



# RISING ABOVE

Autonomous contactless delivery made possible by Starship robots is an example of ASUCLA innovation and the adoption of new services to meet the challenges faced on campus in the past pandemic year.

*See page 14 for more highlights from FY 2020-2021*



ASUCLA is an independent, non-profit organization and does not receive operational funding support from UCLA, the UC System, or the State of California. The organization is broken into four entities: Undergraduate Students Association (USA), Graduate Students Association (GSA), Student Media, and Services and Enterprises. This annual report focuses on the operations and initiatives of ASUCLA's Services and Enterprises, overseen by a student-majority board and operated by a student majority staff.

## Contents

2

### A Message from the CEO and Executive Director

4

### Governance and Leadership

The 2020-2021 Board of Directors and ASUCLA Leadership collaborations with campus partners, development and fundraising, new Diversity and Inclusion Statement

8

### Key Strategies and Initiatives

To further strengthen ASUCLA as an independent, student governed, student centric organization

14

### FY 2020-2021 Highlights

A pictorial gallery highlighting some of the accomplishments and initiatives from 2020-2021

18

### UCLA Trademarks & Licensing

Multiple new licensing deals including new athletic outfitter agreement, expanded international presence, sustainability commitment, campus collaborations, and a prestigious award

22

### UCLA Store

Commencement hybrid packages, expanded in-store pick up options, and the new Nike/Jumpman shop

26

### UCLA Restaurants & Catering

Culinary review, Catering Express, delivery robots, partnership with Anderson Strategy Group, and a new restaurant serving beer and wine and accepting meals swipes coming to Ackerman Union!

30

### Student Union

Support for campus COVID-19 response, virtual programs, Art in the Union 2021, film shoots take advantage of empty Student Union locations

33

### Facilities

Flex work schedules, safety and cleanliness amid COVID-19, Wescom Student Terrace upgrades, and new projects

34

### Marketing & Social Media

Marketing Ventures projects, new video and photography resources, expanded eCommerce and social media

36

### HR & Organizational Culture

Improvements in processes, practices, and communication during COVID-19, employee training, virtual events and celebrations

39

### Information Technology

Keeping ASUCLA connected remotely, technology and app updates, Netsuite integration

40

### Finance

Payroll Protection Program Loan and forgiveness granted, external audit, Budget/Five Year Plan

41

### Financial Performance Highlights

Actual performance almost 6.7 million better than projections

42

### Accomplishments FY 2020-2021

44

### Partners, Sponsors and Service Providers

45

### Location Map

“Our theme this year, **RISING ABOVE**, defines our aspirations through evaluating the impact of our presence as a social enterprise and recognizes the gravity of our responsibilities towards the welfare of the Bruin Community, especially in the year of the pandemic . . .

. . .the organization’s response to the demands of the campus and our membership this year undoubtedly exemplifies our commitment to serve.”

— Pouria Abbassi P.E.  
ASUCLA Executive Director & CEO



## A Message From Our Executive Director & CEO Pouria Abbassi, P.E.

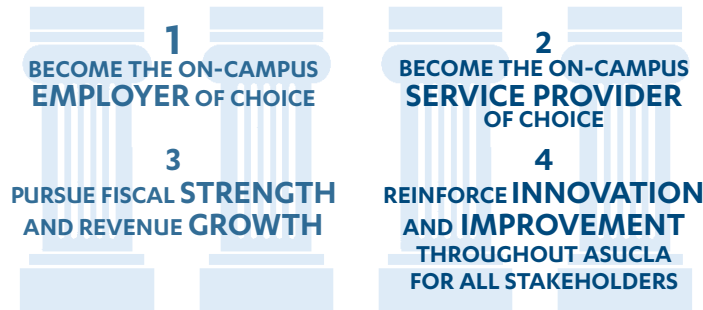
On behalf of the ASUCLA Board of Directors and our family of employees, I am pleased to present our association’s FY 2020-2021 Annual Report. Throughout this extraordinary year, ASUCLA pursued a full spectrum of impactful initiatives to meet the challenges of the pandemic and strove to surpass the expectations of all our stakeholders. Our theme this year, **RISING ABOVE**, defines our aspirations through evaluating the impact of our presence as a social enterprise and recognizes the gravity of our responsibilities towards the welfare of the Bruin Community, especially in the year of the pandemic. We are proud and indeed humbled by the opportunities to serve and the many achievements attained this fiscal year.

Throughout FY 2020-2021, ASUCLA made significant progress for enhancing communication, stabilizing operations, and engaging in advocacy to better serve the Bruin community. The organization’s response to the demands of the campus and our membership this year undoubtedly exemplifies our commitment to serve. We collaborated with colleagues across campus in assisting students to obtain financial relief and advocated for students to qualify for unemployment benefits. In terms of our efforts in strengthening our organizational pillar of “becoming the Employer of Choice” and ensuring uninterrupted employment, we are most appreciative of UCLA and the Small Business



Restaurant division employees come together with new services such as Catering Express to provide service to essential workers on campus.

### ASUCLA FOUR PILLARS OF ORGANIZATIONAL EXCELLENCE



Administrations (SBA) for their steadfast support. We are particularly pleased to share that the United States' SBA has fully forgiven our loan under the Paycheck Protection Program. We were also able to validate our extension of internal and external communication through the expansion of our social media outreach and by engaging with our members remotely.

We continued to implement innovations and support strategies to improve services. Given the Pandemic related restrictions and cautions, we imagined a new method to meet the needs of the 2021 graduating class as we deployed online remote ordering and shipping of commencement regalia. In order to navigate and accommodate those required to stay on campus, we launched a contactless robot food delivery program as well as a new catering express service for essential workers, students, and staff throughout campus.

The ASUCLA's efforts to find new ways to diversify, sustain, and prioritize the needs of our campus community include efforts to focus on the elevation of our social and ethical responsibilities. Thus, in ASUCLA's mission in providing a welcoming environment of optimal support and consideration, we worked to establish a Diversity and Inclusion Statement with training modules for our entire organization. We also supported the establishment of a new Black Bruin Resource Center in the center of campus in partnership with Student Affairs. Additionally, ASUCLA executed an MOU with Safe Place for Youth, SPY, to bring

their navigator services on campus in hopes to address resources for shelter insecure students. Furthermore, we participated in and supported the UCLA Bruin Guardian Scholars program for foster youth and in partnership with Community Programming Office (CPO) Basic Needs Committee provided 15,000 meals prepared by ASUCLA Catering to support our food-insecure Bruins.

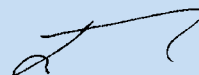
In expanding UCLA's merchandise and retail presence worldwide, UCLA Trademarks and Licensing, an enterprise of ASUCLA, launched new international partnerships in Australia, South Korea, Canada, and South America. Additionally a new UCLA collection with H&M stores launched worldwide. Another exciting collaboration introduced itself through the establishment of a Los Angeles partnership with a group of UCLA alumni on their new label, CMMND, that opened up a new avenue of outreach and expansion of our rapidly growing brand. ASUCLA also worked with UCLA Athletics in the selection of Nike/Jumpman as a new athletics footwear, apparel, and equipment provider. The International Collegiate Licensing Association named UCLA Trademarks & Licensing the 2021 Synergy Award Winner (Licensing Program of the Year) for demonstrating extraordinary commitment to collegiate licensing and directly contributing to the betterment of the industry. One area in which the team made significant contributions to the collegiate licensing industry was through innovations in engagement with various stakeholders for both environmental and labor sustainability efforts in supply chains for UCLA licensed products.

Throughout the year, we were also intentional and focused on ensuring that our ASUCLA family is our highest priority as we all were dealing with many uncertainties. I am particularly proud of our strive to do our utmost to clarify, communicate, assist, and be mindful of the inherent challenges that everyone has been facing.

In closing, we express immense appreciation to our partners and stakeholders for their aid and support in upholding our campus services and organization, especially this year. Our successes persist as a direct result of this undeniable cooperation and ability to deliver resources among our Bruin family all whilst doing our uttermost to assist and be conscientious of the intrinsic trials present throughout our communities. I would also like to thank our Board of Directors, each student and career staff member, and the unified family of Bruins past, present, and future who all make ASUCLA such a unique and inspired organization.

In **RISING ABOVE** obstacles that come our way, we remain true to our aspirations of service, innovation, community, and supporting our family of employees and our members.

Sincerely,



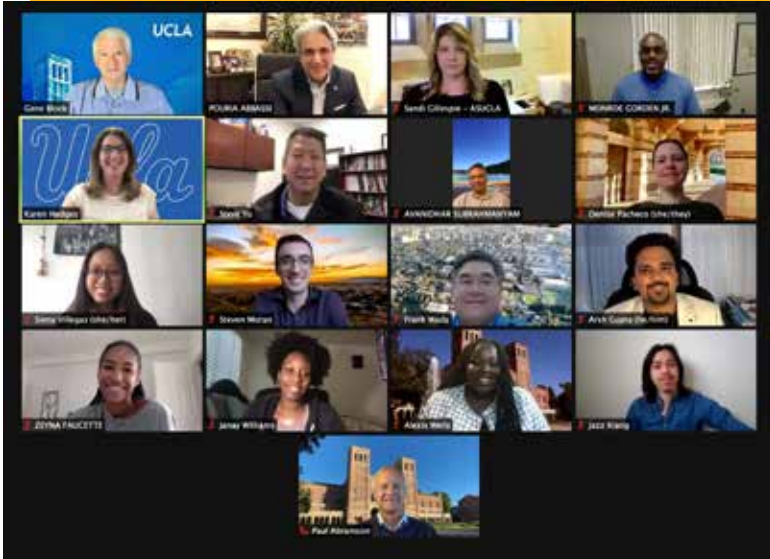
Pouria Abbassi, P.E.  
Executive Director & CEO  
Associated Students UCLA

*"We commend the ASUCLA team and leadership, for your creativity, innovation and commitment to the growth and well-being of UCLA and your fellow association members during this tumultuous time. From serving residents on the Hill and providing much-needed equipment and basic needs support, to launching engaging virtual programming and developing food delivery programs that use autonomous robots, you have provided vital and ongoing support to our students, staff and faculty. We are also grateful for your efforts to further enhance the UCLA brand globally, leveraging the affinity people have for our institution into exciting opportunities, including working with UCLA Athletics to bring about the celebrated Nike/Jumpman partnership."*

*— UCLA Chancellor Gene Block*

## GOVERNANCE & LEADERSHIP

Together the ASUCLA Executive Management Team and the Student-majority Board of Directors identify opportunities and strategies to best serve ASUCLA's stakeholders. New priorities for the upcoming year are determined at the beginning of the year and reviewed continually throughout.



The ASUCLA Board of Directors host Chancellor Gene Block for a virtual meet up.

### Engagement and Collaboration With Our Campus Partners

Throughout the pandemic our guiding principle has been the creation of value in terms of our interactions with our partners and stakeholders in the Bruin community. Ongoing and periodic meetings with campus administration and other stakeholders including meetings with Vice Chancellors across UCLA has been key. The Board participated in presentations to campus groups such as CPO Basic Needs and GSA Forum, attended meetings with state legislators, and continued to educate external stakeholders communicating the significance of ASUCLA.

The *Joint Operating Committee* was re-established to provide the Board with another channel to convey the work of ASUCLA and garner the support of campus. Vice Chancellors Monroe Gordon (chair of the committee), Michael Beck and Gregg Goldman, and Yolanda Gorman, Senior Advisor to the Chancellor and Chief of Staff, joined the discussions. The FY 2020-2021 Board initiatives and major projects were discussed, including ASUCLA's ramp-up plan and Fall 2021 transition, Commencement 2021, ongoing efforts to fully launch the Black Bruin Resource Center, and the plans for center of campus development.

### A Smooth Transfer of Knowledge

ASUCLA board members—of both the outgoing and incoming year—get acquainted at a 3-day annual retreat held following board appointments. Presentations and discussion with ASUCLA management and invited consultants preview challenges ahead, discuss strategies and set the agenda for the upcoming year.



After a full day of presentations and lively, strategic discussion at the retreat, evenings include more relaxing activities.



## Meet the 2020-2021 Board of Directors

ASUCLA Board members are appointed by the Undergraduate Students Association Council (4 undergraduates) and Graduate Students Association (4 graduate students), as well as appointments from the Chancellor's Office (2), the Alumni Association (2), the Academic Senate (1), and the Executive Director who serves ex-officio.



Zeyna Faucette  
Undergraduate Representative



Arsh Gupta  
Undergraduate Representative



Siena Villegas  
Undergraduate Representative



Alexis Wells  
Undergraduate Representative



Adewunmi Adelaja  
Graduate Representative



Jazz Kiang  
Graduate Representative



Steven Moran  
Graduate Representative



Janay Williams  
Graduate Representative



Paul Abramson  
Administrative Representative



Frank Wada  
Administrative Representative



Jesse Torres  
Alumni Representative



Steve Yu  
Alumni Representative



Avandhar (Subra) Subrahmanyam  
Faculty Representative

## and Executive Management Team

Collectively this team represents over 200 years of service to the Association overseeing the multiple businesses and support divisions that drive ASUCLA.



