

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

May 16, 2007

The Committee on Educational Policy met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Members present: Regents Blum, Coombs, Dynes, Garamendi, Johnson, Kozberg, Ledesma, Lozano, Marcus, O’Connell, Parsky, Schreiner, and Varner; Advisory members Allen, Brewer, and Brown, Staff Advisors Brewer and Miller

In attendance: Regents Hopkinson, Island, Pattiz, Schilling, and Wachter, Regent-designate Bugay, Faculty Representative Oakley, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Provost Hume, Executive Vice Presidents Darling and Lapp, Vice Presidents Foley and Sakaki, Chancellors Birgeneau, Bishop, Córdoba, Drake, Fox, Kang, Vanderhoef, and Yang, Acting Chancellors Abrams and Blumenthal, University Auditor Reed, and Recording Secretary Smith

The meeting convened at 9:30 a.m. with Committee Chair Marcus presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of January 17, 2007 were approved.

2. PRESENTATION ON SYSTEMWIDE ACADEMIC PLANNING

Provost Hume reported on the systemwide academic planning process over the past year. He recalled that in 2005, President Dynes assembled the long-range guidance team to put forth a vision of the University for the next 20 years, including the State’s need for a research university, an assessment of how UC should be prepared to respond to those needs, and a recommendation for accomplishing its goals. The long-range planning process surfaced a compelling vision of and for the University, captured in the phrase “The Power and Promise of Ten.” This vision is build on three interrelated propositions: the State is served best when UC campuses are allowed to distinguish themselves and build unique profiles of complementary strength, the complementary strengths of ten distinct campuses can be brought together in a focused way to meet any challenge, systemwide administrative systems can be coordinated when it makes sense. This vision provides a framework to guide continuous campus and systemwide planning, both academic and administrative. It is also a commitment

between the University and the people of California that the University exists to serve the State in the broadest sense, and a recognition that the University will mobilize itself efficiently and effectively in order to respond to new challenges and opportunities of the State.

In 2006, Mr. Hume began a process of systemwide academic planning at the request of President Dynes, with the objective to develop a shared understanding of the campuses' academic plans in order to make decisions that are realistically grounded in the aspirations, capacities, and needs of the campuses. The academic planning process is a bottom-up process, including the faculty, deans, and chancellors. This process also involves campuses sharing their plans with one another and with The Regents, with the view to make better decisions regarding when, how, and where to act separately or as a system.

Mr. Hume reported that detailed discussions have been held over the past eight months with chancellors, vice chancellors, campus provosts, and other members of campus leadership teams to learn about campus planning processes and goals. Summaries of campus plans have been shared between the campuses, with the Academic Senate, and now with The Regents. Mr. Hume summarized the findings from individual campuses and noted that the President has requested that the campuses share individual academic plans with each other in more detail.

Mr. Hume discussed the next steps of the planning process, including developing an enrollment plan through at least 2020, working with The Regents and the Office of the President to strengthen the budget process, examining new approaches to collaborative research inside and between campuses, understanding what an undergraduate education should encompass, incorporating The Regents' findings on diversity, planning for enrollment growth in the health sciences, implementing common information technology systems, and reexamining the structure of the Office of the President.

The academic planning process will also examine in detail an appropriate response to challenges faced in the State's K-12 system, which was found by the long-range guidance team to be the greatest challenge facing the University. Mr. Hume explained that the K-12 system needs dramatic improvement in order to avoid damage to the foundations of the State. The University is urgently examining what it can contribute to this challenge by working as a system as well as in partnership with the Department of Education, school boards, community colleges, and the California State University system. Three primary opportunities will be examined: drawing on research expertise in a broad range of disciplines in order to understand educational challenges and policies; coordinating ongoing programmatic efforts in leadership training, math sciences, and academic preparation; and leveraging the University's capacity for technology innovation to improve access to quality K-12 education.

Mr. Hume concluded the presentation by stressing the capacity of the University to do everything a great research university can do at the highest level, due in large part to its capacity to act as a system; he asserted that the University can do it all.

