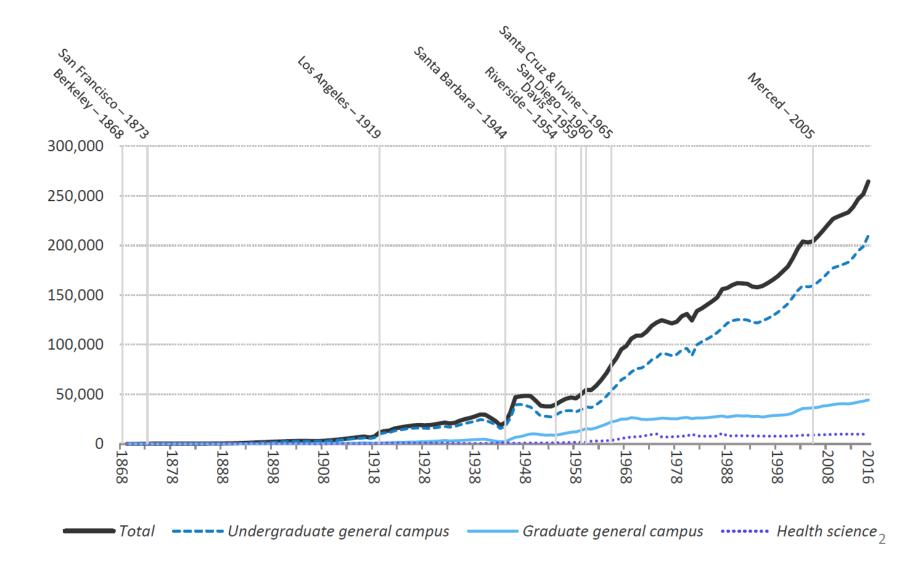


Leading in a Changing Environment



Pamela Brown, Vice President for Institutional Research & Academic Planning April 12, 2019 – UCLA Administrative Management Group Embracing Change Conference

UC began with 40 students. Today, UC enrolls over 270,000 with more than 2 million living alumni



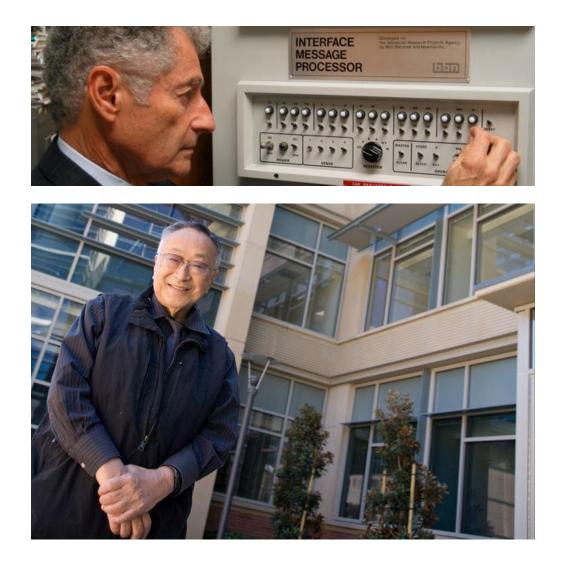
UC first class to most diverse class





- The 12 Apostles were UC's first graduating class
- Two years after opening eight women enrolled
- Today, five UC campuses are Hispanic serving institutions
- 57 of 58 CA counties, all 50 states, and 130 nations
- 41% of undergraduates are first generation students

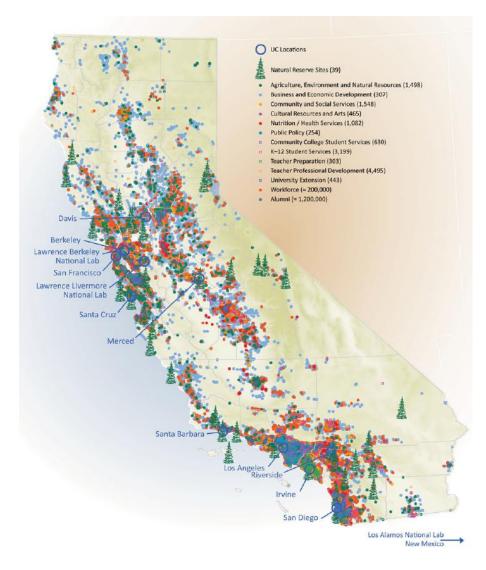
UC leads CA industries and cares for its citizens



UC research promotes California industries:

- Agriculture and wine
- Health care and biotechnology
- Information technology
- LED and other energy efficient industries

UC serves millions of people



UC public service activities span:

- Health care and nutrition
- Agricultural research and extension
- Agricultural sustainability
- Environmental stewardship
- Educational partnerships

150 years of, for and by California: UC's commitment

For 150 years, UC graduates and our faculty have been hard at work, changing the world.

Generations of UC pioneers, dreamers and visionaries have gone on to model vibrant communities, inspire bold industries, and seed economic growth throughout all regions and counties in our state.

The question before us now is, what is next?

