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UC Santa Cruz continues on its remarkable trajectory. Over our nearly 60-year history, we have established a track record of groundbreaking multidisciplinary research, high-level teaching, distinguished scholarship, and creativity. We have also built a well-deserved reputation as an institution that works to advance innovation and social justice in all that we do.

As a preeminent public research university and minority-serving institution centered on student success, we are serving California and the nation through our teaching, discovery, innovation, and entrepreneurship, and by educating the next generation of leaders and changemakers.

The past year has given us countless reasons to take pride in UC Santa Cruz, and this report highlights some of the work that demonstrates how we are creating lasting change. Individually, they are examples of talent, collaboration, and dedication to our campus values; taken together, they reflect a university with tremendous forward momentum.

After finalizing Leading the Change: The UC Santa Cruz Strategic Plan, we charged campus leaders with implementing projects and initiatives that would advance the campus across the plan's five themes. I am thrilled to see our early progress in working toward this 10-year plan. Together, we will realize this collective vision for UC Santa Cruz.

Our Center for Coastal Climate Resilience cemented itself as an important voice in global efforts to combat the effects of climate change, while our faculty, staff, and students working with the James Webb Space Telescope made amazing discoveries that advanced our collective understanding of the distant universe. The talents, energy, and determination of our Banana Slug community continue to amaze me.

Closer to home, we made great strides in our efforts to provide more student housing, opening new residential halls at Kresge College; working with local community college Cabrillo College to secure state funding for a joint housing project in Aptos; and breaking ground on a new housing community for students with families, complete with an expanded, modern child-care center. These projects and others have us on track to meet our ambitious goal to provide more than 40 percent additional student housing by 2030.

I am deeply proud of all that UC Santa Cruz achieved over the past year and energized by what we will do next in support of our goals to advance student success; increase our research impact; foster an inclusive campus climate; and increase our efficiency, effectiveness, resilience, and sustainability. Go Slugs!

Sincerely,

Cynthia Larive Chancellor

Cynthi Faire

Leading the Change

UC Santa Cruz began implementing its new strategic plan, Leading the Change, during this past academic year. Finalized during the 2022–23 academic year, Leading the Change is a shared vision that aligns with the university's overarching goals, including enhancing student success; expanding research impact; fostering inclusivity; and improving operational efficiency, sustainability, and resilience.

With the support of the community, UC Santa Cruz made progress in year one across all five themes:

Unparalleled undergraduate student education and experience

To further strengthen the undergraduate student experience, UC Santa Cruz is working to provide and promote more "living room" space for students to meet, study, and connect with one another.

UC Santa Cruz will open two Commuter Lounges across campus, located at Kresge College and Cowell College. Additionally, the Division of Student Affairs and Success, in collaboration with Finance, Operations, and Administration, has collected and listed all the "living room" spaces available to students on its website and will promote their availability throughout the coming academic year.

The campus is also seeking more insight from students about enhancing their experience. Two questions on the 2024 UC Undergraduate Experience Survey (UCUES) were customized to assist with planning and developing future "living room" spaces, and the campus is developing a strategy to survey students in the years in which UCUES is not administered.

Another highlight in this area is the campus's work to enhance liberal education for all students through equity-minded, highimpact practices. With support from the Teagle Foundation, the campus will lay the groundwork for a new first-year requirement organized around a common reading list of transformative texts and common experiences, to be offered by all 10 undergraduate residential colleges. The planning team will begin work on developing general education certificates.

Envisioning graduate education for the future

To support the success of graduate students, UC Santa Cruz reimagined its approach to academic probation, transforming the system into a student success tool instead of a reprimand. The streamlined process is designed to help academic departments identify and address issues earlier so that students can receive support and resources to help them continue their studies and graduate.

The Graduate Division has also focused on efficiency improvements across many administrative functions, shifting from paperbased processes to digital forms.





Distinction in research, scholarship, and creative activities

UC Santa Cruz launched a new Leading the Change salon series to give faculty across campus the opportunity to hold interdisciplinary gatherings to discuss topics of mutual interest, build collaborations, and highlight research opportunities. Eight proposals were

accepted, with two events held this past year and more events scheduled for the 2024–25 academic year.

