

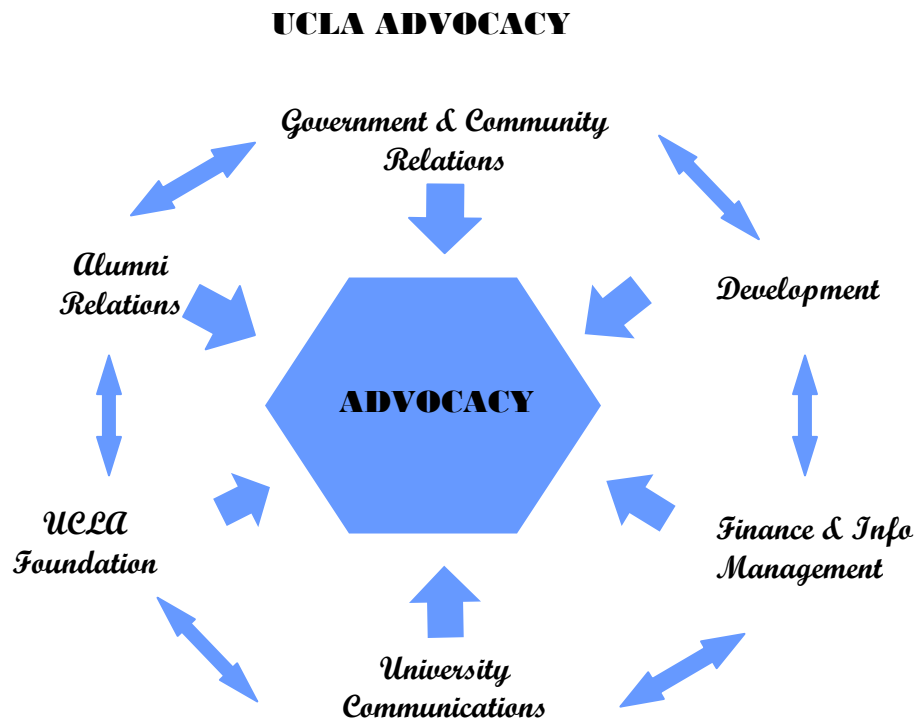


UCLA ADVOCACY PROGRAM: *A PLAN FOR ACTION*

Introduction

Advocacy involves a full range of strategies and activities designed to enhance support for UCLA by internal and external audiences. By increasing the level of awareness and understanding of the University's mission, value and contributions, UCLA advocacy efforts seek to broaden the University's base of support among alumni, elected officials, donors, friends, the campus community, the media and other important constituencies.

In the current political and economic climate, the UCLA Advocacy Program has been developed to support the University's mission of research, teaching, and public service through building enduring relationships with elected officials and policymakers at all levels of government. Advocacy is an integral component of the overall UCLA Government and Community Relations (G&CR) program with the campus advocacy efforts designed as a partnership between G&CR, Alumni Relations, University Communications, Development, the UCLA Foundation, other campus units and community-based partners. There is also a great deal of coordination and collaboration with UCOP and the other UC campuses. The model proposed for the UCLA Advocacy Program is an integrated approach that leverages the strengths of the units in External Affairs.



Third party volunteer advocates are a critical component of the UCLA Advocacy Program. Key volunteers and alumni are the backbone of our efforts. Additionally, UCLA faculty can be important voices on behalf of the University due to their areas of expertise and research. Faculty can serve as a vital resource for elected officials. In an era of term limits and constrained resources, advocacy has taken on greater importance for the campus and the UC system.

Today, the need for UCLA to have an effective engaged advocacy program is even more critical. Recently, G&CR staff and managers have been engaged in extensive discussions regarding areas of success and areas of improvement for the campus advocacy efforts. The major programmatic components of the UCLA Advocacy program are:

- Advocacy Training
- Candidate Forums
- Legislator/Candidate to Campus Program
- UCLA Advocacy Days
- District Office Outreach
- Corporate Advocacy
- Regional Events
- UCLA Sporting Events

Each of these program components is described in more detail in the attached appendix.

UCLA Advocacy Program Goal

The overall goal of the UCLA Advocacy program is to:

Implement an effective advocacy program to build support for UCLA.

In 2004-05, G&CR will be working even more collaboratively on advocacy issues with our External Affairs colleagues in Alumni Relations, University Communications, Development and the UCLA Foundation. The outcome of our collaborative efforts will be a stronger, more effective overall program with positive impacts and outcomes.