Chairman Blum asked about the extent to which discussion is taking place with the State regarding their needs and what is expected of the University. Mr. Hume responded that no official dialogue takes place with the State, but that analyses are provided by the long-range guidance team and the Policy Research Center. Mr. Hume agreed that there needs to be more effective dialogue between the State and the University. Chairman Blum stated that this discussion should include the future shortage of doctors and nurses in the State and how the University and the State can work together to address the shortage, particularly how it will be funded. President Dynes responded that the University is in continuous discussion with State representatives and agents from all areas, not simply those in Sacramento.

Regent Hopkinson commented that the academic planning process is one of the most important things the University can be doing, and congratulated Mr. Hume and others for their work on the initiative. She inquired as to how the process will move forward and what will be the involvement of the Regents. Mr. Hume stated the possibility of surfacing the details of the academic planning process with the Regents. Regent Hopkinson expressed her hope to see a basis for translating the planning that occurs through the Committees on Finance and Grounds and Buildings into the academic planning process. Committee Chair Marcus pointed out that The Regents has a standing Committee on Long Range Planning, and that this Committee can be a forum for such discussions.

In response to a question from Regent Coombs, Mr. Hume explained that the idea behind the School for Global Health was to harness the capabilities throughout the University of all those interested in global health and, with the use of technology, establish a systemwide school. His belief is that strong philanthropic support exists for such an effort. The initiative will be evaluated over the next 12 months, with the intent to present a proposal to The Regents in September 2008.

Regent Johnson encouraged those involved with academic planning to work with the State Department of Education regarding career technical education.

Regent Island urged that the University do everything it can to change the marginalization of millions of Californians who are excluded from educational opportunity. This problem must be studied in order to understand the risk such marginalization imposes to the State as a whole. He hoped that Mr. Hume can present concise recommendations to the Board regarding this issue.

In response to a request by Committee Chair Marcus for faculty input, Faculty Representative Oakley stated that the faculty is fully engaged in academic

systemwide planning as a way to optimize the academic performance and mission of each campus.

In response to a request by Committee Chair Marcus for input from chancellors, Chancellor Drake stated that chancellors from all campuses continually work together as colleagues to discuss and share information. The chancellors also work closely with the Office of the President, and through that office with The Regents. The academic planning process is fully endorsed by the chancellors.

Mr. Hume noted that many people are to be thanked for this process, including Ms. Carol Copperud, Vice Provost Daniel Greenstein, the campus provosts, the Academic Senate, and the President.

3. **APPROVAL OF FUNDRAISING CAMPAIGN, SAN FRANCISCO CAMPUS**

The President recommended approval of the proposed San Francisco campus fundraising campaign to raise \$500 million in support of the development of the Mission Bay medical center.

Chancellor Bishop and Chief Executive Officer Laret recalled that the San Francisco campus is in the planning process for a medical center, including a 289-bed hospital to serve children, women, and cancer patients, to be located at its Mission Bay campus. The campus has received significant early indication of private support for the project and seeks to begin the initial phase of a \$500 million capital campaign to be conducted jointly by the San Francisco campus and the University of California, San Francisco Foundation, under the leadership of Senior Vice Chancellor Spaulding and Associate Vice Chancellor Asp.

Due to the construction schedule for the medical center, it is imperative that the campus embark on the campaign as quickly as possible to provide the assets needed for standby loan approval. The campaign's duration has not yet been determined, but it is expected to run for five to seven years.

The volunteer chair of the campaign is Ms. Diane "Dede" B. Wilsey, civic volunteer and philanthropist. Her involvement in the campaign was announced in the local San Francisco papers, thereby making moot the traditional "silent" phase of the campaign. Mrs. Wilsey will be joined by the following volunteers on the campaign planning cabinet:

- Barbara Bass Bakar, former president and CEO of Emporium/Weinstocks and former chair and CEO of I. Magnin, San Francisco
- Ronald Conway, founder and general partner of Angel Investors LP, a privately held venture capital firm

- William H. Davidow, founding partner of Mohr Davidow Ventures, a venture capital firm
- Robert Lesko, Executive Director of Private Wealth Management at Morgan Stanley
- Carmen Policy, President and CEO of the National Football League's Cleveland Browns from 1998-2004 and former President and CEO of the San Francisco 49ers
- Richard M. Rosenberg, retired chairman & CEO of the Bank of America Corporation and Bank of America NT&SA

The campaign consultant, Community Counseling Service, is assisting the campus in identifying potentially significant gifts. Campaign progress will be reported to The Regents in the Annual Report on the University's Private Support Program. The campaign will be funded from campaign proceeds and campus discretionary funds, and prospective donors will be so notified.