Reclaiming the Lab Coat, a half-day symposium organized by the Genomics Institute's Diversity, Equity, and Inclusion Committee, explored the white lab coat as a prominent

visual symbol of science and "reclaimed" it for the diverse group of individuals that it represents.

The second event, Sustainability: Fostering a Social and Ecologically Thriving and Resilient UCSC, included discussions, lightning talks, and poster presentations. The event was organized by the People of Color Sustainability Collective and celebrated the release of Critical Campus Sustainabilities: Bridging Social Justice and the Environment in Higher Education, a book edited by Professor of Environmental Studies Flora Lu and lecturer Emily Murai that addresses how universities can promote inclusive sustainability by engaging students, staff, and faculty.

The Office of Research has also collected information on the range of seed funding and research support available across campus. There are many campus units, institutes, and divisions that have seed-funding competitions, though the opportunities are not always well advertised and coordinated. By assembling this information and developing shared best practices for distribution and selection, the campus strives to make seed funding more equitable.

An inclusive and thriving campus community

UC Santa Cruz will launch a new employee education program in fall 2024 that reconceptualizes the previous Diversity & Inclusion Certificate Program. In response to feedback from multiple stakeholder conversations, the new program will include asynchronous, synchronous, and bespoke or curated training at introductory, intermediate, and advanced levels.

Additionally, following extensive outreach to gather ideas and input from the campus community, UC Santa Cruz is expanding mental health resources, educational programming, and leadership development opportunities for students, staff, and faculty. The university will also develop new educational programming for staff and faculty to foster greater awareness of and provide tools to combat Islamophobia, antisemitism, and other forms of hate and bias. The plan is part of a systemwide effort announced in late 2023 by UC President Michael V. Drake to offer greater support to campus communities amid global turmoil and the deep anguish felt by many students, staff, and faculty.

Climate change, sustainability, and resilience

UC Santa Cruz is focusing on strengthening its electrical system to increase its reliability and overall sustainability. The campus relies on Pacific Gas and Electric for its regular power, and electrical outages significantly disrupt research, teaching, and other operations.

To address this complex issue, UC Santa Cruz has formed a cross-campus working group that will also work with PG&E and other noncampus stakeholders to develop solutions. The campus has also expanded its maintenance program for power generators to strengthen its backup systems when outages do occur.

In fall 2023, the Decarbonization & Electrification Task Force released a long-term campus plan to end the use of fossil fuel at UC Santa Cruz and move to 100% clean and renewable energy sources. The plan provides scenarios for achieving a 95% reduction in emissions by 2030, which is considered a rapid pace, and also provides options for 2035, 2040, and 2045.



Advancing student and alumni success

Student Success Initiative

The Student Success Initiative continues to provide vital financial resources for undergraduate and graduate students and access to guidance and experiences fundamental to their UC Santa Cruz education and future careers.

Since its inception in July 2021, the initiative has raised more than \$62 million from nearly 20,000 donors, helping to ensure that all UC Santa Cruz students have access to financial support, secure sources of housing and food, mental health support, and connections that support their educational journey and catalyze their social mobility.

Kresge College's sustainable and award-winning renewal project

UC Santa Cruz's Kresge College renewal project earned the prestigious Honor Award at the 2024 AIA Architecture Awards in San Francisco. Designed by the architecture firm Studio Gang, the comprehensive renewal will expand Kresge College's footprint by more than 65,000 square feet, with new and renovated residential and academic buildings that blend harmoniously with the natural environment. Featuring renewable materials and advanced water and energy systems, the revitalization is aligned with the university's commitment to ecological stewardship.

Phase one, completed in fall 2023, included the new Kresge College Academic Center

and three new residence halls for first-year students, with study spaces and enhanced accessibility features. Phase two will include more residence buildings, a new Town Hall, and a civic plaza for students to gather outside. All told, the renewal project will add more than 600 beds, giving more students the chance to live among the redwoods, build community, and possibly hear the hoot of the college's very own mascot, the Kresge Owl. This ongoing project reinforces UC Santa Cruz's dedication to sustainable development and vibrant living-and-learning communities.