Pouria Abbassi, P.A.  
Executive Director & CEO



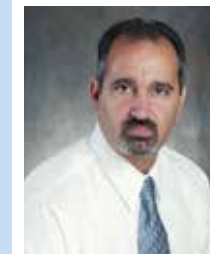
Donna Baker  
Finance and Accounting Operations



Ari Baron  
Marketing & Sales Promotions



Cindy Bolton  
UCLA Restaurants



Roy Champawat  
UCLA Student Union



Sandra Gillespie  
Association And External Affairs



Patrick Healey  
UCLA Store



Cynthia Holmes  
UCLA Trademarks & Licensing



Kamran Mehdian  
Information Technology Services



Michelle Moyer  
Business & Legal Affairs

## GOVERNANCE & LEADERSHIP

### Development and Fundraising

Efforts started with a Board initiative in 2019-2020 to pursue development opportunities. After some sessions with executive management and consulting with UCLA External Affairs, the process evolved into the creation of a Case for Support for ASUCLA, which clearly defines as to what sets ASUCLA apart, why donors should care, and where funds are needed. Presentations made to the UCLA Foundation resulted in a \$160,000 grant, including \$125,000 to support student programming via the USA and GSA interaction funds, plus \$35,000 allocated for an internship program. In addition, working together with campus partners, funds were raised in support of COVID-19 Relief Efforts and the Cal Fresh Initiative which would enable Cal Fresh acceptance on campus. In total ASUCLA was able to raise \$5.5 million in support of various services, projects, and initiatives.

### 2020-2021 DEVELOPMENT AND FUNDRAISING

IN TOTAL **\$5.5 MILLION** RAISED IN SUPPORT OF SERVICES, PROJECTS, AND INITIATIVES

#### COVID-19 RELIEF EFFORTS

**\$4.685 MILLION**

FROM THE SBA UNDER THE PAYCHECK PROTECTION PROGRAM (PPP) ESTABLISHED BY THE CARES ACT

**\$150,000** FROM THE UCLA BASIC NEEDS COMMITTEE AND THE GREEN INITIATIVE FUND (TGIF)

PROVIDING OVER **5,750** MEALS TO ADDRESS FOOD INSECURITY ON CAMPUS

**\$18,000** BY WESCOM CREDIT UNION TO THE USAC COVID-19 RELIEF FUND

AND **\$7,000** TO THE GRADUATE STUDENT ASSOCIATION FOR MEAL DISTRIBUTION

#### SUPPORT FOR THE CALFRESH INITIATIVE

**\$150,000** FROM UCLA BASIC NEEDS

**\$85,000** FROM THE GREEN INITIATIVE FUND



#### PROGRAMS & DEVELOPMENT

**\$125,000** FROM THE UCLA FOUNDATION TO SUPPORT A WIDE VARIETY OF STUDENT GROUP PROGRAMMING

**\$35,000** FROM THE UCLA FOUNDATION FOR THE USAC PRESIDENT'S OFFICE TO AWARD INTERNSHIPS IN POLICY DEVELOPMENT, ADVOCACY, AND IMPLEMENTATION

**\$289,000** FROM UCLA EXTERNAL AFFAIRS AND WESCOM CREDIT UNION FOR THE UCLA CENTENNIAL MURAL PROJECT



### Social Justice and the Greater Good

Diversity, equity, and inclusion within the organization was on the forefront of the work of the Board's **Social Justice Ad Hoc committee**. Reflective of ASUCLA's tradition of excellence, and in particular the recent focus on both building and exercising influence in meeting the causes of importance to our constituent communities, the committee identified an ambitious set of initiatives for the organization to activate, engage and carry forward.

Initiatives included implicit bias training and round table discussions, addressing food and shelter insecurity on campus, promoting ASUCLA's support of ethical labor practices in the supply chain, support for the Black Bruin Resource Center on campus, and adoption of a new ASUCLA Diversity and Inclusion statement, reflective of the culture and vision of the organization.

## ASUCLA DIVERSITY AND INCLUSION STATEMENT

*The Associated Students UCLA, the largest and most unique organization of its kind globally, is committed to a culture that respects and promotes diversity, inclusion, equality, equity, and belonging. We value diversity in race, ethnicity, age, sexual orientation, gender identity, physical or mental ability, and perspective. We strive to hear all voices, provide support in meaningful ways to each individual, and celebrate the contributions and innovations that result from the vast array of identities represented within ASUCLA. Our firm conviction is that an environment that values differences is critical to each employee's ability to succeed and for our organization to thrive. This commitment extends to all members and constituencies of the ASUCLA community as we continue to facilitate equal and equitable access to our services and products.*

*—adopted by 2020-2021 ASUCLA Board of Directors*



*Incoming and outgoing Board members join the Leadership team at the annual retreat.*

## KEY STRATEGIES AND INITIATIVES

Over the past twelve months, the unrelenting and uncertain environment of the COVID-19 pandemic has provided a unique assessment of our organization. Specifically, how ASUCLA exerts its presence on campus and extends its partnerships. ASUCLA's engagement with the UCLA family is a testament to the leadership strategy of our organization, the commitment of our family of employees, and the guidance of our Board of Directors.

Our strategic initiatives, aligned with Board priorities and organization pillars, illustrate ASUCLA's strive for excellence in FY 2020-2021. The many accomplishments of the past year can be categorized among these six focus areas.

### 1 Improving employee training, communication, and engagement

**Development and execution of measures to enhance training and communication with employees and effectuate improvements in Human Resources processes and practices. This includes increased engagement of the Board of Directors Personnel Committee in HR matters of the organization.**

*"The investment in the ASUCLA family of employees and the pursuit of becoming the "employer of choice" is among the most important pillars of ASUCLA and one that we are extremely proud of in terms of what has been accomplished in FY 2020-2021."*

—Pouria Abbassi, ASUCLA Executive Director & CEO

#### INITIATIVES & IMPACT

Establishment of several employee committees, including the **Employee Engagement Committee** and the **Employee Wellness Committee**, including active participation of the CEO

Launch of **employee training programs** offered through campus and UCLA Extension

Launch of a **comprehensive employee survey** to improve the employee experience

Participation of **guest speakers** in meetings to **inspire and educate** staff regarding pandemic issues

**Extensive communications about COVID-19** cases, testing, and vaccines through staff meetings, direct emails, and newsletters

**Employee presentations** to next level supervisors to **share information within the organization**

Improvement and frequency of **virtual employee events and celebrations**

Launch of an effort to plan **post-pandemic work in a hybrid model**

Transition of **Human Resources** processes to **online practices** that **benefit student recruitment** and application processing

**Formation of cross-departmental task teams** formed to allow employees in different areas **opportunities to work together**

Extension of **opportunities to student employees to present to the Board of Directors** and share their experiences

## 2 Enhancing communications and feedback channels

**Development of enhanced communication and feedback channels to increase awareness of ASUCLA products and services and key corporate social responsibility initiatives for the broader Bruin community and UCLA leadership.**

*This has been a significant initiative that has contributed to ASUCLA's sustainment during the pandemic. Ongoing meetings with Campus Administration, Vice-Chancellors, and others across UCLA have been vital. The Joint Operating Committee was re-established to provide the Board with another channel to convey the work of ASUCLA and garner support from campus.*

### INITIATIVES & IMPACT

<p><b>UCLA</b></p> <p>Re-establishment of the <b>Joint Operating Committee</b> to provide a bridge between ASUCLA and campus leaders</p> <p><i>Gene Block</i></p>	<p>Presentations to <b>CPO Basic Needs, GSA Forum and other student groups</b> to extend ASUCLA's presence on campus</p> <p><i>Leslie - ASUCLA</i></p>	<p>With more than 25% of UCLA licensed products sold to internally to campus departments and groups for internal use, collaborated the UCLA Administrative Vice Chancellor's office to update and enhance the <b>online request portal for permission to use the UCLA name and trademark</b></p> <p><i>Denise Pacheco (she/they)</i></p>
<p>Participation in <b>key on-campus pandemic-related task teams</b> including <i>Academic, Well Being, Response &amp; Recovery, Facilities and Venues, Compliance, Relief Fund Distribution, Graduation &amp; Commencement and Bruin Bound</i></p> <p><i>Karen Hedges</i></p>	<p>Presentations to <b>UCLA Foundation</b> resulting in a <b>\$160,000 donation, \$125,000 to support student programming</b> via the USA and GSA interaction funds, <b>plus \$35,000 allocated for an internship program in USA</b></p> <p><i>AMANIDHAR SUBRAHMANYAM</i></p>	<p>Support for the <b>Student Research Projects for Sustainability Action Research</b> and the <b>Sustainable LA Grand Challenge</b></p> <p><i>Arsh Gupta (he/him)</i></p>
<p>Meetings with <b>state legislators</b> and other external stakeholders to <b>build awareness of ASUCLA</b> initiatives and priorities</p> <p><i>Siena Villegas (she/her)</i></p>	<p>Transition of <b>ASUCLA Nuts and Bolts Series</b> to virtual settings and coordination of joint presentations with Student Affairs</p> <p><i>Wada</i></p>	<p>Presentation of <b>monthly key performance indicators</b> and <b>national metrics</b> reflecting industry trends to the Board</p> <p><i>ZEYNA FAUCETTE</i></p>
<p>Supported the <b>Dashew International Students Center</b> with video projects and virtual events for students</p> <p><i>Janay Williams</i></p>	<p>Development of <b>new communication tools</b> adding new presentation decks, and ASUCLA Four Pillars newsletter to recent Annual Reports and the first ever ASUCLA Economic Impact Study</p> <p><i>Paul Abramson</i></p>	<p>Production of video series <b>"Buy Licensed"</b> and <b>"Why Use ASUCLA Services and Products"</b> installations, to convey ASUCLA business priorities</p>
<p><b>Significant increase in social media activity and engagement</b> across various channels</p>	<p>Establishment of <b>communication</b> to all ASUCLA vendors <b>regarding worker health and safety</b> in partnership with UC Procurement</p>	

## KEY STRATEGIES AND INITIATIVES *(continued)*

### 3 Strengthening the world-wide position of the UCLA Brand

**Development of strategies to strengthen the international position of the UCLA brand, and collaborate with appropriate campus entities to identify a new sideline brand licensee.**

*A challenge also presented an opportunity for ASUCLA and UCLA Athletics to identify and negotiate a deal with another brand, all in time to provide retail apparel and team uniforms. We arrived at a deal with major brand Nike, with the added benefit of having the Jumpman brand for three of our sports teams. This partnership is expected to provide a significant brand boost and has already resulted in substantial consumer enthusiasm.*

*Recognizing this year's achievements, the International Collegiate Licensing Association awarded UCLA Trademarks and Licensing the prestigious 2021 Synergy Award for its efforts to expand UCLA's global trademark and service mark portfolio, execution of new exclusive agreements and a new sideline partner, and the promotion of sustainable supply chain practices.*

#### INITIATIVES & IMPACT

Selection of **Nike/Jumpman** as UCLA's new sideline supplier, in partnership with UCLA Athletics

UCLA Trademarks and Licensing named the **ICLA 2021 Synergy Award Winner** by the International Colligate Licensing Association

Launch of **new international licensee programs** in Australia, South Korea, Canada and South America

Launch of **new UCLA collections** online and **at H&M stores** around the world

Participation in the virtual **Festival of Licensing** event in 2020

Execution of **three new exclusive licensing deals** that enhance revenue and allow greater brand control of corporate responsibility and sustainability efforts

Launch of **new advertising campaign on Amazon Store Front** in response to online demand

Launch of a **web-based data system for international licensees** to communicate artwork submissions, sales reports, and access assets

Licensed recent UCLA graduates to design and launch a **UCLA x CMMND apparel collaboration**

**Expanded UCLA licensed product placement at retailers** such as Urban Outfitters and Tilly's and worked with Costco and Walmart to better showcase the UCLA brand

Launch of **Ecovadis**, a new program to attain **environmental and labor sustainability metrics of UCLA trademark licensees**. Although voluntary, one third of licensees took part in the program in FY 2020-2021

# 4 Mitigating the impacts of COVID-19

Focus on FY 2020-2021 financials to identify and effectuate means for mitigating the unprecedented impacts of the COVID-19 pandemic and campus closures. This includes applying for the forgiveness of the Payroll Protection Program loan, securing additional relief funding, and pursuing grant opportunities.

Fully aware of the changing and unpredictable dynamics that heavily rely on decisions beyond its control, ASUCLA has continued monitoring and controlling expenditures and identifying new or expanded services/revenue opportunities to reduce the monthly net loss. While many of the overarching conditions did not improve for much of the year, the many efforts of the ASUCLA family, including obtaining the forgivable PPP loan, resulted in \$6.7M better than the projected bottom line.