2004-05 UCLA Advocacy Programs Objectives

The following objectives have been developed to enable G&CR to measure progress toward the overall program goal:

- 1. Increase "A" and "A+" level contacts for assigned federal, state, and local elected officials***
- 2. Increase the number of grassroots volunteers related to political and geographic diversity***
- 3. Develop communication vehicles to educate and motivate volunteers***
- 4. Provide periodic, targeted training to volunteers***

At UCLA, we have developed an advocacy strategy that seeks to maximize positive contact with elected officials by campus leadership, key volunteers, alumni, faculty, staff, and students. Contacts with elected officials are to reinforce messages regarding the value that the University provides to California through our research, teaching and public service. In a term limit environment, there is a need to constantly identify emerging leaders and the pipeline of potential elected officials for the future. It is important to gather data from key contacts, alumni, community activists and the political “grapevine” to begin early cultivation and advocacy on behalf of UCLA. It is important that policymakers understand the return to California from the investment in higher education, that the University is a driver for the economy, and that the innovation that comes from a research university is vital for California’s future.

UCOP has assigned UCLA responsibility for the largest number of state and federal elected officials in the UC system. G&CR is currently assigned to 36 legislators of the 120 member California State legislature and 20 of the 53 members in the California Congressional delegation. From time to time the campus is called upon to provide liaison and support to the executive branch of state government. In addition, UCLA works with the Los Angeles County Board of Supervisors, Los Angeles City Council, the Mayor’s office, and numerous small cities in Los Angeles County. UCLA has been and continues to be the campus with the most extensive contacts with key members of the Legislature and the Congress. The Los Angeles area is home to important legislative and congressional committee chairs, the last four Speakers of the California Assembly, and several senior members of Congress. Our campus advocacy efforts are a vital contributor to the overall UC advocacy program.

The key elements for effective Advocacy are:

- Recruitment and cultivation of volunteers
- Education and training of volunteers
- Coordination of volunteer engagement with elected officials at all levels of government.

Successful advocacy requires a pool of volunteers that can deliver an effective message to an appropriate audience of elected officials and key decision makers. Advocates may be at the high end as “A” or “A+” level contacts or they can be at the grass roots level as constituents. What is important is their impact upon the targeted elected official. Putting the right person(s) in front of the right member is critical to programmatic success.

Level of Contact	Examples
A+	Corporate Leaders Major Employers Opinion Leaders Influential Civic Leaders Major UCLA Donors
A	Major Political Activists Long Term Personal Contacts Working Relationships Common Commitments UCLA Faculty Experts
B	GRAAC members Community-Based Organization Leaders Key Constituents
Grass Roots	GRAAC Members GetActive Campaign Participants Bruin Caucus members Constituents

Objective # 1 – Increase “A” and “A+” level contacts for assigned federal, state and local elected officials

During 2004-05, the UCLA Advocacy Program will continue to identify, recruit and engage more “A” level contacts. The defining characteristic of an “A” level contact is the quality of the relationship with the elected official. The relationship must be personal, the volunteer must be credible to the elected official and most importantly, the volunteer must have access to the member. The current profile of UCLA’s “A” level contacts are volunteers who are:

- Significant political activists;
- Substantial political donors;
- Long term, personal friends with elected official(s); or
- Strong supporters of key issues that an elected official also supports.

The issues, interests, and political action committees that the volunteer supports can be used to define political donors. Additionally, faculty members may often have strong relationships with elected officials due to their expertise and the member’s interests. UCLA faculty members can also serve as “A” contacts for elected officials.

Action Step 1: G&CR Advocacy staff will work with Development Research and UCLA Foundation staff members to determine which major campus donors are also major political donors or those donors whose personal interests coincide with elected officials.

Completion Date: December 2004 for initial identification of new contacts.

Responsibility: G&CR Advocacy Program Staff

Action Step 2: Upon identification of high potential “A” level contacts, G&CR managers, in conjunction with Development and UCLA Foundation staff members, will design a cultivation strategy to engage the new advocates.

Completion Date: January 2005

Responsibility: G&CR Managers

Action Step 3: A member of the G&CR management team will initiate the contact with the new “A” level advocates, including faculty members, for engagement with a specific elected official(s) or a specific issue(s).

Completion Date: January 2005 for initial contact / Ongoing for engagement

Responsibility: G&CR Managers

The experience of the 2004 UCLA Corporate Advocacy Day, co-sponsored with UC Irvine, demonstrated the effectiveness of industry leaders as advocates on behalf of the University. These “A+” level contacts are highly respected civic leaders, influential industry CEOs, and are well connected to the University. The Chancellor’s Competitiveness Council of the Ensuring Academic Excellence Initiative provides a group of potential “A+” contacts to selectively engage in high-level advocacy activities in both Sacramento and Washington. The next UCLA Corporate Advocacy Day has been tentatively scheduled for April 12, 2005.