150 years of, for and by California: UC's commitment

The challenge today:

Many Californians are concerned with: escalating cost of living and lack of affordable housing, intensifying polarization and mounting global competition, and emerging concerns about healthcare, education and the environment

We are committed to create the cultural and technological future that will help solve the grand challenges of, first, our state, but also our nation and the world. 150 years of, for and by California: UC's commitment

How do we get there: the framework

- 1. 200,000 more degrees by 2030
- 2. Ensure the California Dream is for everyone
- 3. Invest in the next generation of faculty and research

UC undergraduates

- Around 90% remain in California six years after graduating¹
- Work in California industries, such as education, health care, arts and entertainment, and engineering²
- Contribute more in taxes and to philanthropy³

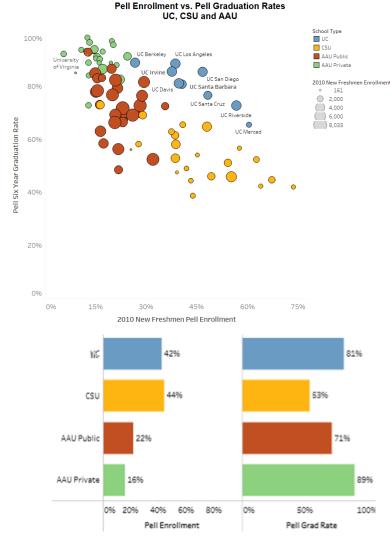
UC graduate students

- Become researchers, doctors, writers, teachers, lawyers, and business leaders, serving key industries of the state
- Become the next generation professoriate, who contribute to diversity and equity in their teaching and scholarship and will be leaders in advancing knowledge



UC is California's upward mobility machine

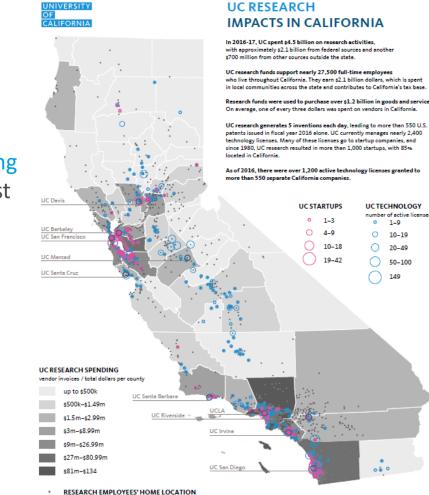
- Across disciplines, incomes double within 10 years of graduating¹
- UC provides unprecedented access to low-income and first-generation students²
- Over one-third of the lowest income students move from the bottom 20% to the top 20%, with over 90% earning more than their parents³
- Graduate degree attainment promotes further upward mobility





UC research

- Spurred computer science and biotech industries; produces 5 inventions daily¹
- Made CA a leader in agriculture; now seeking sustainable solutions in food, water and pest control
- Transformed AIDS to a survivable condition; now focusing on finding cures to this and other disorders
- Brought understanding of the multilingual communities of California



Note: Location is by zip code and can represent multiple employees

who live throughout California. They earn \$2.1 billion dollars, which is spen in local communities across the state and contributes to California's tax base

Research funds were used to purchase over \$1.2 billion in goods and services On average, one of every three dollars was spent on vendors in California

UC research generates 5 inventions each day, leading to more than 550 U.S. patents issued in fiscal year 2016 alone. UC currently manages nearly 2,400 technology licenses. Many of these licenses go to startup companies, and



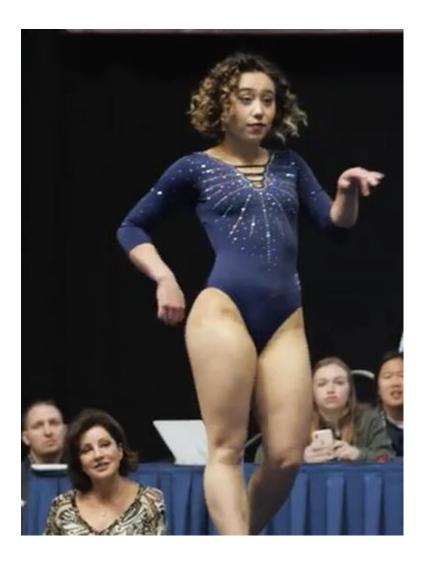


LET THERE BE - UCLA CENTENNIAL CAMPAIGN

"Now is the time to redefine our great public research institution. By maintaining our excellence through greater self-reliance, UCLA can be more than a place. It becomes a beacon ... where the only thing that is unthinkable is the idea of the impossible. Together, when the world calls, we can say ... let there be."

> Gene Block, UCLA Chancellor

Coaching, teamwork, optimism make change possible





UCLA OPTIMISTS — CHANGING THE GAME

For those who dare everything, anything is possible.

Thank you for all you do...

The most meaningful experience that I have had at UCLA is meeting new people from all walks of life including students, professors, as well as the UCLA staff. Sharing and exchanging point of views of a lot of things shaped my perspective on life.

As an international student, I feel that UCLA completely changed my view of the world especially in this diverse country. **Go Bruins!**

2018 UC Undergraduate Experience Survey (UCUES)