## INITIATIVES & IMPACT

Participation in the **UCLA FEMA Disaster Relief** Application and an ongoing investigation for opportunities to apply for any eligible grants

Provision of the **Ackerman Grand Ballroom as a COVID-19 testing location** in collaboration with the UCLA Campus Leadership and ASHE Center

Support of **USA, GSA, and Student Media** payroll portion of the **Payroll Protection Program grant**

Provision of revenue loss figures to UCLA for consideration in the context of **2020-2021 COVID-19 Relief Funding**

Continuation of UCLA Store operations to **support the academic mission, remote learning technology, and commencement**

Collaboration with **Wescom** to fund **\$18,000 to the USAC COVID-19 Relief Fund**. USAC ultimately distributed over **\$313,000 in aid to 1,500 undergraduate students** impacted by the pandemic. Wescom also donated **\$7,000 to GSA to support food distribution** through ASUCLA Catering and UCLA Store

Operation of **additional restaurants** in South Campus and Ackerman Union to **service on-campus essential workers and students**

Launch of **contactless robot food delivery program** to deliver to essential workers and students throughout campus

Application for a **Paycheck Protection Plan (PPP) Loan** from the Small Business Association, provided under the CARES Act. Subsequently pursued and **received 100% forgiveness of the loan**

Development of a **proposal for funding from the Los Angeles Small Business Development Center (SBDC) Network** to fund and provide programmatic **support for the UCLA Transfer Students Center, UCLA Veterans Resource Center, and the new Black Bruin Resource Center**

Partnership with SEE-LA to **apply for a grant from The California Community Foundation (CCF) to support food-related programs** and services implemented in response to the COVID-19 pandemic within Los Angeles County

## KEY STRATEGIES AND INITIATIVES *(continued)*

### 5 Enhancing customer service, campus engagement, and support for student activities

Identify various measures and initiatives, leveraging ASUCLA’s position and presence to enhance customer services, provide revenue opportunities, and grow ASUCLA engagement on campus and in support of student activities.

#### INITIATIVES & IMPACT

Support for efforts to attain **federal relief funding distribution** to students

Collaboration with the **Associated Students of UC** on initiatives for financial support

Development of **themed gift packages** for special occasions by **ASUCLA Catering**

Collaboration with **Basic Needs and CPO** to bring about additional financial reporting

Formulation of **sponsorship and collaboration** with **IMG and Wescom Credit Union**

**Enhancements** to **UCLAStore.com e-commerce** and **fulfillment**

Advocacy for **food and shelter insecurity** matters

Expansion of **ASUCLA catering services to visiting sports teams** competing on campus

Provision of **Ackerman Union** as a **LA County Voting Center**

Expansion of the **Cal Fresh** program on campus

**Reimagining of Food Service concepts**, menus and offerings

Development of **business model for e-gaming** at Ackerman Union

Support of the **Bruin Guardian Program** that supports foster youth

Collaboration with the **Anderson School** to launch a **food services-specific study** in Spring 2021

Development of **small-scale catering operations** and **special event packages**

Continuation of **engagement in addressing** the significant **labor issues in China**

Engagement with campus and involvement in **CLE-Canvas conversion** for delivery of academic materials

Further build of the **ASUCLA marketing, videography, and photography services**

Management and ASUCLA Board received input from **“Buy Your Values UCLA”**, regarding a prospective future collaboration

Development of **Nike/Jumpman-branded store** in Ackerman Union and Pauley Pavilion location in Summer 2021

Launch of a new **photography website** as part of **Marketing Ventures expanded services**

Collaboration with the USAC student rep for **Transfer Students** to better engage transfers students

Deployment of **online Grad Etc.** for remote ordering and shipping of commencement regalia and accessories

Development of online booking platform for **Event Services, virtual tours of spaces, and new virtual commencement offerings**

## 6 Supporting social justice and the greater good

Support the Social Justice/Greater Good Ad Hoc Committee of the Board to address the needs of students on campus. This includes efforts such as supporting the realization of the Black Bruin Resource Center and enhancing collaborations to address food and shelter insecurity. Additionally, develop an internal framework and training for diversity and inclusion.

ASUCLA's collaboration with the student groups regarding the 2020 CUB referendum, which included launching the Black Bruin Resource Center, clearly established ASUCLA as an engaged voice on campus. The struggles and social justice movements of late spring and summer further highlighted the long-overdue need for the center and resulted in UCLA's commitment to fully support the initiative.

### INITIATIVES & IMPACT

Identification of an **exterior meditation/prayer space** outside Kerckhoff Hall and collaboration with UCLA Architectural/Building/Capital program officials to develop a concept

Establishment of a location for a new **Black Bruin Resource Center** in the center of campus in partnership with Student Affairs

Recipients of **\$150,000** in funding to support addressing **student food insecurity**—**\$75,000 from UCLA Basic Needs Committee**, and **\$75,000 from The Green Initiative Fund**—which went towards providing meals prepared by ASUCLA Catering for the **Bruin Meals Program**

Launch of a series of **implicit bias training, roundtables, and town halls** by the Employee Engagement Committee to educate and create safe spaces for ASUCLA employees

Participation in the **UCLA Bruin Guardian Scholars program** (supporting foster youth) providing over \$13,000 worth of UCLA-branded apparel, food, and school supplies. Colosseum Athletics donated 200 UCLA face coverings so each student would have at least two

Establishment of an **MOU with Safe Place for Youth (SPY)** to bring their navigator services on campus to address **resources for shelter insecure students**

Continual chairing of the UC Trademark Licensee **Code of Conduct Steering Committee**

Adopted a new **Diversity and Inclusion Statement** by the Board of Directors

## HIGHLIGHTS



### Received Funding to Address Food insecurity from Campus Partners

ASUCLA awarded \$150,000 in funding from the UCLA Basic Needs Committee and The Green Initiative Fund to prepare meals for the Bruin Meals Program.



### Wescom Presents Some Bruin Kindness

Wescom Bruin Kindness donated \$18,000 to the USAC COVID-19 Relief Fund providing aid to undergraduate students impacted by the pandemic. Wescom also donated \$7,000 to the GSA to support food distribution from ASUCLA Catering and the UCLA Store.



### ASUCLA Face Coverings Feature Student Design Selected by Online Competition

The winning design, from a virtual competition held in fall, is sold in the UCLA Store and uclastore.com. Proceeds from the sale of this face covering will go towards student programs and clubs.



### Donation for Bruin Guardian Scholars Program supporting Foster Youth

ASUCLA enlisted the assistance of Colosseum Athletics and other apparel and food vendors to aid students impacted by the foster care system. In total a donation of over \$13,000 in UCLA branded products, food, and school supplies was made.



### ASUCLA Partners with the Ashe Center to Provide Space in Ackerman Union for COVID-19 Testing

Centrally located in Ackerman Union Grand Ballroom, more than 1500 students, faculty, and TAs participated in asymptomatic COVID-19 testing.



### ASUCLA, Wescom Credit Union Brings Interest-Free Technology Loans to Bruins

Thanks to a new partnership between the UCLA Store and Wescom Credit Union, patrons can get loans of up to \$3,000, interest-free for 36 months for new tech equipment as part of Wescom's Technology Loan.



### International Students Super Bowl Pre-Game Party

In partnership with the UCLA Dashew Center, Event Services offered several events to build engagement with international students on campus including a Super Bowl Party with activities and prizes for participants.



### Pico Electric Vehicles Give Bruins New Way to Get Around Westwood

Pico Electric Vehicles is a new, subscription-based service that allows UCLA students, faculty and staff to rent seated, electric scooters on a weekly basis.





**General Election Resources Available at Ackerman Union**

To provide convenient and safe voting options for on-campus students and essential staff, UCLA hosted a vote center for Los Angeles County voters in the Ackerman Grand Ballroom to accommodate social distancing.



**ASUCLA Catering Launches Express Lunch and Dinner Service**

In response to the issues around COVID-19, ASUCLA Catering restructured, and developed a new "Catering Express Menu." featuring individually packaged meals, same day service, rotating menus, and campus delivery.



**ASUCLA's Summer in the Union Orientation Efforts Go Virtual**

ASUCLA Marketing created 10+ new videos to highlight the Association's services, businesses, and benefits to incoming Bruins. During the orientation sessions, new students were encouraged to sign up for the ASUCLA BenefitsU email subscription and stay up to date with the student association.



**New Initiatives Based on Employee Survey Results**

Based on the survey results, the activities of the HR-led Employee Engagement Committee (EEC) in FY2020-2021 focused on two primary topics: enhanced communication; and diversity, inclusion, and belonging.



**UCLA Trademarks & Licensing Earns Prestigious Award at California Higher Education Sustainability Conference**

The UCLA Trademarks & Licensing team earned a 2020 Best Practice Award in the category of Sustainability Innovations for its work to implement new sustainability tools.



**New UCLA Lifestyle International Collections**

Notable collections include a streetwear collection in South Korea, multiple channel releases coming out of Australia including two with reach into the U.S. and one with distribution in South East Asia, Africa, and the Middle East, and expanding distribution throughout Europe.



**CMMND X UCLA Exclusive AW'20 Collection Release**

LA-based art collective CMMND breaks ground by revitalizing UCLA tradition with a collaborative apparel collection entitled CMMND x UCLA.



**ICLA 2021 Synergy Award Winner by the International Colligate Licensing Association**

In recognition of their efforts in regard to sustainability in the supply chain, expansion of the trademark world-wide, while executing new exclusive licensing deals and announcing a new sideline outfitter.

## HIGHLIGHTS



### ASUCLA Supports New Sideline Licensee in Collaboration with UCLA Athletics

Both teams worked quickly to negotiate with Nike/Jumpman as the UCLA outfitter in time to prepare for the upcoming football season.



### New UCLA Nike/Jumpman Shop at the UCLA Store

The UCLA Store in Ackerman Union reopened after the pandemic with a brand new shop dedicated to our the new UCLA Athletics sideline outfitter, with a second location in Pauley Pavilion.



### Catering Outreach to UCLA and Visiting Athletic Teams in Preparation for Game Day

In addition to adding new catering events for UCLA Athletic teams the catering staff has reached out with a new packages for visiting teams.



### Retail Support for Men's Basketball in the Final Four

An exciting Men's Basketball season culminating in an appearance at the Final Four called for celebration preparations in BearWear!



### Event Services Quarterly Virtual Programming

This cooking contest was just one of our virtual programs developed by our talented Event Services staff to engage Bruins during this unusual year. Bruins Got Talent, herb garden workshops, and paint and sip nights were among other online events.



### HBO's College Girls Film Shoot

College Girls is the latest film production to take advantage of Kerchoff Hall's unique gothic architecture for a collegiate backdrop. Multiple shooting days added additional income for the Student Union Event Services division.



### Renovation of the CEY Grand Salon Gold Room

While COVID-19 closed campus to most all visitors ASUCLA had the opportunity to refresh all our event spaces and launch a new website featuring the updated venues. Visit the Charles E Young Grand Salon and all our other venues at: [asucla.ucla.edu/event-services/event-venues-meeting-rooms](https://asucla.ucla.edu/event-services/event-venues-meeting-rooms).



### Wescom Student Terrace Arches Refinish and Shade Coverings

The Wescom Student Terrace upgrades include a complete refinishing of the arches atop Ackerman Union and installing sunshades between units.



### Graduation Weekend

After months of uncertainty, this day in June was truly a celebration as campus was able to open just in time for graduation. The UCLA Store set up pop-up shops at several locations, offering flowers, gift baskets, and t-shirts all dedicated to the Class of 2021.

### Ceremony Livestream in Ackerman Union

Social distancing kept grads with a limited number of tickets for ceremonies, livestream in Ackerman Union allowed family to watch close by on campus.

### Campus Photo Studio and Graduation Etc open in Ackerman Union

Senior portrait sittings resumed after months on hold and students scrambled to order Graduation announcements and grad regalia when the Campus Photo Studio and Graduation Etc service opened in May.

***“Thank you for having the live stream available in Ackerman Union”***

*—Mr. & Mrs. John Garamendi, on campus for their granddaughter’s graduation*



### New Helix eGaming Lounge in Ackerman Union Underway

Following several presentations from various vendors, Helix was selected to fill the space previously occupied by the Jamba Juice lounge with a new exciting eGaming experience allowing casual and tournament play in the Student Union.

### Marketing Ventures Expanded to Photography and Video Services

A new photography website and the completion of several video projects for campus partners marks a successful first year for ASUCLA Marketing Ventures new business plan.

### A New Black Bruin Resource Center in Kerckhoff Hall

Although the CUB referendum didn’t pass in last year’s USA elections, ASUCLA recognized the need for a Black Bruin Resource Center on campus. In partnership with UCLA Student Affairs, space has been identified in Kerckhoff Hall and work began to open the center in fall quarter 2021.

### Epicuria @ Ackerman Coming Soon!

The new location will feature Mediterranean food and a bar that serves beer and wine. The most exciting part for students who live in the residence halls, Epicuria @ Ackerman will accept full-value meal plan swipes.

## UCLA TRADEMARKS & LICENSING

*Despite the unparalleled disruption to the industry due to COVID-19, UCLA Trademarks & Licensing pushed forward: expanding market reach into new retail accounts in Southern California and around the world, introducing new products and apparel collections, attending and presenting at virtual events and trade shows, and reaffirming its dedication to principles of responsible licensing.*

### Promoting Bruin Spirit Along with Health & Safety Standards

When health guidelines showed evidence that face coverings were critical in combating the spread of COVID-19, UCLA Trademarks & Licensing immediately initiated efforts to manage demand and foster a responsible approach. The team led campus discussions to develop product specifications for UCLA-branded face coverings to not only manage health and safety standards but also promote Bruin Spirit along the way. Sales of UCLA-branded face-covering generated royalties of just over \$37K, making up 3% of total royalty for the year.



### Behind the Scenes Retail Preparations for the Sideline Collection

This was just one of many examples where UCLA Trademarks & Licensing teamed up with campus stakeholders to achieve a common goal. Following the Department of Intercollegiate Athletics' selection of Nike as its new sideline provider and before the public announcement, UCLA Trademarks & Licensing worked behind the scenes to put in place a retail license agreement and to expedite product development for the entire Fall/Winter '21 sideline collection. In addition to the core sideline products, UCLA Trademarks & Licensing seized opportunities to further leverage the Nike ecosystem of subsidiary brands by bringing Converse on board to create customizable Chuck Taylor All-Stars and identifying expert resources to cater to other campus partners in fulfilling their Nike-brand uniform needs.

