Everywhere you look at UCLA, you’ll find compelling and convincing evidence that our faculty, staff, students, alumni and supporters are continuing to make our world more compassionate, more just and more livable. Explore some of our many accomplishments from the 2015–16 academic year.
The future begins with you

A Message from Chancellor Gene Block
To the UCLA Community:

More than ever before, our community and world need engaged and caring people — people who pursue knowledge, build relationships and transform lives through research and discovery. That is who we are and what we do at UCLA, and you each make an important contribution to our efforts.

We are the university of opportunity — the opportunity to learn, discover, teach and change lives.

This State of the Campus report highlights many of the accomplishments of our faculty, students, staff and supporters during the past academic year.

From exploring more effective methods for teaching today’s students to providing a campus infrastructure that encourages entrepreneurship and innovation, UCLA continues to lead the way as one of the nation’s premier research universities.

Our excellence is reflected in our consistently outstanding performance in international and national rankings that measure academic strength, faculty quality and global reputation. UCLA was ranked eighth in the world in U.S. News & World Report’s 2016 Best Global Universities, 12th in Shanghai Jiao Tong University’s 2016 Academic Ranking of World Universities and 13th in the Times Higher Education World Reputation Rankings for 2016. And our campus is regularly at or near the top of rankings for economic diversity.

In addition, UCLA Health hospitals in Westwood and Santa Monica were ranked No. 1 in California and No. 5 in the nation in U.S. News & World Report’s annual honor roll. U.S. News also recognized our School of the Arts and Architecture for having the nation’s No. 2 graduate program in the arts.

Behind these impressive statistics are faculty, students and staff who are among the most distinguished to be found anywhere.

Critical to our ability to grow and lead is UCLA’s Centennial Campaign. Thanks to our phenomenal supporters, we are more than halfway toward our goal of raising $4.2 billion by 2019.

One important focus of the Centennial Campaign is bolstering financial support for promising students from all walks of life. To that end, I have launched the UCLA Chancellor’s Centennial Scholars Match, aimed at adding $150 million to endowed undergraduate scholarship support.

As we approach UCLA’s 100th year, the Centennial Campaign rightly celebrates our past and reimagines our future. That future begins right now, with you.

I wish you the very best and deeply appreciate all that you do to make UCLA a great university.

Sincerely,

Gene D. Block
Chancellor
Yang Yang, professor of materials science and engineering, creates thin, flexible solar cells that could be used on windows to capture energy from the sun.
Backed by over $1 billion in grants in 2015–16, UCLA researchers continued to break new ground in an astounding range of disciplines

The scope of UCLA’s research enterprise is among the greatest measures of our campus’s broad excellence.

From the tiniest nanoparticles to the everyday forces that shape our culture, and from our planet’s environment to galaxies beyond our own, UCLA scholars are bringing bold new thinking to how we understand our past and are developing exciting innovations that will shape our future.

Our faculty and students are breaking ground in medicine and the arts, in engineering and the humanities, and in countless other fields. And, increasingly, they are collaborating across traditional boundaries to advance knowledge in ways we previously wouldn’t have thought possible.

The value and promise of their work is consistently reflected in UCLA’s success in attracting research grants. We received 5,554 awards totaling $1.049 billion in 2015–16, marking the fifth time in the past seven years that the campus has surpassed the $1 billion mark.

The impact of UCLA research extends far beyond our campus. For instance, the campus continues to play a leadership role in the Smart Manufacturing Innovation Institute, which will be headquartered in downtown Los Angeles. With partners from more than 30 states, the institute will develop advanced manufacturing technology and support a workforce and education pipeline for Los Angeles, California and the nation.

Another example is the Clinical and Translational Science Institute, a biomedical research consortium led by UCLA. CTSI researchers are working on a wide range of projects — from an experimental drug to treat iron-overload disorders to better ways to care for people with depression in low-income areas — and it is just one powerful example of our commitment to convert research discoveries into practical applications. The institute was created in 2011 by a grant from the National Institutes of Health, and its excellence was recognized in 2016 by a new grant of $69.6 million.
Technology transfer and entrepreneurship

UCLA is No. 3 nationally among universities for launching startup companies based on faculty research, making the campus one of the leaders in technology transfer. In part, this is due to the expanding efforts of our Technology Development Group. Events sponsored by that office include Pathways to Commercialization, at which faculty share their experience and expertise in creating start-up businesses, and Code for the Mission, a competition for faculty, staff and students who have developed mobile apps that promote UCLA’s mission of education, research and service.

Among our technology transfer milestones in 2016 was the sale of UCLA’s royalty interest connected with Xtandi, a prostate cancer medication that was developed based on discoveries by campus researchers. Proceeds will fund research, support scholarships and fellowships, and reward the inventors. The transaction was led by UCLA’s Westwood Technology Transfer, a nonprofit launched by the university to optimize the benefits we receive from innovations created here.

Faculty are leading the charge, but the entrepreneurial ecosystem continues to grow among students as well. In June, 10 students became UCLA’s first ever to graduate with a minor in entrepreneurship.

Grand Challenges

UCLA’s Grand Challenge initiatives are among the most prominent and tangible examples of how we are engaging expertise from across our entire campus to solve major societal issues.