Building education-to-employment pathways

UC Santa Cruz's Educational Partnership Center is providing leadership for the Central Coast K-16 Regional Collaborative, which has been awarded an \$18.1 million, three-year grant through California's Community Economic Recovery Fund to establish pathways for career opportunities in healthcare and engineering/computing, and to bridge longstanding equity gaps for students across six Central Coast counties.

Established in 2023, the collaborative is led and operated by UC Santa Cruz's Assistant Vice Chancellor of Educational Partnerships and Chief Campus Outreach Officer Maria Rocha-Ruiz and representatives from Cabrillo College, UC Santa Barbara, and the Santa Cruz County Office of Education. It brings together K-16 educational institutions and local

industries throughout the Central Coast to create seamless transitions from kindergarten through higher education, aligning education with job market demands and helping students secure high-wage, high-impact careers. The collaborative's work focuses on transforming lives, propelling regional economic growth, and invigorating communities.

The partnership highlights UC Santa Cruz's dedication to educational equity and its leadership role in supporting sustainable career pathways for students.

Surge in summer Slugs

Summer enrollment at UC Santa Cruz is on the rise, with an impressive projected 15% growth in 2024 compared with 2023. This surge is driven by successful initiatives like the Pay for Only 10 program, which lets students pay for just the first 10 tuition credits while taking additional classes, and a 50% discount for visiting summer-only California community college students, making it easier for them to earn credits and prepare to transfer to a UC campus.

Summer courses play an important role in helping students meet prerequisite and graduation requirements, reducing both degree completion time and educational costs. Many courses are offered online, providing flexibility for students to attend from anywhere, and financial aid packages are available to make summer study more accessible. Additionally, programs like the First Year and Transfer Edge are increasingly popular, offering early coursework and mentorship to help students transition smoothly to UC Santa Cruz.

These initiatives highlight UC Santa Cruz's commitment to improving educational accessibility, affordability, and student

success throughout the Summer Session and beyond.

Award-winning student global experiences

UC Santa Cruz has earned national and international recognition for its commitment to global education, receiving the 2024 Senator Paul Simon Award for Comprehensive Internationalization from NAFSA: Association of International Educators. This prestigious award recognizes innovative and effective approaches to integrating international perspectives and engagement across the university.

In the past six years, UC Santa Cruz has significantly expanded global learning opportunities for students. The Division of Global Engagement, established in 2016, has developed and launched programs such as Global Internships, which are academically integrated internships abroad; Faculty-Led Global Seminars; and the Global Classrooms initiative, which connects UC Santa Cruz students with students at partner universities abroad to collaborate on projects virtually. All of these new programs have seen remarkable growth. Student enrollment in Global Internships has nearly tripled since its 2021 launch, and participation in Faculty-Led Global Seminars grew from 12 students in 2017 to 129 in summer 2024.

The university's collaborative efforts with faculty and the establishment of partnerships with over 50 institutions in more than 15 countries have been key to this success.

Online major expands educational equity

Creative Technologies (CT), a new justicefocused online- and hybrid-modality major in the Arts Division, is the first of its kind in the University of California system. The innovative





program emphasizes the study of creativity in digital environments and integrates practice, theory, criticism, and technology as forms of artistic and multi-genre expression. Launching in fall 2024, CT aims to promote equity by offering accessible, inclusive education that breaks down geographical and economic barriers within the UC system.

By providing flexible online learning, CT empowers students who may have paused their studies to resume and complete their degrees. The program also allows students to apply their learning directly in their communities and professions, offering unique flexibility compared with traditional on-campus programs.

Creative Technologies sets a new standard for accessible education in the UC system, preparing students for careers that extend beyond traditional art studios into virtual and global collaborations and creations.