"Chuck Taylor All-Stars are classic and a reminder of UCLA's rich athletic heritage," said Kristina Miller, Retail Brand Director, UCLA Trademarks & Licensing. "In these interesting times, we could all use a reminder about the little things that really matter, like Coach Wooden's lessons on the fundamentals of tying your shoes correctly."



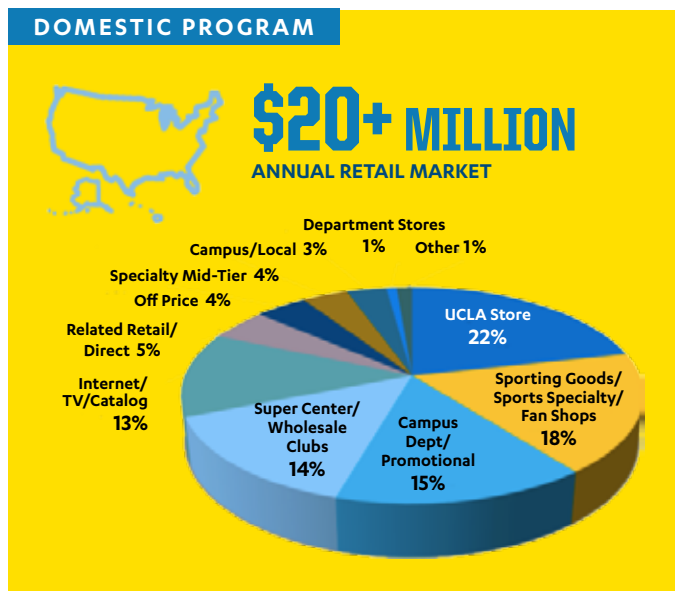
### Collaboration with UCLA Student Art Collective CMMND

With students being ASUCLA's most important stakeholders, UCLA Trademarks & Licensing collaborated with a group of UCLA students, CMMND, to launch a small, co-branded apparel collection that was locally manufactured (Made in LA) and marketed exclusively via social media channels. CMMND is a Los Angeles-based art collective founded on UCLA's campus by six current students and recent alum, producing projects ranging from music to apparel in hopes of pushing their message that "everyone is a creative". The "CMMND x UCLA" collection made its debut in late January 2021, sold out in minutes, and was picked up by international fashion press.

## Refocusing Energy on Recovery and Maximizing Key Opportunities

Despite the campus closure, UCLA Trademarks & Licensing operated with high efficiency and provided uninterrupted service to licensees and retailers. With patience and flexibility, UCLA Trademarks & Licensing was able to strategically negotiate with licensees faced with cash-flow problems and excess inventory due to retailer order cancellations and non-payment for goods already produced and/or shipped, reaching resolutions to satisfy all parties and refocus energy on recovery. By working steadily through these and other challenges brought on by the pandemic, UCLA Trademarks & Licensing was able to support and maximize key opportunities and events, like UCLA's run in the NCAA Men's Basketball Tournament and Final Four appearance, with Tournament-specific product assortment made available at national and local retailers generating \$28K in incremental royalties.

The pandemic brought significant supply chain interruptions and retail store closures, yet, UCLA Trademarks & Licensing achieved a 24% increase in royalty from non-campus/outside retail channels. While in total UCLA royalties were down 23% over the prior year, UCLA fared better than its Pac-12 peers and California universities in general.



Bonita Alford,  
Internal Campus Sourcing Manager,  
UCLA Trademarks & Licensing

## Serving the Needs of Campus Groups and Departments

Behind the scenes, UCLA Trademarks & Licensing also actively serves the needs of campus departments and groups looking to source UCLA-logoed goods for internal and promotional activities. This often exceeds 2,000 annual requests and 20% of UCLA licensed product wholesale volume in the U.S. International Collegiate Licensing Association (ICLA) reached out with a few questions on the topic to share with industry colleagues.

"It was an honor and a pleasure to participate in the 20 Questions monthly column for ICLA and to share my experiences with my colleagues in the collegiate licensing community," said Bonita Alford, Internal Campus Sourcing Manager, UCLA Trademarks & Licensing



photo credit: Carlos Uriarte, for the AASHE Sustainable Campus Index 2020

## Continued Commitment to Sustainability Efforts Honored in the AASHE 2020 Sustainable Campus Index

During the 2020-21 academic year, UCLA Trademarks & Licensing again served as a stakeholder for Sustainability Action Research ("SAR") undergraduate research project as well as the Sustainable LA Grand Challenge Undergraduate Research Scholars Program.

UCLA Trademarks & Licensing was honored in the AASHE 2020 Sustainable Campus Index for its efforts to measure the performance of trademark licensees according to social sustainability metrics and using this information in trademark license renewal decisions. By using data on each licensee's ability to provide transparent, safe, and fair workplaces and supply chains, UCLA Trademarks & Licensing reduced its licensee base by more than 60% in a decade, increased licensee engagement, and maintained revenue goals. In 2020, UCLA Trademarks & Licensing went beyond social sustainability with a new assessment, EcoVadis, that encompasses social and environmental sustainability, ethics, and sustainable procurement practices of licensees.

Throughout 2020-21, increasing numbers of UCLA trademark licensees opted in to participate in the EcoVadis Sustainability Assessment. By year-end, just under 40% of licensees voluntarily participated in EcoVadis. To highlight their effort, a new online licensee list was launched to enable buyers and other stakeholders to better identify the licensees who are making strides to improve through EcoVadis, as well as to highlight licensees which have been certified as B Corporations.

"The new site links the general public, retail buyers, and on-campus purchasers with credible, third-party verified information on the sustainability practices of companies who manufacture UCLA products under license," said Liz Kennedy, Director of Ethical Labor and Sustainability, UCLA Trademarks & Licensing.

## UCLA TRADEMARKS & LICENSING

“UCLA’s unique brand qualities have long provided an extraordinary opportunity, distinct from other institutions, gaining a following around the world attracted to its Southern California vibe, diverse and inclusive culture, and youthful energy.”

—Cynthia Holmes, Director, UCLA Trademarks & Licensing



### The UCLA International Retail Program Continues to Grow

“Since its first international program in 1978, UCLA Trademarks & Licensing has continued to do a lot with a little, a testament to the strength of the UCLA brand and the passion of the management team seeking to do it justice.”

“The opportunity remains in front of us to make the investment to evolve our approach and enhance content resources, to use retail as a platform not just to sell things but from which to tell UCLA’s most compelling brand stories to new and expanding audiences who are eager to hear what UCLA has to say,” Holmes said.

Remaining focused on its primary mission to protect and promote the UCLA brand around the world, UCLA Trademarks & Licensing prioritized any resources it could toward investing in the UCLA brand’s unique selling proposition, successfully launching new apparel collections, and opening new markets. Notable collections include a streetwear collection in South Korea (Spring ‘21), multiple channel releases coming out of Australia including two with reach into the U.S., a collection drop with distribution in South East Asia, Africa, and the Middle East, and new and expanding distribution throughout Europe.



UCLA displays in H&M on Fifth Ave, NYC (top photo), South Korea (middle), and Turkey (bottom). Collections from South Europe, North Africa and Australia at right).





### International Recognition in Collegiate Licensing

In a year marred by significant upheaval due to challenges stemming from the COVID-19 global pandemic, UCLA Trademarks & Licensing stood apart in its ability to expand the UCLA trademark worldwide as well as advancing sustainability efforts in supply chains for UCLA licensed products. For these efforts, UCLA Trademarks & Licensing team received the 2021 Synergy Award, given by the International Collegiate Licensing Association (ICLA).

"Congratulations to UCLA for being named 2021 ICLA's Synergy Award Winner!" said current ICLA President and Director, Brand and Trademark Licensing at West Virginia University, Nikki Goodenow. "Even with California being almost completely shut down due to COVID-19, UCLA's Trademarks and Licensing Office still found several ways to thrive. I look forward to celebrating UCLA and their many accomplishments."

"ASUCLA is humbled by ICLA's recognition of our Trademarks and Licensing team," said Pouria Abbassi, Executive Director and CEO of ASUCLA. "We look forward to continuing to bring value and partnership to advance the shared goals and objectives of ICLA and its member institutions."

Looking to the future, the UCLA Trademarks & Licensing team strives to foster strong relationships with licensees who share the goal of leading into the future while providing Bruins with high-quality, fairly made, sustainable products.



### Unique Challenges Due to the Pandemic

COVID-19 emboldened opportunistic individuals/enterprises engaged in counterfeit activity to expand their market share in high-demand categories including face coverings. During the fiscal year, the UCLA Trademarks & Licensing team fought this practice and successfully removed more than 3,000 ads from online sellers, with an estimated value of \$216,000.

Flexibility and forward progress also defined UCLA Trademarks & Licensing during FY 2020-2021. The team employed various new tools throughout the pandemic to keep business running smoothly, and ultimately, those tools, such as Zoom, Qualtrics, and DocuSign, created some significant efficiencies that continue to enhance interactions and business development. Additionally, the team designed, developed, and launched a new web-based licensee portal for product design/development submissions, contract management, and sales and royalty reporting.

While the pandemic forced many events to be canceled, UCLA Trademarks & Licensing was able to participate in various virtual events and tradeshows including hosting a UCLA booth during the Festival of Licensing tradeshow held virtually for three weeks across multiple time-zones.

**INTERNATIONAL PROGRAM**

**\$16+ MILLION**  
ANNUAL RETAIL MARKET

**120+ COUNTRIES**  
WHERE UCLA PRODUCTS ARE SOLD

### INTERNATIONAL TERRITORY COVERAGE



- 1 Canada
- 2 Latin America
- 3 Western Europe
- 4 Northern Europe
- 5 Southeast Europe & Western Balkans
- 6 Middle East
- 7 CIS & Turkey
- 8 Northern Africa
- 9 Russia
- 10 South Korea
- 11 Japan
- 12 China
- 13 India
- 14 South East Asia
- 15 Oceania

## UCLA STORE

If there was one ASUCLA department that embodied “flexibility” during FY2020-2021, it was the UCLA Store division of the organization. From the beginning of COVID-19’s impact during FY2019-2020, the UCLA Store has been reacting and adapting to change. It started last spring when the Computer Store stepped up to be one of the primary suppliers of technology needs and connectivity supplies for UCLA students, staff, and faculty. That flexibility continued when the UCLA Store had to completely change the way it conducted business. With physical stores closed on campus, the UCLA Store had to migrate from a primarily in-store customer experience to being 100% online.

“I just would really like to highlight the dedication of our staff. Without student employees, about 80 percent of our workforce was gone. The support that the Store employees had for each other, the way we worked together as a team to address these challenges as we faced them was really remarkable.”

— Patrick Healey, Director UCLA Store



The Classroom in a Box package, consisting of a webcam, tablet mounter, digital screen pen, and a dry-erase whiteboard, offered quick resources for remote learning.

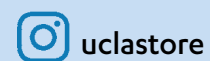
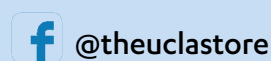
### Pivoting Back to In-store Pick Up for Graduation Regalia

“Although campus had planned for remote graduation ceremonies, the reduction in COVID-19 cases and the increased distribution of vaccines, allowed for the campus to host events in June,” UCLA Store Director Patrick Healey said. “With that, the store team needed to quickly source additional graduation regalia and develop plans to fulfill orders both online and in-store.” That meant pivoting back to some in-store shopping experiences as well as developing a hybrid model of “buy online, pick up in-store” services to facilitate graduation celebrations.



### Expanding Pick Up Options to Academic Materials and General Merchandise

“We had been working on doing in-store pickup as a service anyway, but the changes to graduation accelerated the need,” Healey said. And not only for graduation regalia. Prior to COVID-19, students had the option to order textbooks or tech supplies online and pick them up in-store, but the pandemic presented the opportunity for the UCLA Store to roll out the program to more areas of Ackerman Union. Going forward into Fall 2021, students can now look forward to the Ackerman Union location offering in-store pick-up services for general merchandise as well.







### New Athletics Apparel Sponsor Nike/Jumpman

In an exciting development, 2021 meant reimagining the UCLA Store space to include a new athletics apparel sponsor. UCLA Athletics announced the new sideline outfitter as Nike/Jumpman in December 2020. Because the change took place while the physical store was closed, it gave the UCLA Store team more time to strategize a liquidation process of the old merchandise so they could make way for new apparel. The UCLA Store successfully juggled that need while also building a new relationship with Nike, and had a new floor space of Nike merchandise ready to go for July 1, 2021.



## UCLA STORE



"The Shop looks fantastic with the new Nike/Jumpman merchandise, and despite global supply interruption due to COVID-19, we worked effectively to adapt to the new vendor structure to get things delivered in-store on time," Healey said.

"We now have shops installed at Ackerman Union and in Pauley Pavilion, and the new apparel has been really well received so far. We're really excited about that."





**Transitioning from Virtual Ratex (VR) to Netsuite Management Software**

Like the other ASUCLA divisions did when faced with the campus closure, the UCLA Store team capitalized on the deviation from normal operations to perform critical updates. This included redirecting energy to the development and testing of NetSuite, as well as improving inventory management. Transitioning from Virtual Ratex (VR) to Netsuite allows us to create a new and more efficient inventory management system, new e-commerce website

platforms, a new point-of-sale system and accounting software with improved financial visibility and business insights.