Action Step 4: In conjunction with both the Vice Chancellor-External Affairs and the Associate Vice Chancellor-Development, the Assistant Vice Chancellor-G&CR will develop a cultivation strategy to engage selective Competitiveness Council members in advocacy activities.

Completion Date: November 2004

Responsibility: AVC-G&CR

Action Step 5: The Assistant Vice Chancellor-G&CR will initiate the contact with the Competitiveness Council member(s) for engagement with a specific elected official(s) or a specific issue.

Completion Date: February 2005

Responsibility: AVC-G&CR

Members of the Professional Schools Advisory Boards/Boards of Visitors are another group that has been underutilized in high-level advocacy activities. Members of these boards are influential voices in their professions and industries. This is another area for collaboration, where the expertise of Development with regard to identifying potential advocates, and G&CR in providing engagement of advocates can work closer together. The result of the collaboration will be an expansion of the pool of high-level advocates on behalf of UCLA.

Action Step 6: The Assistant Vice Chancellor-G&CR will initiate discussions with Development senior staff to identify potential advocates from members of the Professional Schools Advisory Boards/Boards of Visitors.

Completion Date: January 2005

Responsibility: AVC-G&CR

Objective # 2 - Increase the number of grass roots volunteers related to political and geographic diversity

In the current environment of term limits, there is an ongoing need to recruit new volunteers that not only reflect ethnic and gender diversity, but also political and geographic diversity as well. The volunteer advocates must be both Democrat and Republican, and representative of all parts of greater Los Angeles. During the past few years, substantial progress has been made in increasing the political and geographic diversity of UCLA's volunteer pool, but this issue remains an ongoing challenge. The work of G&CR staff in the Regional Advocacy efforts has resulted in taking the UCLA message to audiences throughout greater Los Angeles and identifying new grass roots advocates. Another benefit of Regional Advocacy can be collaboration with other UC campuses.

Action Step 7: Continue the Regional Advocacy efforts by G&CR staff to build greater visibility for the campus and to recruit new advocates from throughout the greater Los Angeles region.

Completion Date: Ongoing

Responsibility: *G&CR Advocacy Program Staff*

Action Step 8: Continue partnerships with Alumni Relations and the Center for Community Partnerships to recruit new alumni advocates and community-based organization leaders as advocates on behalf of the University.

Completion Date: Ongoing

Responsibility: *G&CR Advocacy Program Staff /AVC-G&CR*

The advent of the GetActive campaign in Spring 2004 facilitated the recruitment of a substantial number of new alumni volunteers for the UC budget advocacy efforts. GetActive has also been used as an effective tool for mobilizing advocates on a bill that UC opposed. For 2004-05, it is important to keep those volunteers engaged and to expand the GetActive database. There needs to be more thought in developing other ways to utilize the capability of the GetActive tool in support of advocacy, particularly as an education and cultivation tool. This past year has proven GetActive's effectiveness as a mobilization tool to reach members of the legislature and the Governor's Office. However, GetActive has not been used for federal and local government relations.

Action Step 9: G&CR Advocacy Program and Alumni Relations staff will collaborate on developing a plan to increase alumni participation in the GetActive campaign.

Completion Date: December 2004

Responsibility: *G&CR Advocacy Program Staff*

Action Step 10: G&CR Advocacy Program, Student Affairs and Alumni Relations staff will collaborate on developing a plan to recruit UCLA faculty, staff, student and other key volunteers to participate in the GetActive campaign.

Completion Date: December 2004

Responsibility: *G&CR Advocacy Program Staff*

Action Step 11: Establish an External Affairs work team composed of representation from G&CR, Alumni Relations, and University Communications to develop a plan on increasing the use and impact of the GetActive tool.

Completion Date: January 2005

Responsibility: *G&CR Advocacy Program Staff*

Objective # 3 - Develop communication vehicles to educate and motivate volunteers

Information is the lifeblood of a successful advocacy program. It is an area that needs improvement. Ongoing communication with advocates will not only enable them to articulate UCLA messages more effectively, but will sustain the volunteer cultivation. It is important to not only communicate with volunteers on the “front end” when asking for support on a particular issue, but also to continue communicating during the course of the mobilization and with regard to the outcome. Too often we have moved on to the next “crisis” without providing closure for volunteers on what their efforts have accomplished. In the past, G&CR produced a Bruin Caucus newsletter that was sent to volunteers. The newsletter was suspended due to production and mailing costs. With greater e-mail capability, it is now possible to reach a significant number of advocates electronically. GetActive has the potential to be the platform for a new electronic Bruin Caucus newsletter. G&CR must engage in long-term planning with University Communications regarding GetActive.