The 289-bed, integrated hospital complex will serve children, women, and cancer patients near its existing 43-acre biomedical campus at Mission Bay. Upon completion of the first phase, the 865,000-plus-gross-square-foot hospital complex will include:

- A 183-bed children's hospital and pediatric primary and specialty ambulatory care facilities
- A 36-bed women's hospital and limited women's ambulatory services
- A 70-bed cancer hospital and limited cancer ambulatory care services
- A central utility plant, underground tunnel, bridge, helipad, and parking

The hospital complex will be located on a 14.5-acre parcel, which is south of UCSF's existing biomedical campus at Mission Bay. By locating the complex at Mission Bay, UCSF will be able to bring together basic scientists, clinical researchers, and physicians to share resources, insight, and ideas to accelerate the progress of discovery to benefit patients.

The plan to build new facilities at Mission Bay aims to increase inpatient and outpatient capacity to meet growing patient demand, address old and outdated facilities, and comply with State-mandated earthquake safety standards for hospitals. UCSF Medical Center's facilities on the Parnassus campus are composed of two adjoining 15-story buildings that function as one hospital: Moffitt, built in 1955, and Long, built in 1982. Long is seismically sound and viable beyond 2030, but Moffitt must be replaced by 2030. Both facilities are overcrowded, costly to maintain, and functionally obsolete. UCSF Medical Center also operates facilities at Mount Zion, where buildings date to 1948.

The first phase of the Mission Bay hospital project is estimated to cost between \$1 billion and \$1.3 billion. Support from donors, hospital reserves,

external financing, and State or other funding sources are required to finance this project. A minimum of \$500 million is required from private philanthropy.

The new hospital complex will provide a world-class, sophisticated, efficient, flexible, and family-centered healing environment. The co-location of three specialties in one hospital complex will ensure continued excellence in the care of children, women, and cancer patients.

- **Children's Hospital:** Children will have a hospital designed just for them, providing nurturing, compassionate care for every child and family. Patients receiving care at the children's hospital will greatly benefit from the presence of women's health and cancer specialists. For example, a large portion of all hospitalized children are treated for cancer and cancer-related issues; these patients will benefit from the close proximity of cancer specialists.
- **Women's Hospital:** Co-location of a women's hospital with a cancer and children's hospital provides opportunities for UCSF to develop innovative and comprehensive inpatient and outpatient women's health care, thus enhancing its leading position as a designated National Center of Excellence in Women's Health. For example, its proximity to the children's hospital will ensure continued excellence in the clinical care of complex maternal conditions, the diagnosis and treatment of birth defects, and the clinical investigation of maternal-fetal surgery.
- **Cancer Hospital:** The location of a cancer hospital adjacent to new cancer research laboratories at Mission Bay will provide synergistic opportunities for the discovery and development of new treatments, allowing UCSF to build on its stature as the only designated Comprehensive Cancer Center in Northern California and a national leader in cancer treatment, research, and education.

UCSF has selected Anshen + Allen in association with William McDonough + Partners for the design of the Mission Bay hospital complex. Anshen + Allen is an award-winning San Francisco-based architectural firm specializing in health care, research, and academic facilities. William McDonough + Partners are leaders in design for sustainability and eco-effective design. The team also includes Rutherford & Chekene and ARUP engineers.

UCSF's vision for the future is to create and sustain vibrant, integrated clinical, research, and educational programs, building upon UCSF's unique strengths and ability to affect health care regionally, nationally, and internationally. This vision is the product of a four-year campus strategic planning effort that involved broad representation and input, including medical center and campus leadership, faculty, staff, members of the community, and others. The long-term vision for UCSF's clinical and research enterprise addresses these three sites:

- Parnassus Heights: Focus on tertiary-quaternary care, including neurosurgery, cardiovascular, and transplant services
- Mission Bay: Construct a hospital complex for children's, women's, and cancer services
- Mount Zion: Expand its use as a hub for ambulatory services, outpatient surgery, and related clinical research and education

Committee Chair Marcus and Chairman Blum stressed the importance of this project and their confidence in Ms. Wilsey's fundraising ability. Ms. Wilsey expressed her excitement in being involved with the construction of a hospital that will serve a broad constituency and provide outstanding care.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board.