Well-being Collective advances community health

UC Santa Cruz in May joined over 30 U.S. institutions in adopting the Okanagan Charter, focusing on health promotion amid post-COVID challenges. The university aims to integrate health into daily operations and foster a supportive environment. Key objectives include promoting well-being; maintaining commitment to the university's mission; and expanding

opportunities for student, staff, and faculty involvement. The UC Santa Cruz Well-being Collective will support these efforts, ensuring long-term focus and community input. This initiative underscores the campus's dedication to nurturing a supportive, inclusive environment for all.

Slug Support helps students in need

Slug Support continues to provide basic needs help by connecting students with a multitude of campus resources. Throughout 2023-24, the Slug Support program provided resources, guidance, and connection to more than 1,700 students. Students reached out to Slug Support for help with navigating financial, housing, and food insecurity; securing emergency housing; and more. Additionally, the Redwood Free Market, which offers students free produce, dry goods, weekly meal kits, CalFresh application assistance, and an emergency diaper relief program for student parents, recorded over 10,000 visits. Students who utilized Slug Support indicated a positive experience and lauded the program's help. One student explained, "I had the guidance I needed in a hard time. Kind, understanding, and compassionate staff." Another student shared, "I got a game plan for what I should do next to build the best outcome of my situation."

Ecosystem of Care launches virtual coffee hour series

In December, the Division of Student Affairs and Success launched a virtual coffee hour series for students called Ecosystem of Care. This series was designed to provide parents, family, and all those supporting UCSC students with essential information about navigating campus life. The 2023-24 inaugural series included feature sessions

with Student Health and Wellness, Campus Housing and Residence Life, Financial Aid, and Career Success. In each session, a panel of campus experts presented information about their resources before opening up the session for questions and answers. Nearly 700 people attended the inaugural virtual coffee hour series.



Return to the Redwoods offers immersive alumni experience

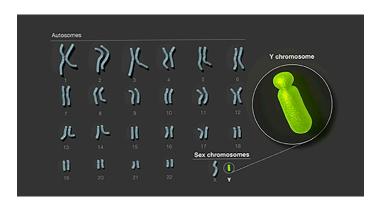
Alumni relived their good ol' days during Return to the Redwoods, an immersive experience that welcomed Banana Slugs back to campus. For three days and two nights, alums and their families and friends stayed in residential dorms and apartments while enjoying special curated events like sunrise yoga on East Field, breakfast in the dining halls, guided campus tours, engaging faculty lectures, a campfire with s'mores, and a movie in Quarry Plaza. Return to the Redwoods was created in response to a 2021 survey that revealed an overwhelming number of alumni identify with the extraordinary landscape of UC Santa Cruz over any other factor—a statistic unique to UC Santa Cruz compared with other universities nationwide. Return to the Redwoods reconnects alumni with a campus unlike any other.

Research impact

Extramural funding, FY24



Scientists release the first complete sequence of a human Y chromosome



For decades, the Y chromosome – one of the two human sex chromosomes - has been notoriously challenging for the genomics community to sequence because of the complexity of its structure. Now this elusive region of the genome has been fully sequenced in an effort by researchers from the Telomere-to-Telomere (T2T) consortium, which is co-led by Assistant Professor of Biomolecular Engineering Karen Miga.

This feat finally completes the set of end-to-end human chromosomes and adds 30 million new bases to the human genome reference, mostly from challenging-to-sequence satellite DNA. These bases reveal 41 additional protein-coding genes, and provide crucial insight for those studying important questions related to reproduction, evolution, and population change.

Five UC Santa Cruz projects win **California Climate Action Grant funding**

In partnership with the state, the University of California awarded more than \$80 million in California Climate Action Grants to four-year academic institutions across the state.

These two-year grants are designed to spur the implementation of solutions that advance climate resilience and social equity.

Five UC Santa Cruz projects secured a total of more than \$9.5 million in funding through the program, and three faculty members received additional subawards totaling more than \$2 million. The funding will support UC Santa Cruz and its partners in tackling some of California's toughest climate change challenges through innovative research and community engagement.

