

August 19, 2022

Gene Block
Chancellor

Re: **Campus Expansion**

Dear Chancellor Block,

The Executive Board of the UCLA Academic Senate held a meeting on August 15, 2022, to address your recent notification to Academic Senate Leadership of UCLA's effort to purchase the former campus of California Marymount University in Palos Verdes. In response to a recent meeting with you on this topic, Senate Leadership agreed to have the Executive Board suggest principles and a process for the proposed campus expansion. Please find the results below, which were unanimously approved by members.

I am copying Executive Vice Chancellor/Provost (EVCP) Designate Hunt and Assistant Provost and Chief of Staff to the EVCP Rose because our proposed processes and principles centrally involve the EVCP's office.

We look forward to a proactive and deliberative partnership on this potentially transformative development.

Sincerely,



Jessica Cattelino
Chair
UCLA Academic Senate

Encl.

Cc: April de Stefano, Executive Director, UCLA Academic Senate
Yolanda Gorman, Senior Advisor to the Chancellor and Chief of Staff
Darnell Hunt, Executive Vice Chancellor/Provost Designate
Andrea Kasko, Vice Chair/Chair Elect, UCLA Academic Senate
Emily Rose, Assistant Provost and Chief of Staff to the EVCP
Shane White, Immediate Past Chair, UCLA Academic Senate

Campus Expansion Principles and Process

Part 1 – Campus Expansion Parameters and Principles

Part 2 – Planning Campus Expansion: Shared Governance and Process

Part 1 – Campus Expansion Parameters and Principles

- **Academic focus.** Any campus expansion and related programs must serve the academic mission, and its direction and focus must be driven by the academic mission.
- **Ladder faculty hiring.** The hiring of additional ladder faculty will accompany any increase in student enrollment, not only to keep pace but also to restore the student-to-faculty ratio. Faculty hiring must be used to increase faculty diversity.
- **Equity and inclusion.** DEI principles and practices must be maintained in all aspects of campus expansion, including in determining access to programs and opportunities for students and instructors, and in relations with neighbors of new sites.
- **Shared governance.** The campus expansion process as well as any resulting sites and programs will be governed by the principles, policies, and practices of shared governance, subject to Academic Senate authority, and informed by the Academic Senate's advisory role.
- **Continuity of education.** Education at an expansion site must be compatible with general education requirements and other requirements for teaching and learning.
- **Residency requirements.** As a residential university, UCLA will maintain residency requirements and determine how residence in Westwood relates to residence in an expansion site. This will preserve an equitable student experience.
- **Time at expanded campus.** Students will spend no more than one year at any campus expansion site.
- **Sustainability.** Whatever the thematic focus of a campus expansion, the development of a physical site should conform to UCLA's sustainability goals, especially in light of the ongoing climate crisis.
- **Student mix.** A strategic plan will be developed for the mix of undergraduate and graduate students at an expansion site, and for transfer student success, to foster equity of educational opportunity and educational excellence. Graduate students' participation should enhance their academic training, and not only offer employment as teaching assistants.
- **Support services.** Student and faculty support services (e.g., instructional, information technology, health, and accessibility) must be provided.
- **Public mission, relationship with Los Angeles.** Campus expansion will manifest UCLA's public mission and strengthen UCLA's relationship to Los Angeles.
- **A unified UCLA.** We are one faculty and one student body, and campus expansion should be designed to avoid separation or exclusion.

- **Westwood strong.** Campus expansion should not, over the long term, drain the Westwood campus of resources.
- **Build in Assessment.** Any campus expansion plan will include metrics and milestones for review of these metrics to determine whether the expansion meets the principles articulated above.

Part 2 – Planning Campus Expansion: Shared Governance and Process

Campus expansion will be guided by a partnership in shared governance by the Academic Senate and the Administration, with recognition that Academic Senate approvals are necessary for many aspects of planning, and that decision-making powers for other aspects will reside with administrative officials who must be informed by the Academic Senate acting in its advisory role. The process below aims to guide UCLA in moving forward with its current campus expansion initiative and is not comprehensive.¹

What follows is a proposed process for determining the *academic* aspects of campus expansion. However, it must be emphasized that the Academic Senate also has an advisory role in planning and budget generally, and that the Council on Planning and Budget expects to offer its advice on important questions like the overall budgetary impacts of campus expansion and, especially, their effects on UCLA’s academic mission.

Next step: form a Joint Task Force on Campus Expansion, charged by Senate Chair and the EVCP.

The Academic Senate Chair and the EVCP will co-charge the joint task force. The task force, which will be staffed by the EVCP’s office or designee, will include:

- Academic Senate representatives, as designated by chairs of the following councils and committees: Undergraduate Council; Graduate Council; Council on Planning and Budget; Committee on Diversity, Equity, and Inclusion; and Council on Research. Senate leadership may also designate a representative.
- A representative of the EVCP’s office
- Administration representatives to include the Dean of Graduate Education or designee and the Dean of Undergraduate Education or designee
- An expert on accreditation
- Several at-large members of the UCLA faculty nominated by the Committee on Committees
- A teaching and learning expert (staff or faculty)
- Student representatives: two undergraduate and two graduate
- Staff representative

¹ Specifically, it does not address the early stages of planning and process, since those have been completed in this instance. That said, the Academic Senate expects to be more involved in the early stages of any future campus expansion.

This task force will examine options for the academic aspects of campus expansion, especially teaching, learning, and research, and will evaluate the relationship between expansion and the Westwood campus, especially, and other UCLA sites.

The joint task force will:

- Solicit and evaluate campus ideas for the academic focus and structure of a campus expansion site.
- Study and report on policies relevant to (even if not directly governing) campus expansion, including Western Association of Schools and Colleges (WASC) substantive change and University of California and UCLA regulations for residential colleges, year-in-residence programs, certificate programs, the Presidential policy on SSGDPs, etc., as well as resources in the Compendium including regulations on establishing new schools or colleges.
- Review possible ideas in the context of teaching modality, the Academic Senate's Principles for the Future of Instruction, and the Campus Expansion Parameters and Principles.
- Recommend structures and academic foci for campus expansion to relevant Academic Senate councils/committees and Administration for review and approval.