**Adoption of Netsuite Allows for Calfresh Transactions**

As part of the commitment to support the entire campus community, it has been a priority to find a solution for processing Calfresh transactions in the UCLA Store. The adoption of the Netsuite platform has allowed us to achieve this goal.

**Welcoming Back In-Person Shoppers**

Looking ahead, Healey and the store team are very excited to welcome back UCLA students, faculty, and staff for in-person shopping experiences during the fall quarter. And after the year the team has had, they are confident they can handle any new challenges thrown their way.



UCLA Store employees and Pouria Abbasi in pre-pandemic times.

**UCLA STORE FAQ'S**

**\$40 MILLION**  
ANNUAL SALES

**8,000 TO 16,000**  
DAILY TRANSACTIONS

EMPLOYS UP TO **400** STUDENT EMPLOYEES

**6 STORES**  
ON CAMPUS

- ACKERMAN UNION
- LUVALLE COMMONS
- HEALTH SCIENCES STORE
- HILL TOP SHOP
- NORTH CAMPUS SHOP
- SOUTH CAMPUS SHOP

**2 ECOMMERCE STORES**

- SHOP.UCLASTORE.COM
- BRUINTEAMSHOP.COM

**12,400+**  
INSTAGRAM FOLLOWERS

**10 STORE DIVISIONS**

- BEARWEAR & NIKE/JUMPMAN
- BRUIN CUSTOM PRINT
- COMPUTERS & TECHNOLOGY
- ACADEMIC MATERIALS
- BOOKZONE
- ESSENTIALS
- FAST TRACK &
  - CAMPUS BEAUTIQUE
- MARKET
- MEDICAL & DENTAL KITS
- GRADUATION ETC &
  - CAMPUS PHOTO STUDIO

### UCLA RESTAURANTS

*It goes without saying that the campus closure had a massive impact on ASUCLA Restaurants. Existing primarily to provide on-campus meals and quick bites to UCLA students, the food operations division found itself unable to serve the majority of its primary audience for the better part of a year. But the absence of students on campus provided a unique opportunity for Food Services to think broadly about how to reinvent itself on campus.*



#### A Comprehensive Culinary Review

As most of the restaurant locations were closed over the past year, ASUCLA Restaurants management took the opportunity to undergo a fundamental review of all operational procedures. One such area was menu offerings, and ASUCLA Restaurants underwent a comprehensive culinary review of all menus with a critical eye towards efficiency, affordability, popularity, and plant-forward options. With the oversight of the Corporate Executive Chef, some existing recipes were refreshed and updated while other menus were streamlined to increase efficiency.

Specifically, the North Campus Student Center will replace the self-service salad bar & soup station with a prepackaged grab-and-go menu, along with additional menu enhancements to the remaining stations. The Anderson Café has added a new grab-and-go station that will offer a wide assortment of packaged options. Northern Lights will have a fresh fruit cart-style service to replace frozen yogurt and a comprehensive new menu at Café Synapse will be implemented in an effort to create a destination for campus constituencies and ultimately increase traffic in this location. The new menu will highlight a small selection of previous lunch favorites while also highlighting a unique all-day breakfast menu.

“These strategic changes will help us navigate a post-pandemic environment,” Cindy Bolton, ASUCLA Director of Food Operations, said. “And turning an eye towards healthier options aligns with the desires and needs of students.”

#### Partnership with Anderson Strategy Group

After developing a new master plan, ASUCLA Restaurants partnered with Anderson Strategy Group (ASG) to research and make further recommendations regarding how to transform retail food strategy in a post-pandemic context. The scope of the study focused on emerging restaurant trends, new payment methods, and a review of some in-person dining experiences. “This major initiative for ASUCLA Restaurants” Bolton says, “has already led to positive results and the development of new business opportunities. As FY2020-2021 gives way to the next fiscal year, more recommendations from the report will be reviewed, prioritized, and implemented where beneficial.”



#### Survey Kiosks to Encourage Feedback

To continue efforts to better serve customers, ASUCLA anticipates adding customer survey kiosks throughout restaurant locations for additional feedback in order to monitor progress and make operational changes as needed. Bolton’s team will also implement a new Mystery Shopper program to elicit even more comprehensive customer input. The team also plans to replace existing menu boards, where feasible, with modern, digital menus that are network connected and can be managed through a unified web-based system.

### New Catering Express Business to Service Essential Staff and Faculty on Campus

In addition to menu changes, the ASUCLA Restaurants master plan also included guidelines for new training tools and plans for new services. Like how, in the wake of the campus closure, ASUCLA Restaurants pivoted from serving students to prioritizing another group of Bruins on campus: essential UCLA staff and faculty. In doing so, an entirely new line of business, ASUCLA Catering Express, was born.

“The genesis was to start providing meals on campus to essential staff who had limited dining options with the campus closed,” said Bolton. “We saw a need, and as one of our goals as an organization is to be the service provider of choice at UCLA, we took the initiative to meet that need.”

ASUCLA Catering Express launched August 2020 and started by offering weekly, rotating meal specials that faculty and staff could order for takeout. Over time, the meal service expanded to include family-sized dinners, leaner, healthier options through Catering Express Grill, and theme meal bundles for events like the Super Bowl and the NCAA Men’s and Women’s Basketball Tournaments.

“With catering events prohibited on campus, we had to reinvent ourselves,” said Raidis Maypa, Special Events Division Manager. “Thus “Catering Express” was born. It was a great opportunity for the team, not only to be creative on new menu items but to also adapt and operate differently in the kitchen.”



### Partnerships to Address Food Insecurity and Service Students on Campus

While the majority of UCLA students returned to their respective homes once the campus closed, there was still a small contingency of students who stayed in Westwood. Because of various challenges presented by the disruption of norms due to the pandemic, some of these students faced the unfortunate reality of food insecurity. ASUCLA Restaurants stepped up to support them as well. Thanks to a grant provided by the UCLA Community Programs Office (CPO), ASUCLA Restaurants partnered with the CPO Basic Needs Committee for the Food Closet on the Go Bruin Meals Program.

Through the program, hundreds of students — particularly those with dependents, graduate and professional students, and international and transfer students — received individual and family-sized meals throughout the spring and summer quarters of 2021. Additionally, a \$3500 donation from Wescom Credit Union allowed ASUCLA Restaurants to specifically support grad students with 350 catered meals.

“We were excited to provide this service for the students, and grow these partnerships that will hopefully continue into the future,” Maypa said.

## UCLA RESTAURANTS

### A Meal Provider for Athletic Teams as Collegiate Sports Returns

As the pandemic ran its course, new health guidelines and the implementation of COVID-19 testing made it possible for student life to slowly trickle back to campus, albeit in an altered state. This change opened doors to expand an existing opportunity on one hand, and develop new, exciting ones on the other.

During the winter and spring quarters of 2021, collegiate sports returned to Westwood, and ASUCLA Restaurants seized the opportunity to be the go-to meal provider for the men's and women's soccer teams, men's volleyball, and even some of the visiting teams.

"This was another opportunity for our team to position ourselves as a valuable partner and resource on campus," Bolton said. "The pandemic presented us many challenges as a division, but it also allowed us to re-engage with partners such as Athletics and generate new business."



Custom gift baskets are one of the new offerings launched by the ASUCLA catering team.



### Contactless Delivery Robots Serve Essential Campus Workers

Speaking of enhancements, when thinking about how to best serve students during these socially distant times, Bolton and her team established a partnership with Starship Technologies to bring delivery robots to campus.

"Over the last few years there has been a growing interest for food deliveries on campus, and our new partnership with Starship Technologies came at the perfect time," said Bolton. "The new service is an excellent alternative to traditional delivery, especially as we continue to confront the challenges of COVID-19. By using delivery robots, ASUCLA Restaurants can serve more essential workers and students on campus. Plus, robots are fun!"

The contactless, autonomous delivery bots began rolling around campus in January 2021, much to the delight of students, staff, and faculty. At the launch, Bruins could order from Blaze Pizza, Bruin Buzz, and Southern Lights, and later, had even more options when meals from LuValle in Spring 2021. As ASUCLA prepares to welcome students back to campus en masse in fall quarter 2021, more campus restaurants will be added to the service.

“It has been a very busy year for us, despite the pandemic. We are really excited for Bruins to experience all of our new offerings and enhancements.”

—Cindy Bolton, ASUCLA Director of Food Operations “



**Mediterranean Dining Serving Beer and Wine  
in Partnership with UCLA Dining**

And when students aren't having meals delivered to them, they can look forward to a new dining experience in the heart of campus that's set to open this fall. In July 2021, ASUCLA Restaurants announced a partnership with UCLA Dining to replace Wolfgang Puck Express in Ackerman Union. Called "Epicuria @ Ackerman," the new location will feature Mediterranean food and a bar that serves beer and wine. For students, the most exciting part about this new dining location is that Epicuria @ Ackerman will accept full-value meal plan swipes for students who live in the residence halls.

"We are always looking for new opportunities to better serve our students, so having the capacity to accept meal plan swipes will be huge for the 2021-2022 school year," Bolton said. "We expect this option to be popular with Bruins as they return to campus."

Renovations are taking place over the summer, and ASUCLA Restaurants anticipates Epicuria @ Ackerman will open by Fall Quarter.

**UCLA RESTAURANT FAQ'S**

**\$29 MILLION** ANNUAL SALES

SERVES APPROX **4 MILLION**  
**CUSTOMERS** EACH YEAR

APPROX **20,000** TRANSACTIONS

A DAY WITH **50-60%** OF ALL  
**TRANSACTIONS** OCCUR  
**11AM-2PM** MONDAY-FRIDAY

**15** DIVERSE  
**SELF-OPERATED**  
RESTAURANT UNITS PLUS  
**CATERING & CONCESSIONS**

**\$1.8 MILLION**  
ANNUAL CATERING SALES

APPROX **30** DIFFERENT  
**MENU OPERATIONS**  
WITHIN 15 RESTAURANT UNITS

**8** **THIRD-PARTY OPERATIONS**  
PANDA, RUBIO'S, CARL'S JR, SUBWAY,  
YOSHINOYA, KIKKA SUSHI, VEGGIE GRILL  
AND EPICURIA @ ACKERMAN

**28** MANAGERS / **39** CAREER STAFF  
AND APPROX **700** STUDENT  
EMPLOYEES

### UCLA STUDENT UNION

*In a normal year, the Student Union is the heart and soul of any college campus. It's the main hub where students from all walks of life can gather, dine, study and have a good time together. But how do you keep that heart beating when campus is forced to close for more than a year? The ASUCLA Student Union got very creative to address this challenge.*



**ASUCLA  
Cooking  
Contest**  
January 21st  
at 8pm  
on Zoom



#### **A Virtual New Student Orientation and Summer From the Union 2020**

It all began with the quick pivot from Summer in the Union to the virtual Summer from the Union 2020. In addition to building an entirely reimagined, interactive website for new Bruins to get acquainted with their Student Union, the Student Union team hosted virtual, Bruin Nights events to great success. More than 120 students logged in each night of the 10 orientation sessions to participate in games and fun activities, no small feat at a time when all of society was still grappling with how to mute ourselves properly on Zoom! In addition to that success, the Student Union team held the first-ever, virtual New Student Orientation Club Fair, and more than 150 student organizations participated.

"The virtual events were a huge success for us," said Patty Solomon, Student Union Services Senior Division Manager. "Student Organization engagement increased at the virtual Club Fair, and our club attendance increased by 40% from the year prior."

#### **More Virtual Events Roll Out Throughout the Year**

The virtual events were so successful over the summer that the Student Union continued to create opportunities for students to meet and connect virtually through the remainder of the 2019-2020 school year and that for 2020-2021. Activities ranged from game nights and bingo to seasonal events like pumpkin carving, growing herb gardens and even cooking competitions. In spring quarter, UCLA students took their talents to the computer screen when they participated in ASUCLA's Got Talent. For this event, students submitted videos of their various talents, and the Top 10 were selected to perform live on Zoom. More than 75 students attended the live event and voted on the winners.

*The virtual events were so successful for summer orientation that the Student Union continued to create opportunities for students to meet and connect virtually through the 2020-2021 school year.*

"It was wonderful to see students find community through their participation in our virtual programs," Solomon said. While they made it look easy, pulling together repeatedly successful virtual events in such a short period of time was anything but.

The Student Union team had to pull together leadership from Student Union Operations and Event Services and decide what events were feasible to transition to a virtual capacity. Then, they had to partner with ASUCLA Marketing to develop the promotional materials and generate buzz about the events. They also had to work with students remotely and train them to facilitate the events, which also increased student job opportunities during the pandemic. For students, this was a very exciting opportunity, as it gave them the chance to have ownership and leadership over a project.

"It was an incredible leadership opportunity for our student employees to create and host the events," Solomon said. "We are so grateful to have been able to offer that, despite the unusual circumstances over the past year."

Solomon attributes her team's ability to pay attention to student interests and then pivot to creating opportunities to meet that excitement as the cornerstone to their success with student engagement throughout the pandemic. Additionally, their eagerness to partner with other divisions also made some of the more involved virtual events possible. For example, the food competitions and cooking events. Student Union partnered with ASUCLA Restaurants chefs and management team to create film footage of recipe recommendations and How-To guides.

