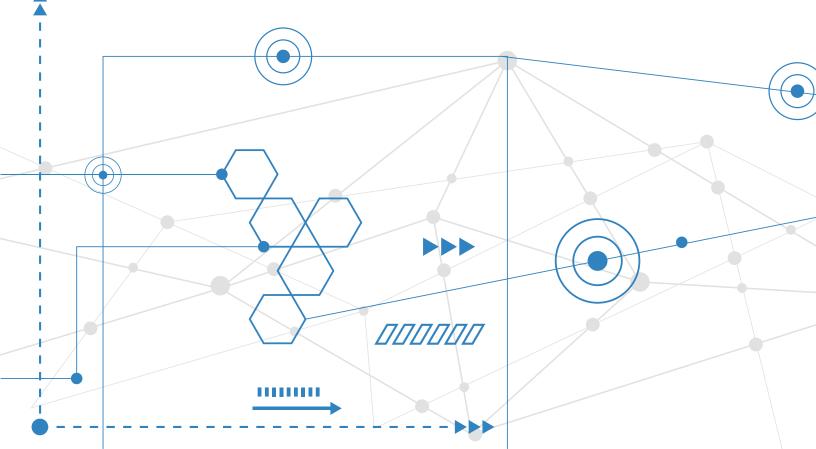
## Advancing Worker Justice through Research, Teaching, and Service

A Blueprint for UCLA Institute for Research on Labor and Employment and UCLA Labor Center

## Advancing **Worker Justice** through Research, Teaching, and Service

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## TABLE OF CONTENTS

Executive Summary1
Introduction
Education and Student Success
Research (that Matters)9
Communications12
Financial Sustainability and Growth 14
Administrative Operations

### >>>>> EXECUTIVE SUMMARY

or seventy years, the Institute for Research on Labor and Employment and the Labor Center at UCLA have provided scholars, policymakers, labor and community leaders, and the general public with research-based analysis and education. With new leadership at the Institute and a dramatically changed national political environment, faculty and staff affiliated with the Institute and Labor Center recommit ourselves and our organization to UCLA's research, education, and public service mission. Building on our strong record of engagement with the diverse communities of Los Angeles, we will expand our instructional programs, deepen collaboration between faculty and research staff, effectively communicate our activities across multiple media platforms, and build infrastructure for sustainable growth.

#### Education and Student Success

Educational programming in the Institute and the Labor Center identifies, trains, and supports current and future leaders in civil society, community-based organizations, unions, worker centers, social-justice policy fields, and training and teaching programs that include academic courses, leadership development, worker training, and popular education. The education activities are contained in four distinct but overlapping areas of educational programming:

- Labor and Workplace Studies Interdepartmental Program
- Leadership Schools and Worker Training
- Dream Resource Center (immigrant youth programs)
- Young Worker Project

#### Research: Community Focus, Global Insights, Collaborative Practice

The Institute for Research on Labor and Employment and Labor Center conduct rigorous, social science research that is applied, policy-driven, and participatory, to improve worker rights and elevate labor standards, create jobs that are good for communities, and strengthen immigrant and civil rights, especially for students and youth. Over the next three years, the Institute and Labor Center plan to strengthen a research agenda in the following areas:

- Immigration
- Economic Justice
- Young Workers
- Black Employment
- The Future of Worker Organizing
- Labor and Working-Class History

#### Communications

The Institute for Research on Labor and Employment and Labor Center recognize the importance of a strong media and communications strategy to ensure that its research, educational programs, and public service activities are familiar to the public at large, including the UCLA campus community, alumni network, and policy and change agents. In prioritizing communication strategies for the future, we will work to accomplish the following:

- Enhance the reputation of UCLA, especially among underserved communities
- Strengthen fund-raising efforts
- Publicize the role of the Institute and Labor Center as a resource for cutting-edge policy research
- Promote a comprehensive understanding of our contributions to making Los Angeles a better place to work, live, and engage with one another