4. **PROGRESS REPORT: IMPROVING FINANCIAL SUPPORT FOR GRADUATE ACADEMIC STUDENTS**

Provost Hume provided a progress report on the University's efforts to improve graduate student financial support for academic doctoral students. The report built upon Mr. Hume's presentation at the July 2006 Regents Meeting, in which he described several challenges facing the University related to graduate student support. He reviewed the University's goals related to financial support for graduate doctoral students, shared updated information related to those goals, and described current and future efforts to improve the University's ability to compete for the best students – including non-resident students – consistent with The Regents' financial aid policy for graduate students.

Mr. Hume stated that the University's ability to support its graduate academic students is critical to the University's mission as a world class research university. Two primary goals related to the support of graduate academic students include offering competitive awards and achieving enrollment goals, including international and domestic non-resident students.

Regarding the goal of competitiveness, Mr. Hume stated that in 2005 the University increased the net stipend for academic doctoral students by 2.5 percent above inflation, despite fee increases. This is attributable to the increase in return to aid for graduate academic students, which The Regents increased to 45 percent beginning in 2005. Campuses have also dedicated their own resources to support these students. A survey is currently being conducted to compare the University with competitor schools in terms of graduate academic student support.

Regarding enrollment trends, enrollment in doctoral academic students declined in 2003 and 2004, being especially steep for international students, in large part due to non-resident tuition costs. While this decline was halted in 2005 due to the

decision by The Regents to hold non-resident tuition flat at 2004 levels, international enrollment continues to remain well below pre-2003 levels.

The University is continuing to address graduate academic student support through a number of initiatives. A plan to allocate \$10 million in systemwide funds to match up to \$10 million in new campus expenditures for non-resident tuition fellowships will begin next year. Research initiatives should also provide new funds for graduate student support, including support for the Institutes for Science and Innovation, the BP award, and the petascale computing project. The University plans to keep non-resident tuition fees at their current levels and to maintain the current return to aid level, both subject to Regental approval. The matching grant program may also be expanded for 2008-09 to encourage campuses to increase funding for graduate student fellowships. Beginning next year, the President has arranged that campuses will retain non-resident tuition at the campus level for use in graduate student support.

Regent Garamendi commented that the significant increase in graduate student tuition appears to have contributed to the problem of declining graduate student enrollment. Regarding the return to aid model, he asked what would be the result if total tuition was reduced by some percentage so that the return to aid was not necessary. Mr. Hume responded that in such a case the University would lose the capacity to discriminate according to means. Regent Garamendi commented that the current student fee policy is a tax on students, which in his view is a backward policy, one effect of which is a reduction in graduate student enrollment.

Committee Chair Marcus stated that the University negotiates with the State on student fees, and thus must contend with what funds the State is willing to give the University. He commented that the presentation was representative of the University's need and interest to ensure the highest degree of access to the University for graduate academic students. Chairman Blum stressed that the University is seriously underfunded, and stated the importance of Regent Garamendi's making a case in Sacramento for more University funding. President Dynes commented that student fees are only one part of the total cost of attendance at UC; housing is another major cost and must be considered as well.

President Dynes invited a student perspective from UCSA President Bill Shiebler. Mr. Shiebler recalled the three priorities set out by students for the University: the student vote project, the diversity and admissions campaign, and building the student compact. He stated that UCSA is committed to diversity at every level, and is committed to ensuring that the findings of the Study Group on University Diversity established at the request of Regents Ledesma and Ruiz will be put into practice through initiatives in policy and culture change.

Mr. Shiebler reported that since 2001, UC student undergraduate fees have increased by 79 percent. The total cost of attendance in 2006-07 for a student living on campus was an average of \$22,925, which included student fees,

campus-based fees, housing, textbooks, transportation, and health care. While UC maintains that the cost of tuition is lower than peer institutions, when comparing the total cost of attendance UC is among the most expensive in the country. He stressed the need to improve student financial aid. UCSA is seeking to push two Assembly Bills through the current State legislative cycle. The first, Assembly Bill 175, would increase the CalGrant B stipend award by 10 percent each year until it covers 20 percent of student costs. Assembly Bill 302 would provide coverage of an additional year of fees in the first year of attendance. He requested that The Regents indicate its support for these bills.