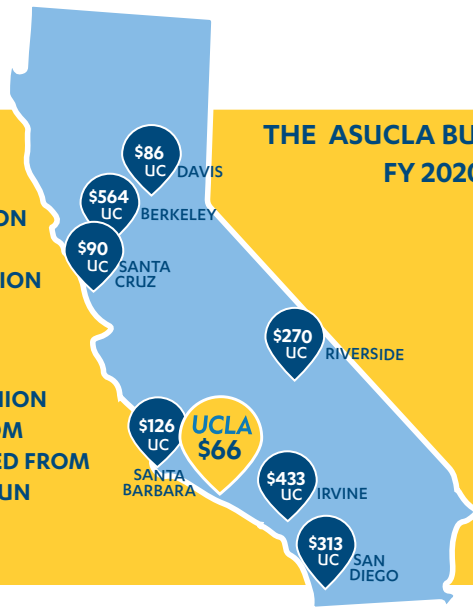


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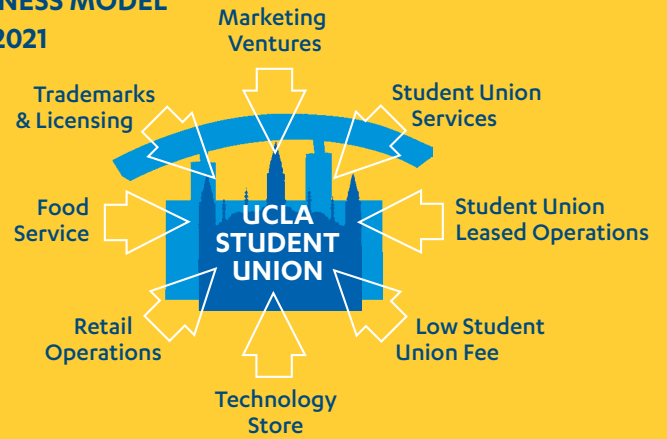
UCLA STUDENT UNION FEE IS AMONG THE LOWEST IN THE NATION

# 95%+

OF THE STUDENT UNION BUDGET COMES FROM REVENUE GENERATED FROM ASUCLA STUDENT-RUN ENTERPRISES



## THE ASUCLA BUSINESS MODEL FY 2020-2021



### Ready, Set, Action in the Union!

Fostering a strong sense of community despite the campus closure wasn't the only priority for the Student Union in FY2020-2021. Starting fall quarter 2020, the Student Union really ramped up TV and film production in ASUCLA venues.

"This has been a strong revenue-generating opportunity for the Event Services division, having positive returns to the bottom line," Solomon said. "We exceeded our revised budget due to the film shoots, which has been a major accomplishment during this time of closure."

Because all ASUCLA buildings and venues were closed, ASUCLA had the unique opportunity to be more available for film shoots. In a normal school year, it would not be feasible to shut down venues such as Kerckhoff Coffeehouse for weeks at a time. But because of the pandemic, the venues were now readily available for film shoots.

"During Summer 2020, our events team worked with ASUCLA Marketing on an amazing photography project that really elevated the images of our spaces, which increased film production interest in our spaces," Solomon said. "The two go hand in hand."



### Art in the Union Accepts Submissions Online

In a first for ASUCLA, the annual Art in the Union event shifted to a virtual showcase in 2021. The Student Union team created a virtual art gallery for students to submit pictures of their art, and twenty-eight students submitted original works for the program. ASUCLA managers, the Board of Directors, and others voted on the submissions, and these three winners will have their art displayed in the Union during fall quarter 2021.



## UCLA STUDENT UNION

### UCLA STUDENT UNION FAQ'S

#### **5** STUDENT CENTERS ON CAMPUS

- ACKERMAN UNION
- KERCKHOFF HALL
- NORTH CAMPUS STUDENT CENTER
- LU VALLE COMMONS
- COURT OF SCIENCES STUDENT CENTER

#### **40+** VIRTUAL PROGRAMS

HOSTED IN FY 2020-2021

#### **11,000** EVENTS

BOOKED IN FY 2018-2019

#### **719,000+** ATTENDED EVENTS

IN THE STUDENT UNION IN FY 2018-2019

#### **FREE SPACES** PROVIDED TO STUDENT ORGANIZATION

**44** OFFICE SPACES

**6** EVENT VENUES

**13** MEETING ROOMS

#### Supporting the Student Community in Partnership with UCLA Basic Needs, Wescom Credit Union, and TGIF

Through all of the tumult, the Student Union never lost sight of its mission to meet student needs. Solomon's team worked closely with UCLA Basic Needs to develop the Bruin Meals Program and secured \$75,000 in funding for that program, with an additional \$75,000 from The Green Initiative Fund. They also secured \$25,000 from Wescom Credit Union and worked with the Graduate Student Association and Undergraduate Students Association to provide basic needs funding, meals, and UCLA gift cards.

And perhaps its most significant gain in development, the Student Union team brought in \$85,000 from The Green Initiative Fund and \$150,000 from the UCLA Basic Needs Committee to support the CalFresh initiative and UCLA Store upgrades to Netsuite. To support the COVID-19 relief efforts of the Undergraduate and Graduate Students Associations, Student Government Accounting team assisted in the direct funding allocations to over 3,000 students.

"Supporting students is our chief priority, and the circumstances of COVID-19 made this goal more important than ever," Solomon said. "We're really proud of the work we did to not only bring students together during what was an extremely difficult time but also of the efforts to directly assist students financially."

#### 2020-2021 TOTAL FUNDING & DEVELOPMENT SECURED BY THE STUDENT UNION TEAM

##### BRUIN MEALS PROGRAM

**\$75,000** FROM  
UCLA BASIC NEEDS

**\$75,000** FROM  
THE GREEN INITIATIVE FUND

**\$25,000** FROM  
WESCOM CREDIT UNION

##### CALFRESH INITIATIVE

**\$150,000** FROM  
UCLA BASIC NEEDS

**\$85,000** FROM  
THE GREEN INITIATIVE FUND

# FACILITIES

*As the keepers of ASUCLA buildings and venues, the Facilities team had their work cut out for them throughout FY2020-2021. Dating back to the previous fiscal year, ASUCLA Facilities had to quickly adapt to increased sanitization protocols and re-configure layouts of stores, restaurants, and other venues to meet COVID-19 health guidelines. After the campus closed, the team faced the reality of having to maintain several buildings that would not be used for the better part of a year.*

## Turning Challenges Into Opportunities

For ASUCLA Facilities Senior Division Manager, Leilani Donato, this challenge was actually a great opportunity. The idea of “flex work” became a popular solution to work norms during the pandemic, with the majority of UCLA staff and faculty continuing to work off campus. This allowed organizations to shift more focus to facilities, and specifically, the maintenance and custodial departments that are normally in the background.

“The pandemic forced many organizations to re-examine how they conduct their operations as well as come to the realization that a cultural shift in the needs of the students was occurring,” Donato said. “Students want to come to campus knowing that they are entering safe facilities, so things like enhanced cleanliness, and re-configuring office and meeting spaces have been brought to the forefront. The closure has provided us an opportunity to start addressing some of these issues.”

## Wescom Student Terrace Upgrades Evolve

With the space vacant of pedestrian traffic on the Wescom Student Terrace, the Facilities team could perform maintenance upgrades and refurbishments more efficiently. Throughout FY 2020-2021, the team was able to tackle projects such as repaving the patio, installing lighting for the Wescom Credit Union sign, installing new planters, adding more umbrella shades to outdoor dining tables, and the biggest project, refurbishing the arches on the terrace and adding new shade structures to them.

“The Wescom Student Terrace is going through an upgrade of the space to be used for a variety of activities, and we are really excited about it,” Donato said. “We wanted to provide a modern, comfortable space where the campus community can come together to socialize, study or enjoy a tasty meal.”

Donato and her team expect all refurbishment to be complete in time to welcome students back to the completely reimagined Wescom Student Terrace in September, just as the fall quarter is getting underway.



## Exciting Projects Immediately Ahead

The Facilities team also prioritized advancement on forthcoming projects, such as the buildout of the Black Bruins Resource Center in Kerckhoff Hall, the installation of the Centennial Mural on the 1st Floor North exterior wall of Ackerman Union, and a new dining experience coming to the Student Union, Epicuria @ Ackerman.

And while all of that was going on, the custodial team within the department led efforts to deep clean ASUCLA facilities and upgrade sanitization efforts, consistent with COVID-19 health guidelines. These practices were first implemented in FY19-20 when pandemic protocols began and continued through this fiscal year, as custodial developed a master plan to maintain improved cleaning services after COVID-19 subsides.



An event on the Wescom Student Terrace event before COVID-19.

## MARKETING & COMMUNICATIONS

ASUCLA Marketing had to get creative in FY 2020-2021, since the majority of its audience was not on campus to receive its messaging about the opportunities and resources provided by the organization. And get creative they did. By harnessing the power of video storytelling and bolstering its social media strategy, ASUCLA Marketing rose to the occasion.

### Connecting Via Video

After extensive research and partly due to the limitations of the pandemic, the Marketing team learned that UCLA students still strongly desired video content to stay connected with the university.

“We rose above the challenges of a remote student body, lack of in-person events and limited collateral by reaching students on their phones and laptops,” said Ari Baron, ASUCLA Marketing Director. “They’re on those all the time, so we chose to be always on with them.”

This year’s favorite video project had to be working with UCLA Athletics and UCLA Strategic Communications to promote new sideline outfitter, Nike/Jumpman. “It was a dream come true to work with our favorite lifestyle apparel brand, Nike/Jumpman,” said Baron of the project. “At the time of the launch of the new sideline outfitter, no one had apparel yet. So our team got creative with a Nike shoe box. This video was used as a teaser video and was shared widely across multiple social channels as the introduction video for the exciting launch of Nike/Jumpman.”



### Behind the Scenes

Aside from the Nike teaser, ASUCLA Marketing found lots of success by creating a Behind the Scenes series of content for its Bear Wear apparel and accessories catalog shoots. The team created bite-size videos of the shoots and shared them with Bruins on Instagram as well as through Benefits U emails.

The videos gave Bruins all over the world an inside look at how the 2021 UCLA catalog came together. But more than that, it provided a glimpse back into the campus life that students sorely missed. “Student models were eager to share their stories about their favorite things about UCLA, which included diversity, community and friendship, and the resources UCLA provides,” Baron said.

### Together in Spirit

In general, the pandemic challenged ASUCLA Marketing to think creatively and strategically about how to maintain relevance with students.

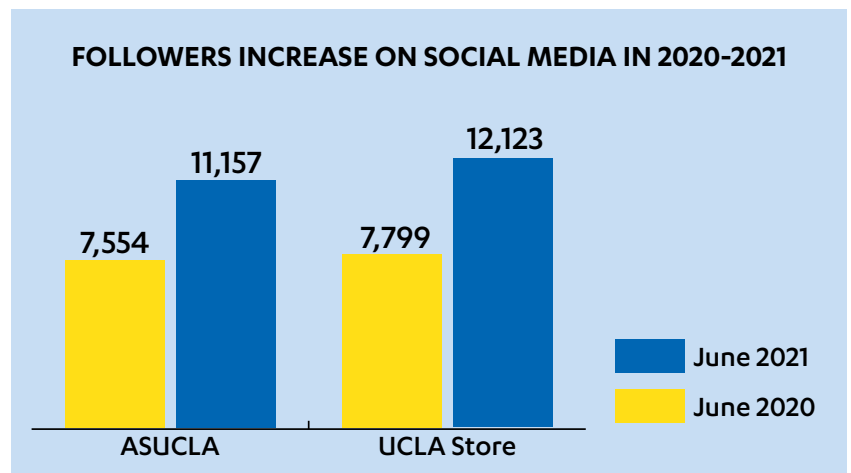
This was no easy feat, as two whole classes of Bruins had not even stepped foot on campus, and a third class had only experienced UCLA for half a year before COVID-19 sent them home.

“We had to implement new strategies to engage with our followers while everyone was away,” Baron remembers. “One example for the UCLA Store was our #TogetherInSpirit campaign. With this campaign, we asked the Bruin Community to send us photos of them wearing their favorite Bruin Gear from home. Our message was that the “UCLA Community is Together in Spirit even when we’re apart.”



### Take Overs, Giveaways, and Building Community on Social Media

On the ASUCLA account, Marketing put together an Instagram Story takeover series where we had several students “take over” the account and take followers through their typical day doing school from home. More generally, the team focused on holding many giveaways to keep Bruins engaged as well as used content from followers as posts. “These tactics helped us not only stay relevant for Bruins, but also allowed us to create a strong sense of community, and we are really proud of that,” Baron said.

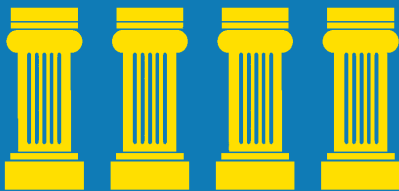


# RISING ABOVE

## HUMAN RESOURCES

ASUCLA Human Resources focused intently on ensuring that student and career staff stayed connected and engaged throughout FY2020-2021, a year the campus was closed to all but essential workers and where virtually all communication was over computer screens. HR fully embraced its goal to unify ASUCLA staff, developing several strategies to foster a tight-knit, engaged community of employees across distance and computer screens.