In October 2015, we launched our second such initiative, an unprecedented multidisciplinary effort to understand, prevent and treat depression, the leading cause of disability worldwide. Our first Grand Challenge, Sustainable LA, was launched in 2013, and unites more than 100 faculty in creating technologies, policies and strategies to make Los Angeles County sustainable by 2050.

Aided by an infrastructure that has continued to evolve to better support innovation and entrepreneurship, UCLA’s faculty, staff and students are making critical contributions to California and the world and building a foundation for even greater research achievements in the future.
Reshaping Undergraduate Education

Professor Tracy Johnson welcomes undergraduates to her research lab, where she explores gene-splicing mechanisms. Johnson was recognized by the Howard Hughes Medical Institute for her breakthrough research and innovative approaches to undergraduate education.
Leading the way to a richer student experience for an evolving landscape in higher education

Information available at the touch of a button. Nearly universal access to the internet. Computers as common in classrooms as textbooks. These are just facts of life for our undergraduates, most of whom were born in the late 1990s and have come of age in our hyperconnected world. But technology has created a teaching and learning environment that is dramatically different from that of just a generation ago.

That is why it is crucial for today’s educators to adopt teaching methods that reflect the new ways students receive, understand and apply knowledge.

That need is only heightened by the rapidly changing demographics of student populations at UCLA and other research universities. With students coming from a wider range of backgrounds than ever before, the onus is on teachers to become more fully attuned to students’ classroom experiences and to develop a range of teaching methods that help them thrive in college.

From their first quarter until their last, UCLA undergraduates can enroll in small seminars taught by senior faculty, gain exposure to emerging fields of study and develop teamwork and leadership skills. And they can take advantage of our location in Los Angeles by conducting research focused on our dynamic city or by integrating volunteer service or professional internships into their coursework.

Along the way, UCLA provides an array of support services — through academic counselors, peer mentors and tutors — to ensure that each student has the resources to thrive.

UCLA is leading the way in developing and implementing new approaches that we believe will shape university teaching for years to come. For example, in 2015–16, the UCLA College received a $5 million grant from the Mellon Foundation to fund faculty in the humanities who are studying and testing new methods to better teach our students.
The Excellence in Pedagogy and Innovative Classrooms project will examine students’ changing learning styles and guide faculty and graduate students to teach as effectively as possible. Faculty members leading the project will develop a certificate in teaching excellence for graduate students and forge new collaborations with community colleges to better meet the needs of incoming transfer students.

Of course, these efforts also extend to faculty in the sciences, technology, engineering and mathematics, where our Center for Education Innovation and Learning in the Sciences has become a hub for teaching excellence. A special focus of CEILS is to help faculty foster inclusive classrooms — an essential component of how we will continue to attract students from underrepresented communities to the sciences.

Given the massive influence of technology on education, we also have an interdisciplinary team of faculty and staff engaged in integrating technology into undergraduate courses. The group’s main emphasis has been hybrid courses — classes that combine online and classroom learning. “Flipped classrooms,” for example, enable students to watch video lectures on their computers and then devote class time to discussion, simulations or group projects.

As we move forward, data analysis will help us better understand the conditions that support academic achievement for all students. By gaining new insights into what happens inside our classrooms, we can take steps to give all students an equal opportunity to succeed.

UCLA is committed to ensuring that our students have the skills, confidence and commitment to meaningfully engage in work, family and public life. And we have a responsibility to share what we learn with institutions of higher learning across the world.

Henry Winkler, known to students for his series “Hank Zipzer: The World’s Greatest Underachiever,” visits a Fiat Lux seminar on collaboration in Hollywood.

$5 million grant from the Mellon Foundation
Service and Advocacy

Proyecto MercadoFRESCO brings corner store makeovers to East L.A. It’s one of many community projects spearheaded by the Fielding School of Public Health.
A campuswide commitment to enhancing quality of life in Los Angeles and beyond

As a public institution, UCLA has a responsibility to enhance the quality of life of the communities we serve — in Los Angeles, throughout California and around the globe.

We do this in numerous and varied ways, but one inspiring example is through the UCLA Community School in Los Angeles’ Koreatown. The school is a unique partnership between UCLA and the Los Angeles Unified School District that focuses on ensuring its students are qualified to apply to a University of California campus.

Before the school opened in 2009, only one-third of the neighborhood’s high school students went on to attend college. In the short time since, that figure has nearly tripled: From one recent class of seniors, 95 percent went on to attend college, and one-quarter of the students were admitted to a UC. Faculty and students at our Graduate School of Education & Information Studies have continued to transform public schools in many other ways, including through innovative programs like Center X, and by providing training for math and science teachers. Their work is complemented by numerous departments across campus that support partnerships with local schools aimed at improving students’ math and science skills; introducing them to discussions about sustainability, social justice and leadership; and exposing them to the performing and visual arts.