### Financial Sustainability and Growth

The Labor Center has greatly expanded its development work over the past decade. In response to the drastic fluctuations in state support, the UCLA Institute and Labor Center conducted aggressive external fund-raising. The Institute an d the Labor Center have received core support from major foundations like the Ford Foundation, The California Wellness Foundation, and the New World Foundation. Other foundations, such as The California Endowment, the W.K. Kellogg Foundation, the California Community Foundation, and Open Society Foundations, have provided significant programmatic support. In another major initiative, the Labor Center has launched a capital campaign to purchase the Downtown Labor Center as a permanent space for the center. Moving forward, the Institute and Labor Center's development strategy has three major components:

- External contracts and grants to support our research and educational work
- Fund-raising events, including the Labor Center's annual banquet, which has attracted more than six hundred people each year since 2004
- The Labor Center's individual donor campaign, which has attracted significant support from labor leaders, community leaders, UCLA faculty and staff, Labor and Workplace Studies alumni, and other allies

#### **Administrative Operations**

The Institute's administrative team has focused on regularizing personnel processes, staff realignment to better support our subunits, fiscal and budgetary oversight and fund management, establishing a centralized communications process, and improving staff morale. The strategic planning process identified three primary objectives for the Institute's administrative team:

- Comprehensive training of administrative staff
- Fund management training and best practices to support and enhance our research, teaching, and service
- Streamlining administrative procedures and processes across all subunits

### >>>>> INTRODUCTION

he 2016–2017 academic year marked the seventieth anniversary of the founding of the University of California Institute for Research on Labor and Employment (IRLE), formerly known as the Institute of Industrial Relations (IIR). The Institute was founded in 1946 under California Governor Earl Warren, at a time when collective bargaining was on the rise and tensions between workers and management were at a peak. The Institute would emerge as a leader in workplace conflict resolution, providing critical research, assistance, training, and empirical data to improve the lives of working Californians.

Our anniversary celebration held in spring 2017 reunited many of the prior IIR and IRLE directors to reflect on this unique campus-community partnership. The event also brought together a broad range of faculty, staff, students, and Los Angeles labor and community leaders to celebrate and acknowledge our deep ties to the Los Angeles region, our research and teaching engagement in civic life and public service, and our vital connections with California elected officials, the labor movement, and clergy. The seventieth anniversary also provided the Institute with an opportunity to reflect on our past accomplishments and to chart a path forward as an important campus-based center for research, teaching, and service on workers and the world of work, as Los Angeles increasingly emerges as a focal point for the changing workplace, the changing workforce, and the new US labor movement.

Professor Abel Valenzuela Jr. became the director of the Institute on July 1, 2016, following a long and productive relationship with the Institute, including creating and teaching the general education cluster course that launched the Institute's Labor and Workplace Studies Minor. He undertook landmark research on day laborers and the emerging worker center movement, a central research focus for the Institute. For many years, Valenzuela served on the Institute's Faculty Advisory Committee and supported the expansion of the teaching program and the Institute's focus on immigrant, low-wage, and precarious labor markets.

The Institute for Research on Labor and Employment includes the academic unit and three subunits. The academic unit houses the Labor and Workplace Studies Minor, which offers two dozen courses with a collective enrollment of over twelve hundred students each year. In addition, the teaching program trains and places over three hundred students in internships in social justice and governmental organizations across the country. The Institute's largest subunit is the Labor Center, whose research on immigrants, young people, and low-wage workers has driven nationwide policy debate and legislative change on issues such as minimum wage, wage theft, and immigrant youth. The Institute's Labor Occupational Safety and Health Program (LOSH) collaborates with workers, unions, community organizations, employers, academics, students, government representatives, and health professionals to improve health and safety conditions

The Institute would emerge as a leader in workplace conflict resolution, providing critical research, assistance, training, and empirical data to improve the lives of working Californians. for Southern California workers by conducting research and providing innovative worker safety curricula and workshops. Finally, the Human Resources Roundtable (HARRT) is dedicated to the advancement of human resources management through a partnership with prominent academic, business, policy, and thought leaders, to engage in cutting-edge human resource practices and research.