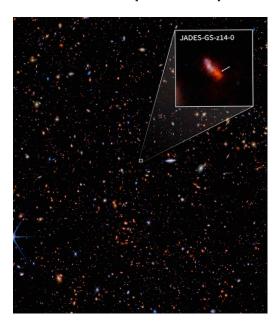
Institute of the Arts and Sciences announces new interdisciplinary initiative on climate change

Ari Friedlaender, ocean science professor, and Rachel Nelson, director of the Institute of the Arts and Sciences, teamed up to create an interdisciplinary project that shows the effects of climate change in California, with a particular focus on marine life, through both art and science.



Their new project, An Aesthetic of Resilience, is a multiyear initiative that will display research, artworks, and exhibitions starting in spring 2025. An Aesthetic of Resilience will include three research projects in the Friedlaender Lab and art from nationally renowned artists.

Earliest, most distant galaxy discovered with James Webb Space Telescope



An international team of astronomers using NASA's James Webb Space Telescope (JWST) discovered the two earliest and most distant galaxies yet confirmed, dating back to only 300 million years after the Big Bang. These galaxies mark a major milestone in the study of the early universe and were discovered by the JWST Advanced Deep Extragalactic Survey team, co-led by UC Santa Cruz astronomer Brant Robertson.

Found in a region near the Hubble Ultra Deep Field, the two newly discovered galaxies have been confirmed spectroscopically. In keeping with the collaboration's standard naming practice, the galaxies are now known as JADES-GS-z14-0 and JADES-GS-z14-1. In addition to being the new distance record holder, JADES-GS-z14-0 is remarkable for how big and bright it is. JWST measures the galaxy at over 1,600 light-years in diameter.

Three professors receive Mellon Foundation Affirming Multivocal Humanities grants



The Mellon Foundation awarded three departments grants of \$100,000 each for work that champions groundbreaking research in the realms of race, ethnicity, gender, and sexuality. Part of Mellon's Affirming Multivocal Humanities initiative, the grants bolster the work of the Critical Race and Ethnic Studies. Feminist Studies, and Latin American and Latino Studies departments.

Critical Race and Ethnic Studies Professor Christine Hong, Associate Professor of Feminist Studies Madhavi Murty, and Latin American and Latino Studies Professor and Chair Catherine Ramírez were invited by Mellon to submit proposals for funding.

New public archives will share wisdom, artifacts from Dolores Huerta's lifetime of successful social change leadership

A \$1 million grant from the Mellon Foundation will help establish new public archives documenting the legacy of social justice activist Dolores Huerta at UC Santa Cruz, through a partnership with the Dolores Huerta Foundation.

To share Huerta's story, the University Library at UC Santa Cruz, led by University Librarian Elizabeth Cowell, will hire a project archivist for a three-year term to work in partnership with the Dolores Huerta Foundation on inventorying, organizing, and providing public access to Huerta's personal papers and records from her work with the foundation.

UC Santa Cruz alumnus and award-winning director Peter Bratt will also grant the archiving team access to extensive research from his acclaimed documentary, Dolores.



Researchers run high-performing large language model on the energy needed to power a lightbulb

Researchers from UC Santa Cruz, led by Assistant Professor of Electrical and Computer Engineering Jason Eshraghian, show that it is possible to eliminate the most computationally expensive element of running large language models, called matrix multiplication, while maintaining performance.

In getting rid of matrix multiplication and running their algorithm on custom hardware, the researchers found that they could power a billion-parameter-scale language model on just 13 watts, about equal to the energy of powering a lightbulb and more than 50



times more efficient than typical hardware. Even with a slimmed-down algorithm and much lower energy consumption, the new, open source model achieves the same performance as state-of-the-art models like Meta's Llama.

When humanists met technologists

UC Santa Cruz's new Humanizing Technology Certificate Program is helping students confront the moral and social implications of technology, harnessing the power of the humanities to envision a more just and responsible future.

This initiative offers a new set of specially designed Humanities General Education courses that address the moral and social implications of new technologies. Students work collaboratively to envision a different kind of tech future, one that addresses issues such as racism rather than perpetuating them.

UC Santa Cruz Arts Division presents Find Your Path!

Arts Professional Pathways is an initiative that helps advance the Arts Dean's broader goals for student success. Find Your Path!, its signature event, is a two-day experience that guides students along potential career pathways through both in-person and online events.