Another critical way students engage with the community is through the Undergraduate Education Initiative’s curriculum-based civic engagement program. UCLA offers structured educational experiences that link faculty, students and community partners in community-based learning. UCLA’s civic engagement minor is a platform for research for the public good. Last year, more than 2,000 students took part in 400 such programs and internships, earning academic credit while serving local neighborhoods and institutions. Service learning courses explore subjects ranging from hunger and homelessness to educational equity and environmental justice, and they give students the opportunity to

The UCLA Community School, a unique partnership between UCLA and the Los Angeles Unified School District, is proving that innovative K–12 education strategies ensure student success in neighborhoods facing great challenges.
work alongside community leaders, build skills in critical thinking and take a hands-on approach to addressing real-world challenges.

In recognition of our outstanding community-based learning efforts, UCLA received the Classification for Community Engagement from the Carnegie Foundation for the Advancement of Teaching.

For our own students, engaging with the community is a part of the Bruin experience from the first days they step foot on campus. In September, we held our eighth annual UCLA Volunteer Day, sending more than 6,000 students to locations throughout Los Angeles where they painted schools, planted community gardens, interacted with elementary school students and spent time with U.S. veterans. Volunteer Day is one of our newest traditions, but it has quickly become one of our most cherished.

And while many of our incoming students are committed to serving the community before they arrive at UCLA, the event sends a clear message to students — and our region — that service is one of our core values.

Students also play a role in UCLA’s relationships with local, state and federal officials. In December, for example, 15 student leaders traveled with Chancellor Gene Block to Washington, D.C., where they discussed issues pertaining to race, diversity and immigration with elected officials and advocacy group leaders.

Students, staff, faculty, alumni and volunteers from the community regularly meet with elected officials to remind them that their investments in UCLA are critical for funding vital research, student financial aid and the university’s core operations. Advocates champion and present the university’s role as an economic engine for California and the region, and of the tangible impact of UCLA’s service on a broad range of issues and policies.

For example, at our latest UCLA Downtown Day, our advocates highlighted our programs and research that are aimed at ending Los Angeles’ homelessness problem, a major focus for city and county lawmakers.

Showcasing faculty expertise is another important part of how we connect with our city. Through a partnership with Zócalo Public Square, UCLA has hosted community forums featuring UCLA professors as speakers and panelists. And Blueprint, a twice-yearly journal launched in 2015 by UCLA, has devoted its pages to in-depth discussions of crime, income inequality and sustainability.

Whether through working with our military veterans or joining the effort toward greater sustainability in Los Angeles, our students, staff and faculty can only benefit when their work takes them beyond our campus to apply their considerable knowledge, curiosity and expertise for the benefit of our society.
First-year students admitted for fall 2016 made up the most ethnically, socioeconomically and geographically diverse group in UCLA’s history. The number of admission offers to African-American and Chicano/Latino students increased significantly over last year.
Realizing dividends from a strategy designed to ensure UCLA reflects the rich diversity of California

As California becomes increasingly diverse, it is more important than ever for public universities to reflect the communities we serve.

UCLA has undertaken innovative efforts to increase the diversity of our campus and access to education because our location and our mission require it.

Central to these efforts was Chancellor Block’s creation four years ago of a coordinated and focused enrollment management unit. For UCLA, this was an entirely new approach to admitting and enrolling an incoming class each year.

Led by Youlonda Copeland-Morgan, our vice provost for enrollment management, the office has revolutionized the way UCLA engages first-generation college applicants, underrepresented students and military veterans while working within the parameters of a state law that prohibits consideration of race or gender in the admissions process. Its goal is to interact with students and their families right where they live — especially those in underserved communities — and to encourage them to consider UCLA.

Through new programs, including in Bakersfield and California’s Central Valley, we now reach prospective students in every corner of the state, the nation and the world.

Among them:

- A partnership between UCLA and the Los Angeles Unified School District enables our campus to work directly with 28 schools in our city’s underserved communities. The UCLA–LAUSD Collaborative has already improved college-going rates at those schools and has helped students become better prepared to be competitive in UCLA’s admissions process.

- Through a new relationship with a group of churches located primarily in Southern California’s Inland Empire, UCLA provides college preparatory information and on-campus experiences to high-performing students.

- The Starbucks Initiative sends UCLA recruiters to coffee shops throughout Los Angeles to meet potential students in their communities.
These efforts and others have already borne fruit. In July, Forbes magazine ranked UCLA the nation’s second most diverse university and reported that we have the largest proportion of Latino students among the top schools.

The students admitted to this fall’s freshman class are the most ethnically, socioeconomically and geographically diverse in UCLA’s history: 19 percent Chicano/Latino, 5 percent African-American, 29 percent white and 41 percent Asian-American. Notably, the number of admitted students from traditionally underrepresented groups increased as well — by 18 percent for Chicano/Latino students and by 24 percent for African-American students. And among transfer students who were admitted for the fall, 30 percent are from underrepresented groups.

But diversity is not just about race or ethnicity. It is also critical that UCLA provide access to students from all economic backgrounds. According to the latest U.S. News & World Report college rankings, of any of the top 25 universities, UCLA has the largest percentage of recipients of Pell Grants (39 percent), which are generally given to students from low-income families. In addition, about one-third of our graduates are the first in their families to earn degrees from a four-year college.