The proposed format of the newsletter would potentially include:

- Introduction
- Legislative Update - article from each G&CR unit
- Main Event - focal point of the newsletter issue.
- Upcoming Calendar - brief description of upcoming event(s)
- On the Grapevine - the “political insider” information section
- In the Spotlight - brief focus on a legislator, volunteer, or community program
- Welcome - list of new Bruin Caucus members who signed up
- Volunteer Notes - brief article from an involved volunteer

Action Step 12: G&CR Advocacy Program staff will consult with University Communications on ideas to revive and disseminate the Bruin Caucus newsletter to volunteers.

Completion Date: January 2005

Responsibility: *G&CR Advocacy Program Staff*

Action Step 13: G&CR Advocacy Program staff will consult with Alumni Relations and University Communications on incorporating advocacy updates in Alumni Association and Communications publications.

Completion Date: January 2005

Responsibility: *G&CR Advocacy Program Staff*

Action Step 14: G&CR Advocacy Program staff will consult with Alumni Relations staff to increase the number of accurate e-mail addresses for alumni advocates in the Get Active and Bruin Caucus databases.

Completion Date: January 2005

Responsibility: G&CR Advocacy Program Staff

Action Step 15: G&CR Advocacy Program staff will coordinate the production and dissemination of an electronic Advocacy Newsletter.

Completion Date: Quarterly

Responsibility: G&CR Advocacy Program Staff

Objective # 4 - Provide periodic, targeted training to volunteers

In addition to increasing the level of communication with advocates, there is a need to provide additional training for volunteers to ensure that they have the appropriate skill set to deliver UCLA messages to elected officials. During the past eight years, G&CR has provided an annual advocacy training program designed to provide a basic set of skills related to framing and articulating issues to elected officials. Participants review the member's biography, the district profile and other pertinent information to develop the message that will be conveyed to the member. Participants also receive a campus overview and update, which highlights new UCLA initiatives and accomplishments along with any pending challenges. For each of the UC/UCLA Advocacy Days, specific training is provided for the delegates on relevant messages and issues that would be addressed in their legislative meetings.

For 2004-05, it is important that more training is provided to advocates, particularly to those who may not have participated in the UC/UCLA Advocacy Days activities. It is important to also provide advocacy related materials to the GetActive campaign participants. Many of these volunteers have only participated in electronic mobilization campaigns. It is also important to differentiate the training provided to more seasoned volunteers who have been involved in post advocacy efforts.

Action Step 16: G&CR managers in conjunction with colleagues from Alumni Relations, University Communications, and the Government Relations Alumni Advocacy Committee (GRAAC) committee will review and recommend modifications to the overall advocacy training efforts.

Completion Date: January 2005

Responsibility: G&CR Managers

Action Step 17: G&CR Advocacy Program staff will develop quarterly training programs targeted for Bruin Caucus and GetActive participants.

Completion Date: Quarterly

Responsibility: G&CR Advocacy Program Staff

G&CR Advocacy Events Calendar

The campus advocacy strategies and approaches vary throughout the year, depending upon the level of government, the election cycle, and immediate

legislative issues at hand. For example, from January through May, G&CR is primarily engaged in grass roots advocacy in Sacramento related to the Governor's budget and overall UC messages. After the May Revision of the Governor's budget is released, the advocacy approach shifts to a strategy of targeting legislative leadership by using key contacts, corporate leaders, and UC Chancellors. From the passage of the budget (July-August) through the end of the legislative session, the grass roots mobilization strategy is utilized for advocacy on bills that UC supports or opposes.

At the federal level, the approach to advocacy is very different from the process used at the state level. Federal relations advocacy is less of a grass roots strategy and more of a coalition approach, where UCLA participates with other higher education institutions and advocacy organizations such as the Association of American Universities (AAU) in promoting research opportunities and funding support provided by federal agencies. Each year, there are Washington, D.C. advocacy days sponsored by the National Humanities Alliance, the National Science Foundation (NSF), and the Department of Defense (DOD). The activities for these advocacy days include visits to Capitol Hill, breakfast presentations, and a networking/showcase reception. G&CR usually recruits campus leaders to participate in these advocacy efforts and tries to encourage students to attend with faculty or senior administrators. The Washington, D.C. advocacy days also provide an opportunity for industry leader involvement. Corporate advocates can deliver messages on public-private partnerships and the return on the federal investment in research.