The initiative connects students with employers, alumni, and creative practitioners in the local and national creative, entertainment. nonprofit, and technology industries.

Scientists discover first nitrogen-fixing organelle

In a groundbreaking discovery, UC Santa Cruz scientists uncovered the first known structure in complex cells that's capable of drawing nitrogen from the atmosphere and converting it into a form that the cell can use. They've dubbed the newfound cell part the "nitroplast," and it likely evolved 100 million years ago.

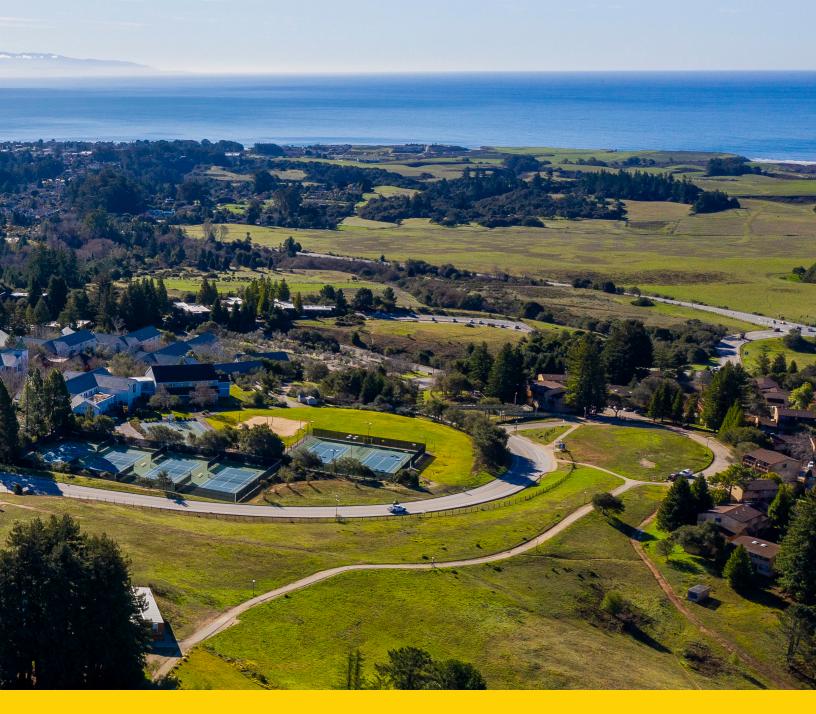
The nitroplast probably developed from a bacterium in the ocean, after the microbe was engulfed by an algal cell. The bacteria and algae were previously thought to be living in symbiosis, with the microbe supplying nitrogen in a form the algae could use and the algae providing the microbe with a home.

But it turns out that the microbe took on a new form long ago, becoming a full-fledged cell structure, or organelle, with a metabolism directly linked to that of the algae.



"I am deeply proud of all that UC Santa Cruz achieved over the past year and energized by what we will do next in support of our goals to advance student success; increase our research impact; foster an inclusive campus climate; and increase our efficiency, effectiveness, resilience, and sustainability. Go Slugs!"

- CHANCELLOR CYNTHIA LARIVE



UC Santa Cruz Foundation



The UC Santa Cruz Foundation celebrated a milestone event this year, our 50th anniversary! Throughout that time, the foundation has worked in partnership with campus leadership to advance philanthropy that fosters student success, excellence in teaching, and impactful research and discovery that benefit local and global communities. The foundation and its trustees have, among other things, provided seed grants for emerging programs

and research areas, supported students' access to basic needs, and helped fund the launch of the Baskin School of Engineering.

The success of the foundation depends on philanthropy from many. As the fiduciaries overseeing the funds given to UC Santa Cruz, my fellow trustees and I would like to thank the friends, families, foundations, corporations, and others who have given to the campus over the years. Your contributions have helped establish the campus as a global research university committed to student success and access. With your continued support, there are no limits on what our students, faculty, and staff can achieve.

Our dedication to UC Santa Cruz and its community remains unwavering. As supporters and advocates of the campus, the UC Santa Cruz Foundation and its trustees look forward to continuing to be responsible financial stewards and partners for change for the next 50 years and beyond.