Our students are also diverse geographically. Bringing together an enormously wide range of ideas, perspectives and cultural contexts enhances all students’ educational experiences at UCLA and prepares students to live and work in a global society. The students admitted for 2016 were chosen from a pool of more than 119,000 applicants — the most of any four-year college in the U.S. — and hail from nearly every county in California, and from 49 states and 81 countries.

UCLA is also a destination for students from around the world who are pursuing graduate and professional degrees. Here, too, we have continued our progress in diversifying our student population: Of the new graduate students arriving this fall, 45 percent are women, and 18 percent are from underrepresented groups.

UCLA will continue to prioritize increasing diversity and access as part of our exceptionally competitive admissions process. We will continue to encourage highly competitive students from underrepresented groups to prepare for and apply to UCLA. We will work hard to make sure they carefully consider UCLA and, ultimately, that they choose to join and enrich our Bruin community.
Our UCLA Community

The exchange of ideas with students from different backgrounds and life experiences is an invaluable part of a UCLA education.
They are among the most salient questions of our time: What can we do to recognize our shared humanity, bridge cultural differences and bring people together? Given the rich diversity of our campus community, our responsibility to provide a welcoming academic environment and our role as a laboratory for testing solutions to society’s most pressing challenges, UCLA is vigorously addressing issues of diversity, inclusion and equity.

One watershed moment in that effort was the establishment of our Office of Equity, Diversity and Inclusion. The office is directed by UCLA law professor Jerry Kang, our inaugural vice chancellor for equity, diversity and inclusion, a scholar who is highly respected for his expertise on implicit bias.

Offices under Vice Chancellor Kang have taken the lead in ongoing efforts to enhance UCLA’s ability to counter bias and prevent discrimination. Already they have redesigned anti-discrimination and anti-harassment training for faculty, staff and students, and they are conducting impartial investigations to see whether university policies on discrimination and harassment have been violated.

We have hired new professionals and charged them to find the facts, and we have adopted new procedures so that everyone involved in each case receives fair treatment.

The Office of Equity, Diversity and Inclusion has also become a catalyst for our campus, spurring us to carefully reconsider how we can advance equity and fairness. The office has awarded grants to students developing innovative campus climate interventions. It has initiated interventions to counter “stereotype threat,” which can undermine academic performance, and it provides training on how to...
avoid predictable pitfalls, such as implicit bias, during the faculty hiring process. In addition, Kang maintains a blog that frankly examines campus climate issues.

But our interest in these matters is not isolated to a couple of offices: Across our campus, schools, departments and scholars are engaged in efforts to ensure diversity, equity and inclusion.

Last year, for example, our faculty implemented a requirement for every undergraduate in the UCLA College to take at least one course dealing with the complexities of diversity. The new policy will help our students thrive not only while they are at UCLA but also as citizens and leaders in our multicultural world. More than 100 courses — in departments as varied as history, biology, classics, political science and religion — already meet the criteria for the diversity requirement.

We also have incorporated a new focus on diversity and mutual respect in our orientation for new students, providing them with opportunities to expand their capacity for inter-group dialogue and cooperation across gender, race, religion, sexual orientation, identity and difference.

UCLA also launched a program called Every/One. So much has been said about “microaggressions” — the everyday, and sometimes subtle, words or actions that hurt or belittle others, particularly those who are members of minority groups. Every/One seeks to jumpstart a new conversation, to pivot the community toward microconnections — moments that create enduring bonds and new understanding among members of our diverse campus community.

The initiative has already spawned a series of community salons, intimate dinner discussions and educational exhibits that have given Bruins from different backgrounds a chance to share perspectives on the forces that shaped them as individuals and the challenges that face their communities.

UCLA strives to create a respectful and healthy learning environment where scholars from all backgrounds can flourish. Our campus — and our broader Bruin community — should be distinguished by mutual respect, the resilience to be self-critical and the courage to recognize that facts matter. As we seek to appreciate the complexities and commonalities among us, it is critical that we provide our students, staff and faculty with the tools they need to better connect with diverse communities and elevate our shared humanity.

Every/One fosters conversations about how we can create connections and understanding.
Professor Hilary Godwin of the Fielding School of Public Health studies the impact of forest management policies on the health and well-being of Cameroon’s Baka community. The project is facilitated by the Congo Basin Institute, UCLA’s first foreign affiliate.
Building relationships around the globe to foster understanding and develop new knowledge

UCLA’s international outreach is driven by our desire to develop new knowledge and to foster greater understanding of our diverse and increasingly interconnected world.

Chancellor Gene Block leads delegations to strengthen UCLA’s presence and advance relationships throughout the world, including in Bogota, Santiago and Buenos Aires, as well as in Tokyo, Singapore, Hong Kong and Jakarta.

In collaborating with leading institutions around the globe, we provide our students and faculty with the skills and resources they need to excel in a complex global environment and to work effectively across borders in solving the challenges facing our world community. That’s why UCLA continues to forge new international research partnerships, deepen our connections with alumni and friends overseas, and support a wide range of foreign study and research opportunities for our students.