During congressional recess periods, Federal Relations staff will often host events with congressional members in their districts. State Government Relations staff uses a similar approach for the Legislature's recess periods as well as in planning activities on days when the legislature is in adjournment. The Local Relations staff has more access to the City Council and Board of Supervisor members throughout the year for advocacy activities.

G&CR participates in advocacy activities throughout the year. There are set events and milestones that are a part of the annual G&CR advocacy calendar. These events include the participation of the Chancellor, the Deans, members of the campus leadership, the faculty, donors, alumni, students, industry partners and other key volunteers. The *italicized* events while not UC or UCLA sponsored are important milestones in the annual advocacy calendar.

January 2005

- Chancellor Carnesale Sacramento Trip
- *Release of Governor's FY 2005-06 State Budget*
- School of Public Affairs Day in City Hall
- UC Health Advocacy Day in Sacramento
- Advocacy Training Workshop

February 2005

- UC Day In Sacramento
- Executive Vice Chancellor Neuman Sacramento Trip
- Council District #11 Candidate Forum
- *Release of the President's FY 2006 Federal Budget*

March 2005

- *Los Angeles Municipal Primary Election*
- Executive Vice Chancellor Washington, D.C. Trip
- *Approval of the Congressional Budget*
- Bruin Caucus Orientation Program

April 2005

- Corporate Advocacy / Industry Leader Sacramento Trip
- Chancellor Washington, D.C. Trip
- *Humanities on the Hill Day in Washington, D.C.*
- *Congressional Appropriations Process*

May 2005

- UCLA Day in Washington, D.C.
- *Release of May Revision of the Governor's FY 2005-06 State Budget*
- *National Science Foundation (NSF) Day in Washington, D.C.*
- UC Chancellor's "Budget Blitz" in Sacramento
- UC Advocacy Day in Sacramento
- *Congressional Appropriations Process*

June 2005

- *Los Angeles Municipal General Election*
- *Department of Defense (DOD) Day in Washington, D.C.*
- *Congressional Appropriations Process*

July 2005

- *Congressional Appropriations Process*
- *State budget bill signed by Governor*
- Bruin Caucus Orientation Program

August 2005

- *Congressional Appropriations Process*

September 2005

- *Congressional Appropriations Process*

October 2005

- Bruin Caucus Orientation Program

November 2005

- UCLA Day with Local Government

December 2005

- UCLA Advocacy Program Evaluation Report

External Affairs Roles/Responsibilities

For the UCLA Advocacy Program to successfully impact elected officials and key decision makers, it must incorporate the expertise and strengths within each of the External Affairs units. In our internal discussions, the G&CR managers proposed the following roles and responsibilities for each of the major External Affairs units and the Vice Chancellor – External Affairs.

Vice Chancellor – External Affairs

- Provide leadership and support for campus advocacy efforts
- Ensure that advocacy is a priority issue within External Affairs
- Provide periodic updates to the Chancellor and executive leadership on advocacy issues
- Represent UCLA Advocacy Program with the University Relations Vice Chancellors Council (URVCC)
- Serve as team leader in select campus advocacy activities

External Affairs Senior Managers

- Participate in External Affairs sponsored advocacy activities
- Ensure intradepartmental collaboration on advocacy issues
- Maintain attention on advocacy issues as a departmental priority
- Assess overall effectiveness of campus advocacy efforts
- Be “advocates for advocacy” within the University

Government & Community Relations

- Develop annual legislative strategy
- Prioritize members of UCLA assigned federal, state, and local delegations for cultivation
- Provide advocacy training programs for volunteers
- Manage legislative issues
- Coordinate UCLA Advocacy efforts with those of UCOP and other UC campuses
- Manage advocacy databases

Alumni Relations

- Serve as a source of new volunteers
- Partner in Get Active database management and mobilization
- Partner on UC/UCLA Advocacy Days
- Provide e-mail blasts for advocacy event invitations
- Serve as co-sponsor for advocacy events along with ethnic/regional/support organizations
- Partner in management responsibilities related to GRAAC
- Participate in education bond advocacy activities
- Develop promotional materials related to advocacy for alumni audience
- Incorporate advocacy related articles in alumni publications

University Communications

- Serve as a strategic communications partner
- Develop executive leadership speeches to convey UCLA messages to external audiences
- Prepare media advisory/press release material
- Provide web support and publication design
- Coordinate message development/framing and presentation
- Provide coverage of advocacy related issues in UCLA publications