Mr. Shiebler noted that in the 2005-06 academic year, graduate and professional students were 23 percent of the total UC student population, in comparison with 43 percent at peer institutions. Mr. Shiebler noted that graduate students play a large role in teaching and research, and that a high number of graduate students ensure a high-quality University. Non-resident students must pay four times the cost of tuition of residents; eliminating or reducing the non-resident tuition fees is one solution to ensuring a greater number of graduate students.

Faculty Representative Oakley noted that The Regents asked the Office of the President to devise a solution to the non-resident tuition issue. Faculty Representatives Oakley and Brown, Provost Hume, President Dynes, and the chancellors have been working on this effort and soon will be presenting a proposal to The Regents.

5. **PRESENTATION ON HUMANITIES AND THE ARTS**

On the occasion of the 20th anniversary of the UC Humanities Initiative, David Marshall, Executive Dean of Letters and Sciences at UC Santa Barbara, highlighted important and innovative research and programs in the humanities at the University of California. Mr. Marshall stated that over 40 percent of UC faculty, not counting the professional schools, is in the arts, humanities, and social sciences, and that 44 percent of all classes take place in the humanities and related disciplines. In the most recent national research council rankings, 33 of UC's doctoral programs were in the top 20. UC graduate students from humanities programs earn some of the best positions in the country and comprise 25 percent of the tenure track faculty at UC and CSU. UC faculty is highly distinguished and, since 1998, 144 UC faculty members have been named as Guggenheim fellows, the majority of whom were in the humanities and the arts.

Mr. Marshall observed that research in the humanities is interpretive and comparative, increasing knowledge and understanding about language, history, literature, religion, art, culture, and society. Humanities research and teaching is also innovative and interdisciplinary, allowing a better understanding of the information age and global society in historical and humanistic terms. Through teaching that is rigorous and challenging, communication, critical analysis, and creativity have become the hallmarks of the humanities. These forms of thinking

are crucial to democratic institutions, to the workforce that California needs to compete in the 21st century, and to the ability to engage in cultural translation in the U.S. and throughout the world. The humanities strongly enhance the literacy of students, which is becoming increasingly important. UC's rigorous humanities and liberal arts education provides the multiple forms of literacy needed by California in the 21st century, including cultural, technological, information, and visual.

Mr. Marshall explained that over 300 languages are spoken by students in California's public schools. A recent report by the California Board of Education cited the recommendation that schools internationalize all curricula and institute stronger requirements for foreign languages and cultures. The Department of Defense has called for the cultivation of stronger foreign language and cultural competencies in order to strengthen national security and economic competitiveness. In 2002, with support from UC's executive vice chancellors, the UC Consortium for Language, Learning, and Teaching was initiated. Based at UC Davis, it coordinates UC's vast linguistic resources and faculty expertise at a time when foreign language enrollments are increasing. UC's faculty research and teaching can help California's citizens understand the richness of California's diversity at home and help to make the country stronger by understanding the forces shaping other countries. There is an increased need for citizens to make informed and critical choices, and to understand the philosophical and moral stakes involved in an increasingly complex society. The humanities train students to assess questions of value and ethics in order to find meaningful answers which are crucial to a healthy democracy in a rapidly changing society. Economic competitiveness also depends on strong humanities training. A recent report estimated that U.S. corporations spend \$3.1 billion annually in remedial writing for their employees.

Mr. Marshall summarized that the humanities represent the past and the future. The knowledge and understanding produced in the humanities and the arts can help citizens to comprehend and imagine California in the 21st century.

6. **PRESENTATION ON SYSTEMWIDE INFORMATION TECHNOLOGY PLANNING: PRELIMINARY REPORT OF THE INFORMATION TECHNOLOGY GUIDANCE COMMITTEE**

Provost Hume appointed the Information Technology Guidance Committee (ITGC) in January 2006 to engage in a consultative, 18-month systemwide planning process. The goals of the Committee were to identify and recommend strategic directions that will guide investments in information technology (IT) and the academic information environment. The Committee will prepare its full report in the fall of 2007, to be reviewed by the Academic Senate and The Regents.