The UCLA International Institute, which is led by Vice Provost Cindy Fan, has spearheaded more than 350 partnerships and agreements with institutions in 50 countries. These associations allow our scholars to collaborate with peers from other institutions on research focused on subjects ranging from the environment to health, and from agriculture to space sciences. Our partnerships already span five continents, and among our most recent additions are exchange agreements with universities in Mexico, France, Bosnia and Herzegovina, Japan and Spain.

Since 2008, the UCLA chapter of GlobeMed has been working to promote global health. Here, our students visit partner organization Mpoma Community HIV/AIDS Initiative in Uganda.

Working together enables us to accomplish more for our local communities and for the world. For example, researchers from UCLA and the Suzhou Institute of Systems Medicine at the Chinese Academy of Medical Sciences are teaming up to study new approaches to combat cancer, infectious and degenerative diseases, and a range of other diseases.

UCLA’s partnerships not only demonstrate our status on the world stage and our international reach, but also facilitate faculty and student exchanges. Top scholars come to UCLA from around the world to learn and to enrich our university with their talent, diversity of thought and customs. And our own faculty and students who travel abroad under these agreements are provided the
opportunity to advance their own studies, expand their worldviews and develop international contacts that will benefit them in the future.

Other critical aspects of our overseas initiatives are UCLA global forums and receptions, which were attended by more than 1,000 people in 16 countries between June 2015 and June 2016. The events provide networking opportunities and keep UCLA connected with alumni, friends, businesses and governments in other nations. Discussions at recent events have highlighted the increasing globalization of research and the interconnectedness of major societal challenges.

At the UCLA–Tata Global Forum in New Delhi, India, earlier in 2016, UCLA energy and environmental experts joined with Indian business and government leaders to share ideas about how we can innovate for a sustainable energy future. Participants explored challenges and shared possible solutions on topics including sustainable megacities, solar power and the development of biological fuels.

Strengthening ties with our alumni around the world can only help UCLA enhance its global presence and identify new opportunities for growth. We recently celebrated the opening of the UCLA Japan Center in Tokyo, which came to fruition thanks to the enthusiastic leadership of our alumni there. The center will connect UCLA experts with academics, industry experts and government officials in Japan, increasing mutual understanding and facilitating shared research.

The new center takes its place alongside previously established UCLA offices in London and Hong Kong.

Through our international partnerships, UCLA has significantly expanded efforts to bring together the world’s best minds to address humanity’s most pressing problems. Our global outreach also will help us ensure that our graduates possess the knowledge and experience to meet the challenges waiting for the next generation of leaders in the United States and around the world.
A gift from the Annenberg Foundation will help fund the construction of Wallis Annenberg Stadium, the future home of UCLA women’s and men’s soccer.
Success in competition and in the classroom — and a tribute to one of our greatest Bruins

With 113 NCAA championships — more than any other university — UCLA is widely considered to be the nation’s premier intercollegiate athletics program, and the campus enjoyed another year of remarkable achievement during 2015–16.

Our student-athletes continue to succeed at the highest level in athletic competition and in the classroom. In June, 116 earned their degrees, and for the academic year, student-athletes earned Director’s Honor Roll acclaim (achieving at least a 3.0 GPA for an academic quarter) more than 850 times.

Two key measures of student-athletes’ performance in the classroom are the graduation success rate and the academic progress rate, and UCLA remained among the nation’s leading institutions on both measures. Our overall graduation success rate of 86 percent was second among all Pac-12 universities, and all of our intercollegiate teams maintained multiyear academic progress rates over 960 on a scale of 1,000, including three that recorded perfect scores: women’s golf (for the seventh consecutive year), men’s water polo and men’s volleyball.

We also added to our record-setting number of national championships thanks to a historic season by the men’s water polo team. The squad posted an unblemished 30–0 record, just the fourth undefeated season in NCAA men’s water polo history, and the season culminated in the team’s second consecutive championship and the 10th in program history. In the title game, the Bruins defeated third-ranked USC, 10–7, in front of a home crowd at UCLA’s Spieker Aquatics Center.

Six other UCLA teams finished among the nation’s top five in 2015–16: beach volleyball (competing in the sport’s first year of NCAA competition), women’s golf, gymnastics, men’s tennis, men’s volleyball and women’s water polo.

Our women’s basketball team advanced to the Sweet 16 in the NCAA Tournament, the program’s best post-season result since 1999. And our gymnastics and men’s tennis teams both claimed Pac-12 conference championships.

Given our widespread success across all sports, UCLA finished No. 6 in the standings for the Learfield Directors’ Cup, which honors NCAA athletic programs’ overall excellence.
It was the fifth consecutive year that UCLA finished among the top 10, and the 21st time overall in the award’s 23-year history.

In addition to the remarkable performances by our teams, several student-athletes earned individual honors and accolades. Three were named national player of the year for their respective sports: Garrett Danner in men’s water polo, Bronte Law in women’s golf and Mackenzie McDonald, who won both singles and doubles titles (with teammate Martin Redlicki) in men’s tennis. And gymnast Danusia Francis claimed an NCAA championship on the balance beam.