Development

- Potential source of new “A+” and “A” level contacts
- Partner and co-sponsor specific events that attract donor interest
- Participate in mobilization efforts of major campus donors in advocacy campaigns
- Provide support in the Development of systems for volunteer and elected official contact management
- Serve as Corporate Advocacy partner
- Participate in overall Program evaluation

UCLA Foundation /Advancement Services

- Potential source of new “A” level contacts
- Provide critical background information from Development Research
- Partner and co-sponsor major campus advocacy events and those that attract Foundation Board interest
- Provide financial support for bond campaign
- Consult with G&CR on Chancellor’s involvement in advocacy-related events and invitations
- Partner with G&CR on major campus wide advocacy events
- Consult on advocacy event planning

Finance & Information Management

- Analyze and support advocacy related technology needs
- Support Government Relations Advocacy Database (GRAD) development and implementation
- Analyze political giving by major University donors
- Assess G&CR technology needs and capabilities
- Provide expertise in the area of program evaluation

As part of completing this Advocacy Program Plan, discussions will be held with External Affairs colleagues to clarify and further define the roles, working relationships, goals and objectives necessary for the program’s overall success.

Measures of Success / Program Evaluation

There are few quantitative measures of success for an advocacy program. While it is possible to analyze member votes on the state budget or on specific legislation,

ultimately the campus' advocacy efforts are "influences" upon these outcomes, not "determinants." Third party advocates (i.e., alumni, volunteers, and friends of the institution) add an important voice to carry UCLA messages in a term limit environment where the University is "disadvantaged" by its inability to contribute campaign funds to legislators to leverage UC's legislative and budget agenda. UC does not have a formal political action committee. Our "political action committee" is not a fundraising organization; rather it is the utilization of our human capital on behalf of the University. It is based on our ability to have effective advocates.

Throughout the program year, G&CR staff will collect feedback data from elected officials, volunteers and other stakeholders on the impact and effectiveness of the UCLA Advocacy Program. Additionally, discussions with UCOP on the UCLA contribution to the University-wide Advocacy Program will take place. In the absence of absolute metrics for the evaluation of the Advocacy Program, there are a number of indicators that can be evaluated in terms of programmatic impact. The following quantitative and qualitative indicators provide tools for measuring the effectiveness of the UCLA Advocacy program:

- Number of "A" level contacts for assigned member
- Number of key contacts for each assigned member
- Effectiveness of key contacts
- Frequency and depth of contacts with elected officials
- Growth of GetActive database
- Participation by volunteers in UCLA Advocacy Days
- Participation by volunteers in mobilization activities
- Participation by campus leadership in advocacy activities
- Recruitment of new volunteers
- Identification of emerging political and community leaders
- Outcome of key bills and/or legislative issues where mobilization efforts have occurred
- Responsiveness to legislative and UCOP requests for assistance

The formal evaluation of the UCLA Advocacy Program will consist of a comprehensive review of these indicators and others that will emerge in the course of the program year. Quarterly meeting will be held with key External Affairs stakeholders to review progress toward the overall advocacy goal. An annual evaluation report will be issued in December 2005.

Conclusion

Advocacy at UCLA is not dependent on any single activity. It is the result of multiple approaches and strategies designed to educate elected officials and increase their support for the University. The current political climate of term limits, the loss of educational champions, and the need to raise substantial campaign funds are factors that make the task of advocacy even more challenging.

Successful advocacy requires collaboration across organizational units, simple and understandable messages, and adaptability to a constantly changing political environment. The strength of the UCLA Advocacy Program is in the commitment of

its participants to the UCLA mission. Our advocates, along with the support of the campus leadership, are our greatest assets.

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UCLA ADVOCACY PROGRAM ACTIVITIES

Introduction

The UCLA Advocacy Program is multi-faceted, with participation by:

- The Chancellor/Executive Vice Chancellor
- Senior campus leadership
- Key volunteers and alumni
- Community-based organizations and partners

Additionally, the major programmatic components of the UCLA Advocacy program are as follows:

- Advocacy Training
- Candidate Forums
- Legislator/Candidate to Campus Program
- UCLA Advocacy Days
- District Office Outreach
- Corporate Advocacy
- Regional Events
- UCLA Sporting and Cultural Events

Executive Advocacy

Each year, the Chancellor and Executive Vice Chancellor make capitol visits to Sacramento and Washington, D.C. to meet with members of the UCLA-assigned legislative or congressional delegation. The cultivation and advocacy strategy for the Chancellor and Executive Vice Chancellor has been multi-levelled. Meetings are scheduled with:

- Current members of the legislative leadership
- Emerging leadership for the next term
- Newly elected members
- Alumni elected officials
- Senior Executive branch officials

The Chancellor and Executive Vice Chancellor are able to communicate the broader institutional messages to elected officials on the value and contributions provided by the University. By having the highest level of campus leaders meet regularly with elected officials, the University becomes more “personalized” and “real” to policymakers. The executive level visits establish the foundation for building stronger relationships with elected officials, and provide a basis for subsequent interactions. This cultivation approach by the Chancellor and Executive Vice Chancellor is reinforced by other advocacy activities that involve key volunteers, alumni, deans, faculty, and other members of the campus leadership. During

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executive level visits, G&CR will often host a campus dinner with a senior level faculty member as the keynote speaker.