#### A New Strategic Alignment

In spring 2017, the Institute for Research on Labor and Employment and the Labor Center held a joint retreat to discuss and advance the strategic alignment of the Labor Center with the new IRLE leadership and to chart a more collaborative, cost-efficient, and growth-enhancing path forward. The retreat was a resounding success and affirmed the critical role of the Institute and the Labor Center in supporting the research, education, and public service mission of this great land-grant public university.

The Institute and Labor Center support a dynamic relationship between the university and the Los Angeles region, particularly the neighborhoods immediately west of downtown. Our focus on research and teaching for the public good is consistent with a renowned public university in pursuit of knowledge and discovery while serving the interests of working people. The Institute and Labor Center have also generated cutting-edge research on immigrant workers, immigrant youth, African American workers, young workers, worker centers, minimum wage, wage theft, and the Los Angeles labor movement. With a robust development and grants procurement strategy, the Institute and Labor Center have secured more than \$10 million in contracts and grants over the past decade and currently employ more than fifty staff.

In 2003, The Institute and the Labor Center launched the Labor and Workplace Studies Minor, and in 2017, eighty-seven students earned UCLA degrees with "Labor and Workplace Studies" inscribed on their diplomas. We are strengthening UCLA's educational environment while advancing career opportunities for UCLA students through our course offerings and placement of students in hundreds of internships every year, yielding local, state, and national leaders who are making a key impact and securing gainful employment. Many of our graduates have gone on to assume leadership roles in local and state government, labor unions, worker centers, and community-based organizations, as elected officials, and in the fields of law, education, public policy, and public health.

Our media and communications work is stronger than ever, as we expand our scope and garner regular national and local media coverage that promotes our research, education, and policy work. Effectively communicating our work is critical to promoting a positive image of UCLA in the broader community, especially among working people, communities of color, immigrants, and other underserved populations. Journalists from TV, radio, and print news outlets regularly seek out the faculty and staff to comment on current workplace issues, feature the Institute's and Labor Center's research findings, and use our downtown facility to host press events on worker issues.

In addition, the Institute and Labor Center staff are routinely called upon by members of the California state legislature, the Los Angeles mayor and city council members, and other legislative bodies locally and nationally to advise in research and policy matters, to testify regarding pending legislation, and to provide policy and research briefings.

#### Strategic Planning Methodology

The 2016 appointment of IRLE Director Abel Valenzuela Jr., brought new research and teaching opportunities for partnership between the Institute and the Labor Center. The Labor Center team brings extensive expertise, including a deep bench of research and thought leaders who are diverse in terms of age, ethnicity, and experience. The Labor Center continues to count on the stable and catalytic leadership of Kent Wong, who has overseen the largest growth in staff and funding in the center's fifty-year history, has garnered national and international recognition, including millions in extramurally funded research and program grants, is regularly cited in the media, and is a national expert on immigrant workers, Asian American workers, and the US labor movement.

In early 2017, leadership from the Institute and the Labor Center initiated a strategic alignment process. Both teams saw the value in documenting the integrated work that was already happening and setting bold and broad goals for increasing impact at the university, in the broader community, nationally, and globally. The strategic alignment process built on countless conversations with faculty, students, and labor and community leaders about their priorities for the Institute and Labor Center.

On April 28, 2017, the Institute and Labor Center staff came together in a strategic alignment planning retreat, led by consultant Mari Ryono. The outcomes for that retreat were to 1) develop a deeper understanding of the Institute's and Labor Center's historic role in the university, the broader community, Los Angeles, and the country; 2) identify goals for the Institute and Labor Center to achieve together; and 3) outline a three-year plan to better align our core duties, administration, research, teaching, and service. This strategic plan does not encompass all of the work of the units, but rather focuses on the joint work to which both partners will dedicate significant time, leadership, and resources.