The past year also saw significant progress on three projects that will ultimately provide resources to elevate our athletic program for years to come. In August, we broke ground on two state-of-the-art practice facilities located southwest of Pauley Pavilion: the Wasserman Football Center and Mo Ostin Basketball Center, both of which are scheduled for completion by the end of 2017. UCLA also received a $5 million lead gift from the Annenberg Foundation that will help fund construction of Wallis Annenberg Stadium. The new venue, which will transform the North Athletic Field, will be the future home of our soccer programs and host club sports events.

Another special moment was a nod to UCLA’s extraordinary athletic legacy and one of our most celebrated Bruins. In March, on the plaza between the J.D. Morgan Center and Wooden Center, we unveiled a “42” monument. The final piece of our Jackie Robinson Athletics and Recreation Complex, the bronze sculpture is intended both to honor a true Bruin hero and to elicit conversation about the nature of true courage and sacrifice. It will serve as a reminder to every person who traverses our campus of Robinson’s profound observation, “A life is not important except in the impact it has on other lives.”
“Let There Be...” is both the challenge and the promise of the UCLA Centennial Campaign.
As we approach 2019, alumni and donors are building the foundation for our second century

For the third consecutive year, UCLA established a new fundraising record for our campus.

During the 12 months ending June 30, 2016, the university received a total of $664 million in gifts and pledges, with donations of all sizes: Approximately 95 percent of gifts were less than $10,000. A record 61,740 donors made 79,422 gifts, and their generosity will support undergraduate scholarships, endowed professorships, graduate student fellowships and a wide array of other purposes.

The Centennial Campaign for UCLA, led by Vice Chancellor Rhea Turteltaub, reached its halfway point during 2015–16, and more than $2.8 billion has been raised — 67 percent toward the goal of $4.2 billion.

The campaign, which was publicly launched in May 2014, leads up to UCLA’s 100th anniversary in 2019.

The campaign’s success thus far is compelling evidence that UCLA is achieving its goal to build broad-based support for the university through new outreach to alumni, friends and others.

The single largest donation in 2015–16 came from the David Geffen Foundation, whose $100 million gift will help establish a new UCLA school serving Los Angeles-area students in grades 6 through 12. The Geffen Academy at UCLA will provide an innovative college preparatory education and serve our public mission by becoming a proving ground for cutting-edge secondary education.

UCLA also received numerous other gifts of $5 million or more that will advance its leadership in several areas. Among them were donations to bolster UCLA’s excellence in cancer immunotherapy (a $20 million gift), the arts and architecture ($20 million), music ($11.7 million), the physical sciences ($11 million), engineering and applied science ($10 million), neurology ($10 million) and athletics ($5 million).

In all, donors from 50 states and 61 countries took part in the campaign last year, more than 17,500 of whom gave to the campus for the first time. Sixty-five percent of the donors were UCLA alumni. Even as their gifts will support different disciplines and address different priorities, all of
The donors gave with imagination and vision. Their commitment to UCLA illustrates the power of private philanthropy to inspire change.

As the academic year came to a close, UCLA approached the completion of a new campus landmark, which was made possible by another extraordinarily generous donation. In 2011, alumni Meyer and Renee Luskin donated $100 million to UCLA, establishing endowments for student and faculty support at the Luskin School of Public Affairs and enabling the creation of the UCLA Meyer and Renee Luskin Conference Center, which opened in October 2016.

The Luskins’ generosity presents the campus with a new space that will be home to collaboration and discovery, where leaders from different disciplines, with different perspectives and life experiences, meet and share knowledge — an incubator for fresh thinking to catalyze scientific and social progress.

A new model for Alumni

The past year also brought significant changes to UCLA’s Alumni Association, including the transition to an “all-in” membership donor model. Alumni and those who attended UCLA Extension are automatically general members of the association. They can upgrade their memberships and contribute toward the Centennial Campaign by giving to support the Alumni Association or alumni scholarship funds.

In the first year of the new model, Alumni Association membership increased to 515,619 from 92,000, and the program received $1.24 million in gifts from 3,141 alumni — one-third of whom were first-time donors. Sixty percent of the funds will support student scholarships.

The enhanced membership program offers alumni opportunities to volunteer and connect with UCLA through academic, professional, affinity and diversity networks in the areas where they live.
Transforming Our Campus

This artist’s rendering shows Geffen Hall, the UCLA medical education building that is nearing completion at the intersection of Le Conte Avenue and Tiverton Drive.
State-of-the-art spaces to foster the next generation of excellence in research, teaching and athletics

Geffen Hall

Nearing completion at the intersection of Le Conte Avenue and Tiverton Drive, UCLA’s new medical education building is designed to promote interdisciplinary collaboration and teamwork, leverage technology and provide flexible spaces that can continually adapt to innovations in teaching. Geffen Hall will be the home of medical education for all medical students, residents, fellows, and doctoral and postdoctoral students. It will also engage faculty and students from life sciences, nursing, dentistry, public health and engineering. Like the School of Medicine itself, Geffen Hall is named for philanthropist David Geffen.