### ASUCLA FOUR PILLARS OF ORGANIZATIONAL EXCELLENCE



1

BECOME THE ON-CAMPUS  
EMPLOYER OF CHOICE

2

BECOME THE ON-CAMPUS  
SERVICE PROVIDER  
OF CHOICE

3

PURSUE FISCAL STRENGTH  
AND REVENUE GROWTH

4

REINFORCE INNOVATION  
AND IMPROVEMENT THROUGHOUT  
ASUCLA FOR ALL STAKEHOLDERS

#### Employee Engagement Committee Initiatives: Enhanced Communication and Diversity, Inclusion, and Belonging

The first major initiative began in FY2019-2020 when HR surveyed staff and student employees to gauge ASUCLA’s strengths as an employer and opportunities for improvement. Based on the survey results, the activities of the HR-led Employee Engagement Committee (EEC) in FY2020-2021 focused on two primary topics: enhanced communication; and diversity, inclusion, and belonging.

“The EEC was born of a desire to get first-hand input from both career and student employees about what would make ASUCLA a better place to work,” said Michelle Moyer, ASUCLA Director of Business, Compliance and Legal Affairs. “A place employees would talk about when they went home at night and encourage their friends and family to join. We’re well-aware we couldn’t successfully do what we do without them. Unlike any other asset we have, their potential is unlimited. If we successfully engage them, we unleash the tremendous power they have to move our mission forward.”

On the communications front and in partnership with other ASUCLA divisions, HR created alternative ways to better communicate the four pillars ASUCLA strives constantly to pursue and uphold in order to realize the organizations’ two-pronged vision: bringing value to the Bruin student body, stakeholders, and the campus community; and delivering opportunities to be a better and more impactful service entity. HR worked closely with the Executive Director’s office to deliver Town Hall and other virtual events where Executive Director & CEO Pouria Abbassi, along with other ASUCLA leaders and managers, addressed ASUCLA’s strategic direction, business objectives, and progress on significant supporting initiatives.



The UCLA Store – Hilltop Shop staff meeting together before the pandemic.

**“We acknowledge our individual and collective responsibility to bring out the best in one another, always, and we believe that this is best accomplished through honoring the unique characteristics that each of us embodies.”**

**—Michelle Moyer, ASUCLA Director of Business, Compliance and Legal Affairs**

Survey results also gave HR a view into the desire of employees to continuously shine a light on the importance of diversity and inclusion and ensure that ASUCLA provides rich, meaningful opportunities for all who work here, regardless of race, age, gender, religion, sexual orientation, political affiliation, and other characteristics. To advance this objective, HR launched a Diversity, Inclusion and Belonging module. This web-based series of courses allowed ASUCLA staff to study in-depth the issue of implicit bias, with high-quality coursework designed to define implicit bias and illustrate how it can negatively influence our work environments and the relationships between and among us.

“We are an organization of, by and for students. Our purpose is to provide students and the broader UCLA community with opportunities and resources that enhance the ability of those we touch to lead, thrive and meaningfully impact the future and our world,” Moyer said. “We do this through dissolving perceived barriers between us, discovering and celebrating the differences among us, and harnessing the power and potential that diversity of perspective unlocks.”

By engaging with this series of courses, ASUCLA staff had the opportunity to dramatically increase awareness of implicit biases they might hold and work to mitigate them. After staff completed each course in the module, they gathered virtually via Zoom to discuss what they learned and hear from each other about how they translated their knowledge into concrete action. As cultivating a more diverse and inclusive workplace is an ongoing priority, other initiatives forthcoming for the remainder of 2021 include continuing to develop and implement virtual HR practices.



## 2021 ASUCLA EMPLOYEE SURVEY RESULTS

**95%** UNDERSTAND WHAT ASUCLA IS AND ITS BENEFIT TO STUDENTS

**92%** BELIEVE STRONGLY IN THE MISSION OF ASUCLA

**88%** FEEL ASUCLA HAS MADE GOOD EFFORT TO INFORM STAFF AND HAS BEEN SUPPORTIVE DURING THE PANDEMIC

**84%** FEEL SUPERVISORS TREAT STAFF WITH RESPECT

**82%** FEEL THERE IS GOOD COOPERATION BETWEEN STAFF IN THEIR DEPARTMENT

## HUMAN RESOURCES

### Recognition and a Week Long Virtual Celebration

Beyond its objective to enhance ASUCLA's culture, HR also prioritized celebrating staff and creating opportunities for staff to grow their professional skills.

ASUCLA typically hosts an in-person Employee of the Year Awards ceremony, an event designed to honor career employees who contributed to the organization's mission and objectives in extraordinary ways. In FY2020-2021, when celebrating in person was not an option due to COVID-19, HR delivered a weeklong virtual celebration to appreciate career staff that included a special employee gift and letter from Mr. Abbassi, game nights, and a variety of other fun and engaging events. To celebrate the contributions of student staff, HR hosted a virtual Exceptional Student Awards ceremony and partnered with Marketing to create a video tribute to the winners. ASUCLA employees also convened on Zoom for the annual Career Staff Service Awards to honor employees who completed five, 10, 15 and 20, 25+ years of service with ASUCLA.

"We were concerned that celebrating one another virtually wasn't going to have the same feel and level of connection as a live event, but we were wrong," Moyer said of the weeklong celebration. "The gatherings felt intimate and easy, and with each one behind us the next came highly anticipated. There's no doubt in my mind that this way of keeping connected and celebrating will become ingrained in workplaces and cultures worldwide. The human capacity to adapt is always remarkable."



UCLA Restaurant staff meeting at Lu Valle Commons pre-COVID-19.



UCLA Store operations staff in pre-pandemic times.

### Free Training Opportunities in Partnership with UCLA Extension Increases Participation with Career Staff

Also in FY2020-2021, HR focused on providing career staff interested in professional development more and better opportunities to engage in it, especially remotely. As part of its Training & Development program, all ASUCLA career staff were able to participate in a number of online courses from a wide variety of sources at no cost. Additionally, HR enabled staff to take advantage of a partnership forged with UCLA Extension to enroll in courses, also at no cost to ASUCLA employees. To date, approximately 15% of career staff have taken over 19 courses, a 120% increase over FY2019-2020.



# INFORMATION TECHNOLOGY

While most other ASUCLA Services and Enterprises saw a significant decline in demand throughout FY 2020-2021, Information Technologies had the opposite experience. With the majority of career staff pivoting to remote work, IT became an even more critical function to, quite literally, keep ASUCLA connected and operational.

## Keeping ASUCLA Connected and Operational

“Considering the number of remote users, being able to maintain an environment where people could reliably access the system was paramount,” said Kamran Mehdian, Director of ASUCLA Information Technologies, “Having network availability has been essential to keeping ASUCLA up and running.”

And it has been no small feat to ensure that hundreds of employees, working remotely from all across Los Angeles, can reliably connect to virtual work networks and systems. Thanks to an efficient ASUCLA Help Desk team, remote employees could count on reliable help with troubleshooting Work From Home-related issues.

“The quick response time with our Help Desk has been huge,” Mehdian said, reflecting on the past year. “We didn’t always have a full staff on campus but were still able to maintain a high response time and high network availability.”

## Updating Infrastructure and Future Planning

Keeping employees connected was only half the battle for ASUCLA IT. The other half was updating existing IT infrastructure and planning for a future, hybrid return-to-work environment.

Even though the UCLA campus was closed, the IT department never shut down. Having fewer people on campus and in ASUCLA facilities made certain tasks, like catching up with much-needed Windows updates for staff computers and redirecting fiber connections much easier to do. The IT team could perform network updates with minimal impact on workers, something that would have been difficult with a full staff presence on campus.

“Technology is another tool to become the employer and service provider of the choice on Campus, Mehdian said. “We want to have the most up-to-date and efficient technology as we can, so we can live up to that standard.”

Looking ahead to life after COVID-19, IT has also been working on projects to enhance the student experience once Bruins can return to campus. In one such project, IT has partnered with ASUCLA Marketing to add additional features to the ASUCLA app. Currently, in testing, the new features include hosting ASUCLA Restaurant menus in the app and having banners displayed on the ASUCLA website that can be updated with information important to UCLA students.

## A Chance to Implement the NetSuite Platform

But the biggest project has been the adoption and forthcoming implementation of NetSuite. A Complete ERP system with Point Of Sales system and eCommerce solution geared towards College Campuses. Getting familiar with NetSuite has been a major priority for FY2020-2021, with the goal of going live with the platform across ASUCLA later this calendar year.

“The Campus closure has given us time to really test and refine NetSuite and put ourselves in a position to roll it out as efficiently as possible,” Mehdian said. “It allowed for each department to have more time to understand and work with the new platform than we would have in a regular year.”

As a result of NetSuite implementation, ASUCLA will be able to accept CalFresh benefits at the UCLA Store. This major benefit for Bruins is something ASUCLA is very excited about and is just another example of the organization’s commitment to innovating for the benefit of UCLA students, staff, and faculty.

## INFORMATION TECHNOLOGY FAQ'S

**3,000+** HELP DESK  
REQUESTS RESOLVED IN 2020-2021

**3,600+** NETWORK  
ATTACKS  
OR THREATS BLOCKED PER MONTH

**9,000+** NOTIFICATIONS  
AND ALERTS PER MONTH

**99.993%** NETWORK  
SYSTEM AVAILABILITY

### FINANCE

Throughout FY2020-2021, ASUCLA Finance Division had many objectives, some of which were to maximize employee performance in support of the ramp-up to the first phase of the NetSuite system conversion, to meet financial obligations, to manage the external audit of the four entities of ASUCLA, and to timely report on financial results. As it did to nearly all lines of business for ASUCLA, the pandemic forced Finance to quickly adapt to a virtual environment with a focus on meeting the needs of the organization.



**“Our processes require planning, organizing and controlling financial operations efficiently. It is very paper-oriented as well as it needs the computer twenty-four/seven. We set out immediately to support the revenue-generating operations, to provide service quality throughout the pandemic, and to work with our colleagues in researching and achieving various funding opportunities.”**

—Donna Baker, ASUCLA Director of Finance

#### Paycheck Protection Program Loan Forgiveness Protects ASUCLA’s Position

In March 2020, the World Health Organization declared the novel coronavirus (COVID-19) a pandemic. Its impact on social interaction, travel, economies and financial markets adversely affected ASUCLA’s operations and financial condition. In order to provide liquidity, ASUCLA applied for a Paycheck Protection Plan (PPP) loan from the Small Business Administration, as provided by the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020. ASUCLA received the loan in May 2020 for \$4,685,000. After using the funds for qualifying payroll expenses in December 2020, ASUCLA moved forward to complete the required loan forgiveness application.

In January 2021, ASUCLA’s forgiveness application was sent to the SBA for review and in June 2021, ASUCLA received notice that the Paycheck Protection Program loan was paid off and that the full amount requested for forgiveness was achieved.

“The accomplishment of obtaining this loan and receiving full forgiveness was stellar,” said ASUCLA Executive Director and CEO Pouria Abbassi. “The loan gave us the security to maintain our position as a partner on campus, as well as to further our goals of being the leading employer for students.”



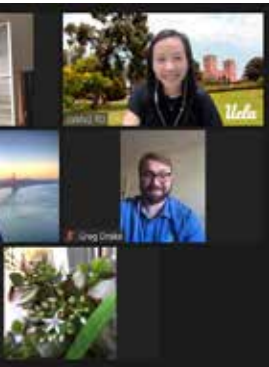
Members of the ASUCLA Finance Team at a meeting with Pouria Abbassi before the COVID-19 pandemic.

#### ASUCLA Budget and Five-Year Financial Plan

While balancing an external audit of the financials of ASUCLA and the work to get the PPP Loan forgiven, ASUCLA Finance also managed the Budget/Five-Year Plan, a forecast that maps the near future for the entire organization.

The Budget/Five-Year forecast process expands over a five-month period. Starting in January, the Executive team defines the Assumptions and detail worksheets are prepared over subsequent months. With the pandemic, many virtual Zoom meetings for review took place, and in May 2021 the forecast was presented to the Finance Committee and finalized with approval by the Board of Directors.

Baker said, “This year marks a great collective outcome as the Association completed the requirements in a fully remote environment. It’s a major undertaking, and with confidence we produced not only a comprehensive digital budget book, but a physical, hard copy version as well.



The external audit was successfully conducted over Zoom meetings and emails, a remarkable achievement for the Finance team.

### External Audit includes All Four ASUCLA Entities

Another major priority for Finance was the management of the external audit of the four entities of ASUCLA. For the first time ever, the entire audit process would need to be conducted fully remotely.

“When you have an audit, you have five to eight people sitting in a room, coming and going, asking for documents, and discussing issues,” Baker said of the process. “There is a level of in-person interfacing that helps work through the audit. To conduct this all over Zoom meetings and emails and to share everything electronically for something of this scope is nothing short of outstanding.”

Baker’s team worked diligently with many colleagues and the audit team over virtual means to facilitate the process of the external audit, and where things weren’t readily available, new procedures were implemented to make it work. The results of the audit were communicated to the Board of Directors in January 2021 and were very successful with outstanding results. An auditor’s opinion is made based on an audit of the procedures and records used to produce financial records or statements. The auditors from KPMG express their opinion on whether our financial statements fairly present our financial position.

“The audit determined our financial records were in all material respect free from error (a clean opinion) and followed generally accepted accounting principles. We were told this was one of the strongest audits of a client,” Baker said. It also marked another year for ASUCLA without proposed adjustments or management comments from the audit team.