Mr. Hume stated that in order to support UC's continued eminence in a cost-effective way, UC's long-term IT requirements and investments must closely align with and support campus and systemwide goals in all areas, including research, teaching, student life, faculty, student recruitment and retention, development, public service, and administration. While most of the responsibility for achieving this alignment rests with the campuses, there are clearly opportunities at the systemwide level to leverage campus and systemwide investments, foster campus distinctiveness, enhance the University's competitive position, and avoid duplicative expenditures.

Associate Vice President and Chief Information Officer Kristine Hafner and Vice Provost Daniel Greenstein led a discussion of ITGC's progress to date and the general strategic directions emerging from the planning process. Ms. Hafner stated that information technology is a vehicle for the University to create, capture, store, preserve, analyze, and transform precious information assets. She stated that UC campuses and national laboratories combined spent approximately \$1.5 billion on IT equipment, software, services, and professionals and support staff annually, and that such costs are likely to increase in the future.

Ms. Hafner explained that many IT services are unique and must remain so, but that other IT services can and should be shared and delivered in a common way to serve the needs of the entire UC community. The University has already demonstrated its ability to create such shared services that are impressive in cost savings and services provided, such as the benefits system, libraries, and the intercampus network. Continued investment in and enhancement of the University's IT services are key to allow the University to respond to new opportunities, such as serving rural communities in telemedicine and dynamically connecting researchers with their colleagues and peers around the world.

The University's administrative systems environment offers one of the greatest opportunities to increase efficiency via information technology. Recent compensation audits revealed the University's inability to capture, analyze, and report accurate employee data via the current payroll personnel system. Lack of standard business processes in the decentralized environment has handicapped the University, and the fact that each campus over time has evolved its own unique version of core business systems has further contributed to the inability to collect and report uniform information. The University also has different financial systems at each campus and medical centers that require a cumbersome mapping process to translate campus information into systemwide data for financial reporting. Campuses also have different systems for the registrar, admissions, and financial aid. Different IT platforms and applications can inhibit collaboration, streamlining, and transfer of best practices. It is likely that the University has reached a point where the value of accurate business intelligence outweighs the benefits of local customization.

The current efforts of the Committee are focused in the following areas: upgrade and standardize the University's payroll system; deliver critical new services to human resources professionals who support faculty and staff; and collect, analyze, and report more accurate and comprehensive employee data, including compensation information. As a short term solution, a new system has been developed to collect and report senior management compensation, but the vice chancellors for administration and systemwide finance and human resources leaders have worked to develop a strategy to implement a larger human resources information system.

Mr. Greenstein explained that research and teaching can also be supported and enhanced through coordinated systemwide investments in IT. The discovery of new knowledge in all disciplines relies on the innovative uses of computers. Faculty indicate several IT concerns, including the limitations of space to house computers, the high costs of heating and cooling equipment, managing facilities with transient graduate students, data loss, and security. Several campuses have responded by developing co-location facilities where computers can be housed and managed by professional staff. On a systemwide level, the University has begun to develop an IT grid that extends the efficiencies of the co-location facilities and is enhanced through links to supercomputers and other specialized facilities. New computers are added to the grid in a coordinated and reliable fashion when they are needed. Rather than seeking funding for computers and the space to house them, faculty buy shares of the grid service, which results both in cost savings and increasing the support and computer capacity that can be offered to faculty. Such an arrangement is a powerful tool for faculty recruitment and retention because it gives faculty an advantage in the quest for new knowledge and the external funding that supports it, and allows them to collaborate better with peers around the world to contribute more productively to a global research enterprise.

In terms of instruction, Mr. Greenstein explained that faculty is also indicating that shared investment in IT will enhance instructors' creativity and students' learning experiences. The Language Learning Consortiums On-Line Arabic Without Walls course is one example of such possibilities. By pooling student demand from across the system, UC can sustain instruction in specialized subjects, which might atrophy if addressed on a campus by campus basis. On-line technology can allow faculty to upload routine instructional materials, which can enhance faculty-student contact by improving student interest and performance in a subject while extending their knowledge of it. Materials developed through University on-line courses also can be used in academic preparatory programs in community colleges or high schools. The ITGC recommends that, as part of a common infrastructure, the University develop systems and standards to enable the creation and use of on-line course content so that faculty who wish to use instruction technology in order to enhance students' learning experience can do so effectively.