The UCLA Meyer and Renee Luskin Conference Center

The welcoming new Luskin Conference Center is appropriately located at the heart of the campus, just south of Bruin Plaza. Designed to host residential academic meetings, the Luskin Conference Center is a place where the best academic minds, medical innovators, researchers, political leaders and visionaries meet to exchange ideas that help shape the world. There are 254 guest rooms and 25,000 square feet of versatile event spaces, from a multipurpose hall to meeting rooms and an event deck. The conference center is named for benefactors Meyer ’49 and Renee Luskin ’53.

The Evelyn and Mo Ostin Music Center

Students and faculty at the UCLA Herb Alpert School of Music enjoy access to the latest advances in music technology, research and pedagogy at the Ostin Music Center. Already the winner of an architectural prize, the building opened in fall 2014 adjacent to the Schoenberg Music Building. It offers spaces for rehearsal and teaching, the Music Café, social space and an internet-based music production center. Funding for the center was provided by music industry executive and philanthropist Mo Ostin ’51; the building is also named in tribute to his late wife, Evelyn.
Engineering VI

Located just south of Ackerman Union, Engineering VI is the newest research and education center of the Henry Samueli School of Engineering and Applied Science. The north wing of the building opened in spring 2015; construction of the south wing is scheduled to continue through fall 2017. The building will house labs for research on renewable energy sources, next-generation semiconductors, nanotechnology and new materials for health care and other applications, as well as a technology-enabled 250-seat learning center. It will be home to the UCLA computer science department and the Institute for Technology Advancement, the engineering school’s startup incubator.

Wasserman Football Center

Scheduled to open by the end of summer 2017, the Wasserman Football Center will be the on-campus training and practice hub for the Bruin football team. Highlights will include sport-specific strength and conditioning facilities, a new equipment room, spacious team meeting rooms and coaches’ offices and a grand entryway that embodies the proud tradition of UCLA football. Located at the west end of Spaulding Field, the building was made possible by generous support from the Wasserman Foundation and its president, Casey Wasserman ’96.

The north wing of Engineering VI is already in use. The south wing is slated for completion in fall 2017.

This view across the Inverted Fountain shows the west facade of the pavilions that comprise the prize-winning Ostin Music Center.

The Wasserman Football Center overlooks Spaulding Field, where the UCLA football team practices on both grass and artificial turf.
Financial Summary

UCLA has achieved positive financial results by carefully managing a diverse set of revenues and increasing operational efficiencies.
Supporting UCLA’s continued growth and advancement through conservative financial management

Some California residents assume that University of California campuses are primarily funded by the state. That has not been true for many years. A major financial strength for UCLA is a diverse source of revenues that has become increasingly important over the past several years following the significant decrease in state funding in 2008. UCLA has realized growth in most revenue categories, including federal contracts and grants, medical professional fees and private gifts, as well as fees from out-of-state students. UCLA’s fiscal management and operational efficiencies have helped the campus maintain positive net income. Assuming inflationary-like adjustments in state support, modest and predictable tuition increases and sustained current levels of enrollment by out-of-state students, UCLA anticipates maintaining positive financial results through realizing new revenues, carefully managing expenses and capturing additional efficiencies.

The largest percentage of UCLA revenues comes from the UCLA Health System (about 50 percent). Auxiliary enterprises such as student housing, food service and parking supply another large portion (25 percent). Research funding —
primarily federal — contributes about 14 percent, while private giving contributes 4 percent. Total operating and nonoperating revenues amount to almost $6.8 billion annually.

**Student tuition and the scholarship allowance**

The pie chart on the previous page shows the net budget impact of student tuition and fee payments. The table below provides more detailed information. A portion of the student fees received by UCLA is set aside for scholarship assistance. In this way, tuition payments — especially from international and out-of-state students, who pay a considerable supplemental tuition — help to subsidize California students. The scholarship allowance is one of many ways UCLA acts to preserve access and affordability.

<table>
<thead>
<tr>
<th>Student Tuition and Fees (net)</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees paid</td>
<td>$ 855</td>
<td>$ 822</td>
<td>$ 782</td>
</tr>
<tr>
<td>Summer Sessions</td>
<td>49</td>
<td>49</td>
<td>48</td>
</tr>
<tr>
<td>University Extension</td>
<td>92</td>
<td>91</td>
<td>83</td>
</tr>
<tr>
<td>Scholarship allowance</td>
<td>(249)</td>
<td>(246)</td>
<td>(214)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 747</td>
<td>$ 716</td>
<td>$ 699</td>
</tr>
</tbody>
</table>

*UCLA students photographed on campus during the 2015–16 academic year.*

Dollars shown in millions. Figures reflect preliminary, unaudited data as of October 2016. The Annual Financial Report for 2015–16 is in preparation and will be published in late fall.
**Campus Leadership**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gene Block</td>
<td>Chancellor</td>
</tr>
<tr>
<td>Scott Waugh</td>
<td>Executive Vice Chancellor and Provost</td>
</tr>
<tr>
<td>Michael S. Levine</td>
<td>Interim Vice Chancellor, Academic Personnel</td>
</tr>
<tr>
<td>Michael J. Beck</td>
<td>Administrative Vice Chancellor</td>
</tr>
<tr>
<td>Jerry Kang</td>
<td>Vice Chancellor, Equity, Diversity and Inclusion</td>
</tr>
<tr>
<td>Rhea P. Turteltaub</td>
<td>Vice Chancellor, External Affairs</td>
</tr>
<tr>
<td>Steven A. Olsen</td>
<td>Vice Chancellor and Chief Financial Officer</td>
</tr>
<tr>
<td>John Mazziota</td>
<td>Vice Chancellor, Health Sciences</td>
</tr>
<tr>
<td>Amy Blum</td>
<td>Interim Vice Chancellor, Legal Affairs</td>
</tr>
<tr>
<td>Ann R. Karagozian</td>
<td>Interim Vice Chancellor, Research</td>
</tr>
<tr>
<td>Monroe Gorden Jr.</td>
<td>Interim Vice Chancellor, Student Affairs</td>
</tr>
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</table>