The joint planning process was led by a coordinating team:

- Abel Valenzuela Jr., Director, Institute for Research on Labor and Employment
- Nancy Velasquez, Chief Administrative Officer, Institute for Research on Labor and Employment
- Kent Wong, Director, Labor Center

• Gaspar Rivera-Salgado, Project Director, Labor Center

Other key faculty and administrators engaged in the process included:

- Tobias Higbie, Professor, History; Associate Director, Institute for Research on Labor and Employment
- Noah Zatz Esq., Professor, Law; Associate Director, Institute for Research on Labor and Employment

To follow up from the retreat, a smaller working body came together to flesh out more details for the alignment plan. IRLE Chief Administrative Officer Nancy Velasquez and Labor Center Project Director Janna Shadduck-Hernandez surveyed all staff to gain feedback on the requirements for effective implementation.

The Institute and Labor Center are committed to an ongoing process of action and reflection to achieve the bold goals set for this strategic alignment plan.

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#### Labor and Workplace Studies Minor

**Dream Resource Center** (immigrant youth programs)

**Leadership Schools and Worker Training** 

#### **Young Worker Project**



The Institute and Labor Center are committed to an ongoing process of action and reflection to achieve the bold goals set for this strategic alignment plan.

ducational programming in the Institute and the Labor Center identifies, trains, and supports current and future leaders in civil society, community-based organizations, unions, worker centers, social-justice policy fields, and training and teaching programs that include academic courses, leadership development, worker training, and popular education. Across each of these different audiences, the Institute and Labor Center instructors and project directors create opportunities for undergraduate and graduate students and community participants to understand and deploy the latest research on labor, employment, and workplace issues. Whether focused on university students, trade union officials, or rank-and-file workers, the Institute and Labor Center programming aims to cultivate the capacity of students to succeed and to investigate the world around them, conduct rigorous research, and advance solutions to the labor and workplace challenges they identify. We find that when our students engage in this way, they enhance their capacity as humans and succeed as students and leaders.

Over the past five years, four distinct but overlapping areas of educational programming have grown consistently to enhance student success.

• Labor and Workplace Studies Minor: A freestanding undergraduate minor within the UCLA Division of Social Sciences, the Labor and Workplace Minor has grown to an enrollment of over 200 students (declared minors). Classes blend rigorous academic training with service learning, internship placements, and field-research experiences. The Institute is in the process of proposing a new major in Labor Studies that would support the growing demand and student interest in policy-driven and applied research that aims to transform worker lives by better understanding the changing nature of work.

- Leadership Schools and Worker Training: The Labor Center's worker education programs include the Summer Institute on Union Women and partnerships with unions and worker centers that provide training and education to their members and community allies, including particular foci on worker parents, African Americans, and the undocumented.
- Dream Resource Center (DRC): Based in the Labor Center, the DRC is a nationally recognized center for research and engagement on undocumented immigrant youth issues and for the development of immigrant youth leaders nationwide. The DRC has hosted the Dream Summer Program for the last seven years, placing over six hundred immigrant youth in eight-week internships in

community-based organizations and providing \$3.5 million in funding for youth to use toward attaining their educational goals and achieving student success.

 Young Worker Project: A hybrid research and education program, the Young Worker Project grew out of a summer research course in the Labor and Workplace Studies Minor and has since evolved into ongoing action research and communication project focused on young workers aged 18–29 and training them to design and conduct research on labor market exploitation and workplace abuses faced by young workers.

The Institute and Labor Center are proud of their reach and impact and mindful of the need to cultivate sustainable systems of support and evaluation for students, instructors, and staff. Recognizing that each program area has its own particular research and educational approach and outcomes, the Institute aims to align the teaching, research, and community service of all the IRLE units and to build stronger collaborations with faculty, lecturers, and graduate student instructors. Doing so will allow the Institute and Labor Center to make the best use of human and financial resources, maximize positive impact, and maintain processes of recruitment, training, and placement that are sustainable over the long term.

### 

ImmigrationEconomic JusticeYoung WorkersBlack EmploymentThe Future of Worker OrganizingLos Angeles as an Organizing Model



#### Community Focus, Global Insights, Collaborative Practice

he Institute for Research on Labor and Employment and Labor Center conduct rigorous, social science research that is applied, policy-driven, and participatory, to improve worker rights and elevate labor standards, create jobs that are good for communities, and strengthen immigrant and civil rights, especially for students and youth. Using diverse, empirically focused methodologies, our research is intersectional and cross-sectoral. A social-justice framework prioritizes community voices and personal narratives and directly engages those most impacted by the research. Our research is peer reviewed and vetted by community leaders, workers, students, and academic experts. Finally, our work is published in various

formats, including print (books, scientific journals, reports), audiovisual, and digital, to reach as broad an audience as possible.