The Chancellor and Executive Vice Chancellor also participate in other programmatic activities such as the Legislator/Candidate to Campus Program, District Office Visits, and UCLA Advocacy Days.

Campus Leadership

Throughout the year Legislators meet with deans, vice chancellors, and faculty regarding issues related to the member's interests and the campus leader's management responsibilities and/or expertise. For example, Dean Aimee Dorr has been a resource on educational outreach issues. Vice Chancellor Roberto Peccei has provided expertise in the area of research funding. Professor Edward Leamer has briefed elected officials on the Anderson Forecast data. Other deans, vice chancellors, and faculty have also participated in the Legislator/Candidate to Campus program as well as individual meetings with elected officials on specific issues.

Key Volunteers and Alumni Participation

Volunteers and alumni are integrally involved in campus advocacy activities through their participation in the UCLA Advocacy Days, District Office Visits, and ongoing communication with elected officials. Each of the UCLA Advocacy Days is designed to maximize the contact by key volunteers and alumni with those elected officials with whom they have strong relationships, either as constituents, donors, or personal friendships.

Our key volunteers and alumni are organized into the Bruin Caucus, which contains more than 700 members. The Bruin Caucus enables G&CR to communicate with key volunteers and alumni on legislative issues, identify elected officials for targeted advocacy mobilizations, and build ongoing support for the University. The new UC-wide GetActive advocacy tool enhances the ability to reach key volunteers and alumni in a timely manner. It also makes it possible to track volunteer interactions with elected officials by electronic or written correspondence, or through personal contact with the member.

Additionally, there is a 30-member Governmental Relations Alumni Advocacy Committee (GRAAC) that provides an alumni leadership component to advocacy activities. GRAAC members serve as team leaders during the UCLA Advocacy Days.

Advocacy Training

An annual Advocacy Training Workshop is held to provide key volunteers and alumni with skill development and background information to increase their effectiveness as advocates for UCLA. The Executive Vice Chancellor has often been the keynote speaker at the workshop. The training program focuses on critical challenges facing the University, techniques for effective advocacy, and updates on

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UCLA's highest priorities and newest initiatives. Prior to their capitol visits, specific delegate training on relevant issues is provided to participants at the UCLA Advocacy Days. In FY 04-05, G&CR staff will conduct quarterly briefings for Bruin Caucus members.

Bruin Caucus Orientation

This quarterly orientation will focus on recent volunteer membership to the ***Bruin Caucus*** program. The focus for the orientation will be a "Welcome to Advocacy", which will be an opportunity to meet GCR staff and other volunteers and a brief overview of G&CR.

The meeting will be modeled on the annual Advocacy Training Workshop. Volunteers will be encouraged to participate in upcoming events on the G&CR calendar as well as other opportunities for involvement as advocates.

The Bruin Caucus Orientation program will help to reach out to new "subscribers" early in their volunteer experience in order to strengthen the value of advocacy and their much needed support for UCLA.

Candidate Forums

During each election cycle, G&CR, in conjunction with various campus and community partners, sponsors candidate forums in races where there is no incumbent. The intent of the candidate forums is to begin the early cultivation of prospective elected officials and to shape their perceptions of UCLA. Candidates are provided with information regarding UCLA as an important resource in their district. Successful candidate forums have been in state legislative and municipal races. The candidate forums also provide an opportunity to recruit new volunteer and alumni advocates with strong ties and relationships in a particular legislative or council district.

Legislator/Candidate to Campus Program

Legislators and candidates seeking office are invited to visit the campus, be briefed by faculty in their areas of expertise, and meet with alumni and volunteers. The campus visits are planned in accordance with the legislators' and/or candidates' priority interest areas. The legislators and candidates will often visit laboratories, meet with students, and engage in discussions with constituents who are UCLA alumni or employees. Often the Chancellor and/or Executive Vice Chancellor will participate in the Legislator/Candidate to Campus program. The outcome of the Legislator/Candidate to Campus Program is positive exposure for the campus, and provides more insight into the elected official's legislative interests.