Mr. Greenstein reported that an investment of hundreds of millions of dollars over the next ten years will be required to build out and refresh an IT infrastructure that will appropriately support a world class university. Money will have to be drawn from a number of sources, including State funds and external funding from philanthropic and corporate entities. Capital funds may also be used for these efforts, with the understanding that the need for virtual infrastructure is similar to the need for physical infrastructure, without which the University will not function. Most importantly, UC will need to determine how and where to align the \$1.4 billion already invested in IT systems with the new infrastructure.

Regent Garamendi cited many State and federal efforts to develop common systems, none of which have succeeded. He recommended studying the failures of the past when embarking on this initiative, and proceeding cautiously. President Dynes noted that the California Digital Library is an excellent example of a success that brought together all UC libraries, resulting in a considerable cost savings and an important service rendered. Mr. Hume believed that UC has demonstrated that this can be done in at least one, perhaps two, major ways.

7. **PROGRESS REPORT FROM THE STUDY GROUP ON UNIVERSITY DIVERSITY**

At the July 2006 meeting, based on a recommendation from Regents Ledesma and Ruiz, The Regents agreed on the need to examine the state of diversity efforts across the University. The goal was to identify actions UC can take to increase diversity in undergraduate and graduate enrollment and faculty and staff hiring and to foster a climate on every UC campus that is welcoming and inclusive. To address this need, President Dynes and Regent Parsky appointed a Study Group on University Diversity. Regent Parsky and Provost Hume serve as Co-Chairs of the Study Group and Regent Kozberg is its Vice Chair. The Study Group, as well as four separate work teams formed to examine different aspects of the issue in greater detail, have met frequently over the past six months and plan to issue a report and recommendations to The Regents at the September meeting.

Regent Parsky presented a progress report on the Study Group's work, focusing on initial findings across a number of different areas and identifying common themes likely to inform the Study Group's recommendations.

Preliminary findings relating to undergraduate students include:

- The gap continues to widen between the proportion of underrepresented students graduating from high school and those enrolling as new freshman.
- Students from underrepresented groups are less likely to be admitted to each of the UC campuses.
- UC academic preparation programs are successful, but less effective than they could be, due to funding problems.

Preliminary findings related to graduate and professional school students include:

- Graduate academic programs show no real growth in the proportions of underrepresented minorities since 1995, despite increases in these groups in the population and among college graduates.
- Following Proposition 209, enrollments of underrepresented students in UC professional schools declined. While medical schools seem to be on the road to recovery, law and business have made little progress.

Preliminary findings with respect to faculty diversity include:

- The percentage of UC underrepresented faculty has changed little over time, even while the pool of underrepresented scholars has more than doubled.
- The hiring of underrepresented faculty has increased slightly in recent years, but these groups leave at higher rates.
- Because careers are long, change is slow. At current rates, the proportion will increase by one percentage point, from around eight percent to nine percent over the next 15 years.

Preliminary findings related to campus climate include:

- Understanding and addressing climate issues is key to creating thriving, diverse academic communities.
- UC has not conducted comprehensive, regular assessments of climate issues. This is a difficult area about which to gain an objective understanding and quantify.

Some signs of progress include:

- UCLA increased African-American admissions by nearly 60 percent and freshman enrollments doubled this year, which may serve as a model or incentive for other campuses.
- UC leads efforts in preparing and recruiting underrepresented graduate and professional school students.
- UC's academic personnel policies have been amended to recognize contributions to diversity and equal opportunity in faculty advancement.
- UC Riverside has developed a campus climate widely viewed as welcoming and healthy for students of all backgrounds, which again may be used as a model or incentive for other campuses.

Looking ahead, some common themes from the study effort include:

- Diversity on all levels is vital to the quality of UC and core to its mission as a public university.
- UC needs to affirm "improve diversity" among its goals.
- Data are essential, pointing to the need to monitor and report on success, or lack thereof, on a regular basis.
- Leadership is critical in this effort.
- Resources are needed to support diversity efforts.