The Los Angeles labor and social-justice movements have emerged as national models for innovation, leadership by women and immigrants, and transformative social change. For decades, the Institute and Labor Center have cultivated and maintained strong ties with key leaders of various social-justice movements in the greater Los Angeles metropolitan area, enriching our research opportunities and facilitating data collection that is timely, policy relevant, and impactful. These relationships have also allowed the Institute and Labor Center to effectively document the many powerful local movements in the greater region, which provide models and best practices for the rest of the country, and in some instances, other parts of the world.

Partnerships between community-based organizations and academics result in some of the most powerful and dynamic research. Our collaborations combine real-world issues with applied and cutting-edge social science methods that provide hard data and elevate grassroots stories and narratives to influence policy and programmatic change. The Institute and Labor Center have decades of experience working on these partnerships and will develop the infrastructure to expand them further into other university departments, to strengthen UCLA's connection to Los Angeles.

The Institute's and Labor Center's research methodology integrates strong popular education and training components so that students and community members new to research are able to learn and participate fully in the process. The research findings, used by elected officials, key stakeholders in the labor, immigrant, and worker rights movements, and community-based and worker center advocates, inform public policies to improve labor standards. With a focus on urban inequality through a race, gender, class, immigration, labor, and transnational lens, the Institute and Labor Center research model is influencing research and policy strategies across the nation, particularly in labor studies programs, ethnic studies, public policy and urban planning, and similarly engaged social science and problem-solving programs.

#### Institute for Research on Labor and Employment and Labor Center Strategic Alignment

Over the next three years, the Institute and Labor Center plan to strengthen a research agenda in the following areas:

- Immigration: The impacts of current immigration policies on immigrant workers and students
- Economic Justice: Wage theft and the increases in part-time, temporary, and contingent work, including workers in the "gig" economy and the formerly incarcerated
- Young Workers: Young workers who face serious challenges within the changing workplace and workplace abuses related to scheduling, workload, student employment, and wage theft
- 4. Black Employment: The crisis of unemployment and underemployment in the black community in California and Los Angeles
- The Future of Worker Organizing: Innovations in unions, worker centers, and other organizations in the context of the changing labor market and politics
- Los Angeles as an Organizing Model: Los Angeles's historical evolution from an antiunion enclave to a bedrock of organizing innovation, alliances among labor, clergy, elected officials, and students, and the evolving political economy

In order to advance this research agenda, the Institute and Labor Center will do the following:

 Conduct timely assessments of key issues, strategies, and the information needs of low-wage and immigrant workers and the labor movement to inform research strategies and new research initiatives, with particular focus on Los Angeles

- Develop joint projects linking the Institute, Labor Center, and UCLA faculty and graduate students from other departments
- Strengthen the internal research collaboration between the Institute and the Labor Center through joint fund-raising and development
- 4. Facilitate Institute and Labor Center campus and community partnerships by offering opportunities for faculty and facilitating space, time, and resources for community members, workers, and researchers to connect
- Develop the infrastructure and framework to create strong community-academic partnerships, including facilitating processes so that community and academic partnerships can be more effective and durable and lead to future collaborations and research output
- 6. Increase the visibility of Institute research projects in public and academic spaces

The Institute for Research on Labor and Employment and Labor Center conduct rigorous, social science research that is applied, policy-driven, and participatory, to improve worker rights and elevate labor standards, create jobs that are good for communities, and strengthen immigrant and civil rights, especially for students and youth.

### >>>>> COMMUNICATIONS



work, live, and engage with one another

he Institute for Research on Labor and Employment and Labor Center recognize the importance of a strong media and communications strategy to ensure its research, educational programs, and public service activities are familiar to the public at large, including the UCLA campus community, alumni network, and policy and change agents. Our communication work enhances the reputation of UCLA, especially among underserved communities, strengthens fund-raising efforts, and promotes the role of the Institute and Labor Center as a resource for cutting-edge policy research.