UCLA Advocacy Days

Each year, UCLA participates in the annual UC Day in Sacramento with the largest volunteer delegation. Additionally, a UCLA Day with Local Government and a UCLA Day in Washington, D.C. are held. The purpose of these major advocacy days

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is to convey the UCLA message on the value of our contributions to Los Angeles, to California, and to the nation. In addition to volunteer, alumni, faculty, staff, and student participation, the leaders of several UCLA partner community-based organizations have participated in the UCLA Advocacy Days as a part of the *UCLA in LA* initiative. Their participation serves as direct evidence of UCLA's commitment to community engagement.

In the era of term limits where elected officials move between various levels of government, the cultivation of elected officials needs to be sustained. In recent years, there has been movement of elected officials between local, state, and federal levels of government. It is important for the University to establish and nurture long-term relationships. The UCLA Advocacy Days, in conjunction with other advocacy activities, contribute to the ultimate goal of timely identification and long-term cultivation of potential and current officeholders.

Geographic Information System

The Geographic Information System (GIS) has been an important advocacy tool. In the "leave-behind" packets for the UCLA Advocacy Days and other legislative contacts, the GIS technology enables G&CR to produce maps showing UCLA-sponsored community programs, alumni, faculty and staff, and students residing in a particular district. The GIS maps graphically convey UCLA's presence in a member's district.

District Office Outreach

Key volunteers and alumni, in collaboration with G&CR staff, visit elected officials in their district offices to discuss the impact of UCLA in the area that the official represents. The intent of this effort is to take UCLA into the member's district and demonstrate the University's commitment and value across Los Angeles. UCLA sponsored, community-based programs often participate in district office outreach as well. The *UCLA in LA* initiative has been an important aspect of the district office visits. When elected officials represent districts further removed from the campus vicinity, there is often a lower level of awareness regarding the UCLA presence in their district. The District Office Outreach Program is an effective means of enhancing UCLA's exposure to encourage support for the campus.

Corporate Advocacy

In April 2004, UCLA, in conjunction with UC Irvine, organized a delegation of California corporate leaders to go to Sacramento for meetings with the leadership of the Legislature and key members of the Schwarzenegger Administration. The members of this inaugural delegation represented Southern California's information technology and biomedical industries. The primary message for the Corporate Advocacy Day was the importance of higher education and the University of California (UC) to Governor Schwarzenegger's goal of economic recovery for California. Corporate leaders conveyed their viewpoints on the impact of proposed budgetary reductions to UC and the impact these reductions would have on their particular industries and the larger California economy. Corporate leaders proved

APPENDIX

to be an effective voice for communicating the value of UC to the legislative leadership, especially to members of the Republican Caucus. Corporate Advocacy will remain an element of the UCLA Advocacy Program.

UCLA Sporting and Cultural Events

Elected officials are invited to join the Chancellor and other important campus supporters at each UCLA home football game and at selected UCLA basketball games. These sporting events provide an informal yet very effective venue for building positive working relationships with elected officials. In a relaxed, social environment, the elected official has a different level of exposure to UCLA, its leadership and the broader campus community. Utilizing sporting events as an opportunity for interaction has been an important element of our overall advocacy program. Additionally, each year the Governmental Relations Alumni Advocacy Committee (GRAAC) hosts legislative district directors at a UCLA football game. The goal of this activity is to build positive working relationships between alumni volunteers and the district staff of elected officials at all levels of government.

The wealth of cultural activities sponsored by the campus also offers numerous opportunities to engage elected officials regarding the strengths of the research university. Programmatic efforts range from drama to films to art to music and dance. The involvement of students and faculty, along with partnerships with the community organizations, typify the breadth and depth of UCLA as a cultural center in Los Angeles.

Regional Advocacy

In 2002, the nine Assistant Directors in G&CR were assigned to a region of greater Los Angeles. Their objectives were to extend UCLA's presence throughout the region and to cultivate new volunteers for advocacy efforts. Each Assistant Director was provided a budget for programmatic activities, such as candidate forums, issues briefing, receptions for incoming students and their parents, and gatherings of alumni. The Regional Advocacy approach has incorporated campus and community partners, along with visible opportunities for greater engagement with UCLA. Additionally, G&CR staff has expanded the advocacy database of volunteers. The Regional Advocacy Program supports the growth of grass roots advocates by providing exposure to the campus in local communities. By conducting district office visits, holding issues forums, and organizing "meet your legislator" events throughout Los Angeles, regional advocacy provides new opportunities for volunteer identification, cultivation and engagement.