“Our Association should be proud of these excellent results, which serve to support and ensure the effective use of our resources across ASUCLA,” Baker said. “It’s not just Finance that makes this happen, it’s all the lines of businesses following our procedures and policies, and that really paid off.”

## FINANCIALS PERFORMANCE HIGHLIGHTS

Prior to the start of the 2020-2021 Fiscal Year, ASUCLA developed an income/expenses projection based on overall assumptions (slow, gradual return to operations, steady improvements in the health environment, little athletics-related activity, hold on major expenditures, etc.), the information available at the time and the experience of 2020 spring quarter. While many of the overarching conditions continued to be of concern and at times deteriorated beyond original assumptions, the many efforts of the ASUCLA family, including obtaining the PPP grant, have resulted in \$6.7M better than the projected bottom line for the fiscal year. Furthermore, and for reference, it should be noted that for FY 2019-2020, net income/loss was at (\$9.3M) with \$54M of sales. For FY2020-2021, ASUCLA posted a net income/loss of (\$10.2M) at sales of \$32M. In other words, a YTD sales deviation/drop of \$22M top line (41% drop) compared to last year resulted in a bottom-line deviation of only \$900K (10%) compared to the previous year.

Additionally, new grant and relief funding opportunities continue to be pursued with positive outcomes. Of note was that ASUCLA was granted 100% PPP loan forgiveness. We have also met with UCLA leadership and are building the roadmap to resolve the payroll liability through partial payment and forgiveness/waiver. We will provide updates in future reports.

**DEVELOPMENT/GRANTS RAISED BY SERVICES & ENTERPRISES FOR ALL ASUCLA ENTITIES**

**\$5,545,000**

**TOTAL GRANTS/DONATIONS RECOGNIZED IN SERVICES & ENTERPRISES NET INCOME**

**\$4,760,000**

**CASH & CASH EQUIVALENTS**

**\$28,519,000**

**P&I PAYMENTS**

**\$1,220,000**

**POSITIVE VARIANCE GROSS INCOME TO ACTUAL**

**+\$2,709,000**

**POSITIVE VARIANCE CONTRIBUTION TO ACTUAL**

**+\$1,147,000**

**POSITIVE VARIANCE ALLOCATED EXPENSES TO ACTUAL**

**+\$762,000**

**POSITIVE VARIANCE OTHER INCOME/(EXPENSE) TO ACTUAL**

**+\$4,781,000**

**POSITIVE VARIANCE NET INCOME/(LOSS) PROJECTION TO ACTUAL**

**+\$6,690,000**

## ASUCLA ACCOMPLISHMENTS FY 2020–2021

### ASUCLA Services & Enterprises

1. Development and Establishment of an ASUCLA Diversity and Inclusion Statement

2. Development and Fundraising: \$1M+

3. Development of Wescom 0% Technology Loan

4. Developed Student Fee Itemization Presentation

5. Website Updates

6. Virtual Tradeshows

7. Obtained \$4.7M PPP Loan

8. Launched POS/NetSuite Migration

9. Completed Store Inventory through In-house Resources

10. Completed and Presented LAEDC Economic Impact Study of ASUCLA

11. Developed Summer in the Union Virtual Programming

12. COVID-19 Testing Center in AGB

13. 2020 Election Voting Center in AGB

14. Implemented Quarterly SU Virtual Programming

15. Developed and Implemented a Virtual Event Management System

16. Completed Wescom Student Terrace Arches and Shade Coverings

17. Renovation the Gold Room in the CEY Grand Salon

18. Custodial Online Help Desk Implementation

19. Developed and Enhanced ASUCLA Catering Express

20. Implicit Bias Training Completed

21. Employee Training and Development

22. Developed Welcome Week Programming

23. Completed Event Services Marketing Upgrades

24. Installed a Wescom ATM at North Campus

25. Catering – Dinners-To-Go Service Launched

26. Foster Youth- Bruin Guardians Donation and Partnership Developed

27. New Australia/Africa/Europe/Korea Partnership

28. Launched a Diversity, Inclusion, and Belonging Program

29. Marketing Ventures – Dashew Center Video Completed

30. ASUCLA Photography New Website

31. Face Covering Design Contest (in-place of the annual t-shirt design contest)

32. A/V Upgrades - AU Meeting Rooms

33. Completed AU Freight Elevator Upgrade

34. Catering Gift Baskets Service Launch

35. Anderson Café Construction Completed

36. Medical Plaza Café Project Launch

37. Launch of Starship Delivery Robots

38. Implemented Docusign

39. CMMND x UCLA Collaboration

40. Dashew Center – ASUCLA Super Bowl Virtual Pre-Game Party

41. Nike/Jumpman License Agreement and First Collection Launch Completed

42. Advanced a School of Nursing Marketing Venture

43. Kerckhoff Film Shoots Pursued

44. Partnered to Locate and Build-out the Black Bruins Resource Center

45. Commencement Offerings/Graduation Celebration Service Launched

46. Installed New ASUCLA Signage at Outlying Stores

47. Catering Meals for Away Athletic Teams

48. Anderson Consulting Group Study on Food Service

49. Reestablished the Joint Operating Committee

50. Collaborated on the Wescom-ASUCLA Bruin Kindness Initiative

51. Developed a Crisis Communications Plan

52. Collaborated with the Semel Healthy Campus Initiative for a Kerckhoff Coffee House Patio Modernization

53. Introduction of KPI's for the Executive Director's Report

54. National Metrics Presented for the Executive Director's Report

55. Created an ASUCLA Entities Quarterly Newsletter

56. PPP Loan Forgiveness

57. Partnership with Helix for eSports Lounge

58. Nike/Jumpman Brand Shop Opening in UCLA Store

59. Wescom Collaboration with ASUCLA, USAC, and GSA - COVID-19 Relief

60. Partnership with Housing & Hospitality for a Casual Dining Restaurant, Epic in Ackerman Union

61. Formation of an ASUCLA Health and Wellness Committee

62. BruinBound Postcard Mailing to

63. Partnership for Digital Menu Boards with TLC

64. Launch Employee Engagement Survey

65. ASUCLA Hosted Several Town Hall Meetings

66. Offered Graduation Celebration Dining Options

67. UCLA Trademarks & Licensing awarded the Synergy Award by the International Collegiate Licensing Association

68. Development of an ASUCLA Hybrid Word Model

69. Significant Enhancement of Social Media Reach

70. Development of MOU with Safe Place for Youth (SPY)

71. Engagement in all On-Campus Pandemic Related Task Force Teams

72. Implementation of Prepared/Package Meal Program-Food Insecurity

73. Collaborated with Various Entities to Establish a Financial Reporting Format for USAC/CPO

## Graduate Students Association

The Graduate Students Association (GSA) was established in 1936 to promote the interests of all graduate and professional students at UCLA. GSA is a student-run, ASUCLA-affiliated organization that sponsors a variety of social, academic, and community programs. For more information about our organization and how you can get involved, please explore this website.

### 2020-2021 GSA Accomplishments

To increase awareness of GSA and help students understand how this association serves them, GSA released a "What is GSA?" video to show them in partnership with ASUCLA's video department.

To increase transparency with UCLA administration, GSA also held a town hall with Vice-Chancellor Michael J. Beck, Vice-Chancellor Monroe Gordon, and Dean Susan Ettner

To bolster graduate and professional student services, GSA passed a resolution that advocates for better services and logistical support for graduate events, among other things.

To make CALFRESH available to our student body, GSA is working with the Community Programs Office (CPO) to make CALFRESH available to our student body by ensuring that each academic program is eligible for its students to accept CALFRESH benefits.

## UCLA Communications Board

The UCLA Communications Board was created to support UCLA's student-run media. From its beginnings in 1919 as the Publications Board, which was responsible for a campus newspaper and yearbook, the Communications Board today oversees ten media titles and several websites that involve more than 600 students during the year.

The Communications Board is a student-majority board made up of eight students appointed by the undergraduate and graduate student governments at UCLA and representatives from the university, alumni, faculty, and other at-large members, many of them alumni, from the fields of journalism, marketing, and law.

### 2020-2021 Communications Board Accomplishments

Campus newspaper, The Daily Bruin, won two Pacemaker awards in 2020-2021 for both print and online reporting. The award is for excellence in American Student Journalism and this year's win represents the third consecutive win for the Daily Bruin.

The Communications Board added a transfer representative seat to the board, allowing transfer students formal representation.

The Communications Board teamed up with Communication Studies to create classes for academic credit for Student Media interns. The Communication Board is in the development stage of creating additional courses for academic credit with the Writing Center.

OVER **\$527,000** AWARDED TO 2,100 UNDERGRAD STUDENTS FROM THE **USAC COVID-19 RELIEF FUND**

**\$95,000** IN FUNDING ALLOCATED TO SUPPORT RENT RELIEF TO STUDENTS BY THE **USAC INTERNAL VICE PRESIDENT'S RENT RELIEF FUND**

OVER **\$90,000** AWARDED TO ITS STUDENT BODY FROM THE **GSA HARSHIP FUND**

OVER **\$60,000** AWARDED TO **BOOKS FOR BRUINS** ORGANIZED BY UASC ACADEMIC AFFAIRS

## Undergraduate Students Association

USAC is an acronym for Undergraduate Students Association Council, the governing body of the Undergraduate Students Association (USA) whose membership is comprised of every UCLA undergraduate student. USA's programs offer an invaluable service to the campus and surrounding communities and provide an opportunity for thousands of students to participate in and benefit from these endeavors. Each year, approximately 40,000 students, faculty, and staff attend the Campus Events Commission programs, including a low-cost film program, a speakers program that presents leading figures from a wide range of disciplines, and performances by dozens of outstanding entertainers.

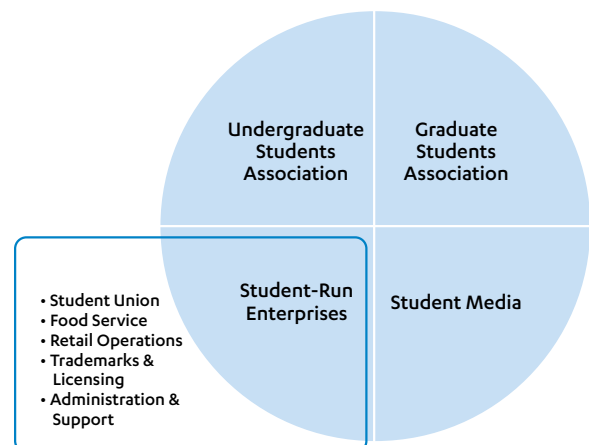
### 2020-2021 USAC Accomplishments:

USAC hosted a COVID-19 Vaccine Panel featuring expert panelists answering student questions on vaccine science, efficacy, and equitable distribution that was co-sponsored by the USAC offices of the President, Internal Vice President, External Vice President, and Student Wellness Commission.

USAC launched its 2021 Pandemic Relief Fund, raising over \$570,000 in funding and providing 2100 students hardship direct relief grants, administered by the USAC Financial Supports Commission.

USAC is distributed close to \$95,000 in Rent Relief, \$60,000 in Books for Bruins, and \$75,000 in The Green Initiative (TGIF) direct-support grants to students struggling with rent, academic, and sustainability costs. This effort was administered by the USAC Offices of the Internal Vice President, Academic Affairs Commission, and Facilities Commission.

## ASUCLA STRUCTURE



## CAMPUS PARTNERS

### RISING ABOVE Together

Perhaps more than any other year, the FY2020-2021 required collaboration, communication, and innovative solutions to academic and social challenges brought about by the COVID-19 pandemic and the social justice issues. ASUCLA's partnership with the UCLA Community Programs Office and Wescom Credit Union to provide relief to students experiencing food insecurity, participation in the UCLA FEMA Disaster Relief Application, and distribution of CARES relief funds through USAC and GSA are all examples of campus collaboration. We are grateful to our partners on and off campus, and proud to be positioned to assist the campus community in **RISING ABOVE** and bringing the best possible outcome to all our constituents.



- UCLA** Alumni
- UCLA** Arthur Ashe Student Health & Wellness Center
- UCLA** Audit & Advisory Services
- UCLA** Bruin Resource Center
- UCLA** Campus Human Resources
- UCLA** Capital Programs
- UCLA** Career Center
- UCLA** CCLE
- UCLA** Dashew Center for International Students and Scholars
- UCLA** Corporate Financial Services
- UCLA** Counseling and Psychological Services
- UCLA** Equity, Diversity and Inclusion
- UCLA** Events Office
- UCLA** External Affairs
- UCLA** Facilities Management
- UCLA** Graduate Student Resource Center
- UCLA** Housing
- UCLA** Institute of the Environment and Sustainability
- UCLA** Labor Center
- UCLA** Library
- UCLA** New Student & Transition Programs
- UCLA** Office of the General Counsel
- UCLA** Police Department
- UCLA** Real Estate
- UCLA** Registrar's Office
- UCLA** Staff Assembly
- UCLA** Strategic Communications
- UCLA** Student Affairs
- UCLA** Student Organizations Leadership & Engagement
- UCLA** UC Path
- UCLA** Undergraduate Admissions

### ASUCLA ENTITIES



### SPONSORS & SERVICE PROVIDERS



# Locations On Campus

## UCLA Store • UCLA Restaurants • Student Union Spaces