Our media and communications reach is stronger now than at any point in history. This is a reflection of the significance, timeliness, and relevance of our research, education and policy work, as well as the particular role that the Los

Angeles labor community plays in the region, state, and country. Our use of media and UCLA branding is explicit and strategic and will be enhanced as we further align the other subunits, especially our teaching program.

The Institute's and Labor Center's innovative research on low-wage workers, young workers, day laborers, wage theft, immigrant workers, and immigrant youth has gained statewide and national media attention, encouraging legislators, think tanks, and social-justice organizations to use our work in briefings, in policy creation, and to advocate for better working conditions and wages. Our media outreach also advances the role of UCLA as a responsible community partner, committed to lifting up the rich stories of diverse workers in Los Angeles and across the nation. Undertaking this important role, embracing UCLA's brand, and publicizing our work to the general population keeps us honest to our mission as a great public institution of higher learning.

The Institute has hired a new communications director to centrally plan all media and communications strategy for the Institute, with primary responsibility for promoting our research, teaching, and service that impacts the UCLA community, other universities and colleges, and faculty and scholars. The Communications Director will also oversee and expand our existing relationships with traditional and social media journalists, including the print dailies, traditional, ethnic, and labor outlets, and our large digital network. The research priorities listed above will serve as the focus for the communications team.

Below is a sample of major media coverage of the work of the Institute and Labor Center in recent months:

- Los Angeles Times, <u>Black Workers in Los</u> Angeles Face a 'Jobs Crisis,' UCLA Report Says, March 21, 2017
- The Mercury News, <u>Report: Silicon Valley's</u> <u>Undocumented Youth Face Economic,</u> <u>Educational Barriers</u>, November 30, 2016
- The Guardian, <u>One in Six Cleaners, Childcare</u> <u>Helpers in California Paid below Minimum</u> <u>Wage</u>, May 4, 2016
- The Nation, You Either Work or You Go to Jail, April 12, 2016
- KPCC, <u>Janitors Spreading Value of Early</u> <u>Education among Immigrants</u>, May 8, 2015
- KCET, <u>Young Workers, Low-Wage Workers:</u> <u>UCLA Study Finds that Millennials Are among</u> <u>the Lowest Paid in LA County</u>, October 29, 2015

- Aljazeera America, Young People Work to Survive, Not Play, February 15, 2016
- Los Angeles Times, <u>Few Wage Theft Victims</u> <u>Ever Get Their Back Pay</u>, September 4, 2015

In prioritizing communication strategies for the future, the Institute seeks to promote a comprehensive understanding of our contributions to making Los Angeles a better place to work, live, and engage with one another.

The Institute's and Labor Center's innovative research on low-wage workers, young workers, day laborers, wage theft, immigrant workers, and immigrant youth has gained statewide and national media attention, encouraging legislators, think tanks, and social-justice organizations to use our work in briefings, in policy creation, and to advocate for better working conditions and wages.

# SUSTAINABILITY AND GROWTH

#### **External contracts and grants**

Fund-raising events

### The Labor Center's individual donor campaign

he Labor Center has greatly expanded its development work over the past decade, especially following the attempts by former Governor Schwarzenegger to eliminate all funding for the UC Berkeley and UCLA Institutes for Research on Labor and Employment and Labor Centers. In response to the drastic reduction in state support during the Schwarzenegger years, the UCLA Institute and Labor Center conducted aggressive external fund-raising to successfully avoid laying off staff. At the same time, the Labor Center expanded its research scope and impact as well as its training of future leaders.

In the 2016–2017 academic year, the Institute and Labor Center had the largest budget and staff in the history of the department. This achievement is a testament to the excellent work and reputation of the Institute and Labor Center in the foundation world, the broader community, and among UCLA students, staff, faculty, and especially alumni.