**Foundation Board of Directors**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Shirley Wang ’90</td>
<td>Board Chair</td>
</tr>
<tr>
<td>William (Bill) E. Mitchell P ’07</td>
<td>Immediate Past Chair</td>
</tr>
<tr>
<td>Gene Block</td>
<td>Chancellor, UCLA</td>
</tr>
<tr>
<td>David A. Ackert ’77, JD/MBA ’82</td>
<td>Chair, Philanthropy Committee</td>
</tr>
<tr>
<td>Susan Baumgarten ’73, MS ’76, MBA ’79</td>
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<tr>
<td>Jeffrey P. Brown</td>
<td>Vice President, Development</td>
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<tr>
<td>David S. Chernow ’79</td>
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<tr>
<td>Craig E. Ehrlich ’78</td>
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<tr>
<td>Nicholas T. Goldsborough</td>
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<tr>
<td>Russell A. Hagey ’82</td>
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<tr>
<td>Jordan L. Kaplan MBA ’86</td>
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<tr>
<td>J. Alberto Lemus ’91</td>
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<tr>
<td>Meyer Luskin ’49</td>
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<tr>
<td>John T. Mapes ’90</td>
<td></td>
</tr>
<tr>
<td>Alicia Miñana de Lovelace JD ’87</td>
<td></td>
</tr>
<tr>
<td>P: UCLA Parent</td>
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</tbody>
</table>

*continued on p. 35*
Steve A. Olsen ’77
Jay F. Palchikoff ’77, JD ’82, P ’86, ’89, ’91
Srini B. Pulavarti
Linda Gach Ray ’76, JD ’79
Maurice M. Salter ’69, EdD ’77
Christine N. Simmons ’98
Julie A. Sina
Jocelyn M. Tabata ’86
Maggie M. Tsai ’83
Rhea P. Turteltaub
Annette Johnston Welton ’84, P ’16
Victor S. Zhang ’96

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Chair, UCLA Fund
Chief Investment Officer
Chair, Audit Committee; Chair Emeritus
President, Alumni Association
Chief Financial Officer
Executive Director
Executive Vice President
Chair, Finance Committee

Campaign Executive Committee

Marion Anderson P
James Collins ’50, P*
Jonathan Fielding
Steven Gordon
Jordan L. Kaplan MBA ’86
Meyer Luskin ’49
William (Bill) E. Mitchell P
Tony Pritzker
Henry Samueli ’75, MS ’76, PhD ’80
Terry Semel
Garen Staglin ’66, P
Shirley Wang ’90
Casey Wasserman ’96
Robert Wilson ’53*

*: Chair emeritus  P: UCLA Parent
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Director

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President, Alumni Scholars Club

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Lea Howe
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Director

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General Counsel (EC)

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Alumni Regent

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Director

Jaime Nack ’98, MPP ’02
Director

M. Lynn Nomura O’Connell ’83
Secretary

Ruthie E. Flores Retana ’94
Director

Andres Schneider
Vice President, External Affairs, Graduate Student Association

D’Artagnan Scorza ’07, PhD ’13
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Director

Daniel Siegel
President, Undergraduate Student Association Council

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Christine N. Simmons ’98
Chair, Executive Committee

Julie A. Sina
Associate Vice Chancellor, Alumni Affairs (EC); Chief Financial Officer, UCLA Foundation

EC: Executive Committee
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Lisa Greer Quateman ’74, JD ’78  
Rhea P. Turteltaub  
José D. Villalobos-Gonzalez ’76, MBA ’78  
Ann Wang ’13  
Shirley Wang ’90  

Senior Dean, UCLA College  
Vice Chair (EC)  
Vice Chancellor, External Affairs  
Director  
Director  
Chair, The UCLA Foundation (EC)  

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William De La Peña, MD  
Gareth Elliott  
Russell Gould  
Eddie Island  
George Kieffer  
Sherry L. Lansing  
Monica Lozano  
Hadi Makarechian  
Eloy Ortiz Oakley  
Norman J. Pattiz  
John A. Pérez  
Marcela Ramirez  
Bonnie Reiss  
Richard Sherman  
Bruce D. Varner  
Charlene Zettel  

Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Appointed Regent  
Vice Chair  
Appointed Regent  
Appointed Regent  
Appointed Regent  

EC: Executive Committee
“We are the university of opportunity — the opportunity to learn, discover, teach and change lives.”

Chancellor Gene Block

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