Sincerely,

Linda Peterson

(Stevenson '70, history)

Undy S. Petersn

Chair, UC Santa Cruz Foundation Board of Trustees

Foundation update

UC Santa Cruz Foundation Medals awarded

The university celebrated the milestone of the UC Santa Cruz Foundation's 50th anniversary by honoring two campus community visionaries:



Alumna Julie Packard (Crown '74, M.A. '78), a renowned ocean conservationist who helped to found the Monterey Bay Aguarium.



The late Narinder Kapanay, a distinguished professor known as the "father of fiber optics," whose technological advances transformed the world.

Chancellor Cynthia Larive presented the Foundation Medals, the campus's highest honor, to Packard and Kapany (accepted by his children, Kiki and Raj Kapany, on behalf of their father) in recognition of their exceptionally distinguished achievements, and whose work and contributions to society exemplify the vision and ideals of UC Santa Cruz.

Packard and Kapany have not only made lasting achievements, but both are also former UC Santa Cruz Foundation board members. In recognition of her extraordinary contributions to the world, Packard also received the UC Presidential Medal, awarded by UC President Michael V. Drake.

Foundation Board Opportunity Fund furthers innovation

The UC Santa Cruz Foundation's Board Opportunity Fund (BOF) supports innovative campus projects and research endeavors. Through seed funding, the BOF enables faculty, staff, and students to explore new ideas, foster interdisciplinary collaborations, and make strides in academic and community-oriented initiatives. This strategic financial support amplifies UC Santa Cruz's educational priorities and strengthens its reputation as a hub for creativity and groundbreaking scholarship.

In 2024, the Board Opportunity Fund awarded \$20,000 for "Archiving Dolores Huerta's Legacy and Shaping the Future of Latinx Studies at an HSI (Hispanic Serving Institution) Campus." The project is a partnership between UC Santa Cruz and the Dolores Huerta Foundation, providing UCSC students with a once-in-a-lifetime opportunity to work as research assistants and gain archival training while being immersed in civil rights and feminist history. The BOF gift was instrumental in securing outside funding support, including a \$1 million grant from a national private foundation.



By the numbers

Philanthropy, FY24



Endowment

(UCSC Foundation and Regents)

FY24 \$304,927,626

FY23 \$282,128,507

\$269,442,620





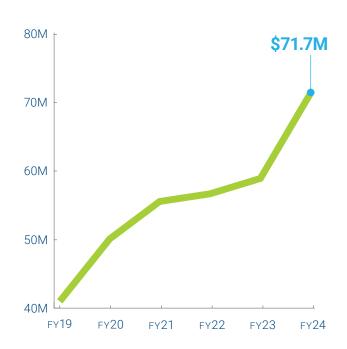
Giving Day



Fundraising totals by division, FY24

Fundraising totals by year, FY19-24 (\$)

\$1,001,547	:	Arts
\$9,635,266	:	Baskin Engineering
\$10,201,245	:	Humanities
\$23,979,000		Physical and Biological Sciences
\$5,109,387	:	Social Sciences
\$958,248	:	Library
\$20,811,289	:	Other programs*



^{*} Other university programs: Graduate Division, Student Success, Undergraduate Education, and more.



Philanthropy plays a vital role in strengthening and advancing the mission of UC Santa Cruz, and I am deeply thankful for our generous donors who provided \$71.7 million in support this past year.

This total is a 20 percent increase over last year and is our secondhighest year to date for fundraising. Our supporters, through scholarships, fellowships, and other gifts, are helping students focus on their education and take part in hands-on learning opportunities

that will help them compete for internships and jumpstart their professional careers. Philanthropic support also enables our researchers to develop solutions to the world's most pressing challenges that will provide worldwide benefits.

UC Santa Cruz is an amazing institution, advanced by supporters like you who are inspired by our past accomplishments, excited about our aspirations, and eager to increase our collective impact.

Sincerely,

Mark Delos Reyes Davis

President, UC Santa Cruz Foundation, and

Vice Chancellor for University Advancement