The Institute and the Labor Center have received core support from major foundations like the Ford Foundation, The California Wellness Foundation, and the New World Foundation. Other foundations such as The California Endowment, the W.K. Kellogg Foundation, the California Community Foundation, and Open Society Foundations have provided significant programmatic support for the Dream Resource Center, research projects involving low-wage workers, and global initiatives. Our research and reputation for completing deliverables and improving worker lives has rewarded us with growth, a more stable payroll and staff operation, and research and teaching opportunities for faculty, staff, and students.

By the 2012–2013 fiscal year, the Labor Center had expanded its capacity and more than doubled its contract and grant support, increasing awards to \$1.6 million per annum. That same year, the Institute as a whole received \$2.4 million in contracts and grants, more than any other department within the UCLA Division of Social Sciences. Over the years, the Labor Center has received support from more than twenty private foundations and government agencies. We intend to continue our fund-raising and growing our research, teaching, and relationships with graduate students and faculty who undertake community-engaged research and externally funded scholarship.

Under the leadership of Abel Valenzuela Jr., the Institute and Labor Center are committed to work together toward financial sustainability with a broad support base. The Institute and Labor Center's development strategy has three major components. The first and largest is to seek external contracts and grants to support our research and educational work. Funding targets include private foundations, government agencies, community and labor partners, and university-based grants.

The second component is fund-raising events, including the Labor Center's annual banquet, which has attracted more than six hundred people each year since 2004. The banquet has honored key elected officials and labor and community leaders, including the Obama administration Secretary of Labor, members of Congress, the state attorney general, the last two Los Angeles mayors, and members of the California State Senate and Assembly, the LA County Board of Supervisors, and the LA City Council. The 2017 banquet was the most successful to date, raising more than \$180,000. The annual banquet highlights the achievements of the Labor and Workplace Studies Minor graduating class with a graduation ceremony, a review of their contributions to the community, and student speeches and performance art.

The third and most recent component is the Labor Center's individual donor campaign, which has already attracted significant support from labor leaders, community leaders, UCLA faculty and staff, Labor and Workplace Studies alumni, and other allies who have contributed more than \$1 million since 2012. Development staff have launched a "Friends of the Labor Center" program with events planned each year to attract and cultivate recurring donors for the Labor Center's work.

In another major initiative, the Labor Center has launched a capital campaign to purchase the Downtown Labor Center as a permanent space for the center. The Downtown Labor Center is located in the MacArthur Park neighborhood, a Latino, working-class community, strategically situated near many of the major LA labor unions, worker centers, and immigrant rights organizations. It is also easily accessible by public transportation, including the Metro. The Downtown Labor Center just celebrated its fifteenth year of operation on Labor Day 2002, when more than a thousand union and community leaders participated in the ribbon-cutting ceremony with then Governor Gray Davis, Rev. Jesse Jackson, members of Congress, the California state legislature, the Los Angeles City Council, and national union presidents. Having a permanent home for the Labor Center in Downtown Los Angeles would strengthen UCLA's outreach and public service activities with underserved communities, especially low-wage workers and immigrants.

### >>>>> ADMINISTRATIVE OPERATIONS

Comprehensive training of administrative staff

Fund management training and best practices

Streamlining administrative procedures and processes across all subunits



he Institute's administrative team, with Nancy Velasquez as the Chief Administrative Officer, has focused on regularizing personnel processes, realigning staff to better support our subunits, enhancing fiscal and budgetary oversight, establishing a centralized communications process, and improving staff morale.

Moving forward, the strategic planning process identified three primary objectives for the Institute's administrative team: 1) comprehensive training of administrative staff, 2) fund management training and best practices to support and enhance our research, teaching, and service, and 3) streamlining administrative procedures and processes across all subunits. The implementation of these priorities is well underway, including administrative and supervisory staff training, clarification of roles, and the development and delineation of new roles. Establishing a more streamlined process for our administrative work, implementing uniform practices across the subunits, and better supporting the research, teaching, and service activities will allow us to grow, expand the scope of our work, and lead to better outcomes for our employees and the working Californians we represent.

# **UCLA** Institute for Research on Labor and Employment

UCLA Labor Center

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