

February 26, 2020

Dr. Gene Block
Chancellor
University of California at Los Angeles
405 Hilgard Avenue
Los Angeles, CA 90095

Dear Chancellor Block:

This letter serves as formal notification and official record of action taken concerning the University of California at Los Angeles (UCLA) by the WASC Senior College and University Commission (WSCUC) at its meeting February 14, 2020. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to UCLA October 21-24, 2019. The Commission also reviewed the institutional report and exhibits submitted by UCLA prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's December 20, 2019 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Emily Carter (Executive Vice Chancellor and Provost) and Patricia Turner (Vice Provost and Dean of Undergraduate Education). Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's new status with WSCUC.

Actions

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of ten years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2029 and the Accreditation Visit in fall 2029
4. Schedule the Mid-Cycle Review to begin May 1, 2025
5. Schedule a Progress Report to be submitted by November 1, 2022 that provides an update on changes in the area of information technology

Commendations

The Commission commends UCLA for:

1. Preparing a thorough, comprehensive institutional report that reflects an engaging process of widespread involvement in a long-term process of critical self-reflection and innovation.
2. Facing issues of equity, diversity and inclusion head-on, through the articulation of thoughtful "principles of community," dedicated leadership, integrated processes, curricular requirements, and a commitment to assessing climate.
3. Supporting faculty to expand their capacity to teach in more inclusive,

culturally relevant ways and to enact active, engaging pedagogy that supports students and their learning and makes a demonstrable improvement in the quality of teaching. What is particularly impressive is the extent to which faculty genuinely engage in their own capacity building experiences as a result of these efforts and are committed to creating sustainable long-term change.

4. Focusing significant attention and care for undergraduate students and their success, in particular, sustaining a high six-year graduation rate of 91% during a 14-year period where the number of undergraduates increased from 27,120 to 31,346. During this time period, the four-year graduation rate increased in a remarkably consistent manner.
5. Responding to the needs of an impressively diverse and talented student body through a variety of programs and support services, especially the emphasis on student health and wellbeing, including the Healthy Campus Initiative and the Depression Grand Challenge.
6. Establishing a data-rich, evidence-informed culture through systematic surveys, dashboards, analyses, and a commitment to using information to assess and improve the student experience, faculty diversity and pedagogical practice.
7. Successfully mitigating the reduction in state funding and the negative impact of re-benching through use of non-resident tuition, revenue generation from self-supporting programs and IP commercialization, and targeted efficiency measures. The Centennial Campaign achieved a remarkable fundraising amount of \$4.4 billion by the time of the report. These efforts have enabled UCLA to work from a position of relative strength and to make thoughtful investments in areas that will contribute to its financial sustainability.

Recommendations

The Commission requires the institution to respond to the following issues:

1. Given the many changes underway at UCLA, including plans to introduce a new budget model that is not well understood, ensure that efforts are successful by:
 - a. Deeply engaging with key stakeholders;
 - b. Adjusting the pace to reflect change readiness and the multiplicity of initiatives;
 - c. Assuring transparency;
 - d. Responding to feedback as needed.(CFRs 3.7, 4.7) The Commission appreciated learning that UCLA is exploring ways to assess key stakeholders' change readiness regarding the new budget model and financial system implementation.
2. Continue to work in the area of equity, diversity and inclusion with a focus on:

- a. Eliminating equity gaps in retention and graduation rates and in recruiting and retaining faculty of color;
 - b. Enhancing formal collaborations between the Office of the Vice Chancellor for Equity, Diversity and Inclusion and the cultural, educational, and resource support services for students across the campus.
(CFRs 1.2, 1.4, 2.13)
- 3. Strengthen communication regarding the approval processes and expectations for new programs among department chairs, deans, the Academic Senate, and the administration. (CFRs 3.7, 4.7)
- 4. Continue to deepen investment in the Los Angeles community and better document the impact and outcomes of UCLA's civic activities and programs. (CFRs 1.1, 4.6) The Commission appreciated learning that UCLA will be implementing a cloud-based repository for systematically tracking and reporting community engagement and public service activities.
- 5. Continue to actively optimize organizational models and in particular integrate the fragmented information technology units to make the total greater than the sum of the parts. (CFRs 3.5, 3.7, 4.7) The Commission appreciated learning that UCLA's information technology leadership will be exploring a comprehensive IT model that unifies the campus network, data management, and core systems while maintaining distributed services.

In taking this action to reaffirm accreditation, the Commission confirms that UCLA has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, UCLA should strive for ongoing improvement and adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter will be sent to the chair of the Board of Regents in one week. A copy of this letter will also be sent to President Janet Napolitano, University of California. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the UCLA website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that UCLA undertook in preparing for and supporting this accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to

public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamienne S. Studley
President

JSS/ bgd

Cc: Reed Dasenbrock, Commission Chair
Patricia Turner, ALO
John Perez, Board Chair
Janet Napolitano, President
Members of the Accreditation Visit team
Barbara Gross Davis, Vice President