Regent Parsky reminded the Regents that the Study Group was not meant to question Proposition 209, but rather to assess where UC is in a post-209 era, to reaffirm UC's commitment to diversity, and to undertake a series of recommendations as to how it can achieve its goals with respect to diversity as a very important component of the University environment.

Regent Ledesma stated that she and Regent Ruiz wanted to express their thanks to all those who contributed to the understanding of diversity at UC ten years after Proposition 209 and who were committed to ensuring that UC's excellence includes a supportive and welcoming environment for people of all backgrounds. She stressed that this effort should be part of the regular business of the Regents, the Office of the President, and all UC campuses.

8. **UPDATE ON ALUMNI AFFAIRS STRATEGIC PLAN**

The Committee on UC Alumni Affairs Strategic Planning, established in order to more strategically engage UC alumni systemwide and chaired by Regent-designate Brewer, has completed a draft plan for consideration by the Alumni Associations of the University of California (AAUC) at their upcoming May 2007 meeting. Regent Coombs, Regent-designate Brewer, and Executive Vice President Darling provided a brief update on the Committee's draft plan. Mr. Darling stated that this effort builds on the initiative supported by The Regents to enable a dramatic increase in alumni philanthropic giving to the University, and the report by Regents Rominger and Juline regarding the importance of alumni relations and the case for increased financial investment in alumni relations. While a large investment will be required, the rewards of such an investment will be substantial.

The draft plan incorporates the priorities outlined in the case statement by Regents Rominger and Juline. Today there are 1.4 million living UC alumni, and in five years that number will increase to 1.8 million; the University must be positioned to draw on this important group. A number of important steps have been taken in the past 10 years to harness the power of the alumni, including a reduction in missing alumni data from 23 percent to 9 percent, an increase in alumni giving by 54 percent to \$172 million annually, an increase in the number of UC alumni donors, and an increase in the number of alumni volunteers who advocate for the University.

Regent-designate Brewer explained that the purpose of the strategic planning effort is to mobilize the 1.4 million alumni for the highest benefit of the University. The mission of Alumni Relations is "[t]o enrich the lives of alumni and engage them as volunteers, advocates and contributors who strengthen the University of California," with the vision "[t]o be valued strategic partners in the success of the University of California." The plan has five strategic goals: maximize alumni engagement, increase alumni philanthropic support, involve alumni as advocates so as to garner sustainable support for UC, invest in UC

Alumni Relations to strengthen its strategic role, and increase the collective understanding of alumni contributions.

Regent Coombs stated that as part of this plan, Regent-designate Brewer and the other Alumni Regents will be working with the Regents and Alumni Affairs at the Office of the President and at the campuses over the next year to vet the priority objectives and assure they are aligned with the larger objectives of the University. Progress reports, including measurable criteria for success, will be provided to Regents at least annually.

Regent Hopkinson inquired about the percentage of alumni investment from comparable public and private comparable universities. Mr. Darling responded that there are few good measures of alumni engagement, but overall the percentage of active alumni at most universities is declining. Active alumni figures range from 50 percent at a small private university to 10 percent at a large public university. The percentage of active alumni at UC has increased from under 10 percent to 13.7 percent currently, which is counter the national trend. Regent Coombs stated that members of the Alumni Association represent approximately 20 percent of the total number of living UC alumni. Other criteria that will be addressed by Alumni Relations are the percentage of donating alumni and the number of alumni who are actively engaged in activities such as advocacy, student outreach, and scholar interviews. In response to a question posed by Regent Hopkinson as to the variation of alumni membership by state, Mr. Darling explained that this is due to the presence of effective leaders who are able to garner support from fellow alumni, indicating a need for UC to train alumni to take on leadership roles in states and regions outside California.

Regent Varner inquired as to the extent of coordination with campus foundations. Mr. Darling responded that this effort includes alumni presidents and directors who serve on the boards of UC foundations. He agreed that UC foundation boards should become aware of and participate in the effort.

The meeting adjourned at 12:40 p.m.

Attest:

Secretary and Chief of Staff