

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
MEETING AS A COMMITTEE OF THE WHOLE**

January 16, 2008

The Regents of the University of California met on the above date at Covell Commons, Los Angeles Campus

Members present: Regents Allen, Blum, Bugay, Dynes, Garamendi, Gould, Hopkinson, Island, Kozberg, Lozano, Marcus, Pattiz, Preuss, Ruiz, and Varner

In attendance: Regents-designate Scorza and Shewmake, Faculty Representatives Brown and Croughan, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Provost Hume, Executive Vice Presidents Darling and Lapp, Vice Presidents Beckwith, Dooley, Foley, and Sakaki, Chancellors Birgeneau, Bishop, Block, Blumenthal, Drake, Fox, Kang, Vanderhoef, and Yang, Acting Chancellor Grey, and Recording Secretary Johns

The meeting convened at 8:45 a.m. with Chairman Blum presiding.

1. PUBLIC COMMENT

Chairman Blum explained that the Board had been convened as a Committee of the Whole in order to permit members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. Ms. Christina Walter, a UCLA student and chair of the Afrikan Student Union, expressed concern about student fee increases and campus climate. She stressed that any fee increases would create significant hardships for students. She cited the fact that many students already work multiple jobs to pay for their education; this work commitment diminishes the quality of the student experience and prevents working students from being involved to their full ability, in the classroom and outside. Ms. Walter reported that some students do not feel welcome on campus. She held the Regents responsible for working with student organizations, through the Office of the President, to help create programs and safe spaces on campus.
- B. Mr. Richard Stevenson, a UCLA student and member of the Afrikan Student Union, urged the Regents to prioritize campus climate and diversity. He pointed out the importance of diversity among faculty and in the administration, and stressed that students should be able to approach

faculty and administrators about research and other matters. Mr. Stevenson stated that academic empowerment consists of more than good grades. The University should take into account programs available to students of color. Mr. Stevenson expressed concern about the disproportionate impact of fee increases on students from lower-income households.

- C. Ms. Princess Fortier, a UCLA neuroscience student and member of the Afrikan Student Union, called on the Regents to be accountable for integrity in their spending. She observed that the University is cutting costs by saving energy but that student fees increase each year. Ms. Fortier informed the Regents that she comes from a single parent household and must work while she is enrolled at UCLA. She expressed concern about what her campus fees and rent are used for, and noted that some students are forced to leave the University and will not graduate because of the cost.
- D. Ms. Sharron St. John, a UCLA student from Illinois and member of the Afrikan Student Union, discussed her financial difficulties. She reported that her parents are not able to help her financially and that her college experience is suffering from financial obligations. Ms. St. John stated that her only option may be a private loan, which presents many difficulties for a young adult without credit or a co-signer. She asked the Regents to consider lowering out-of-state tuition and expressed the wish that the Financial Aid office could provide better options. She stated that it is the Regents' responsibility and task to ensure that students can afford an education.
- E. Mr. D'Juan Farmer, a UCLA student and member of the Afrikan Student Union, opined that the academic quality of the University and the quality of the student experience are suffering through a lack of diversity. He stated that the curriculum fails to recognize diversity in the student body and punishes some for being different. Mr. Farmer reported that he has been isolated and stereotyped by professors and students because of his background. This circumstance contributes to lower retention rates for minority students at UCLA. Mr. Farmer demanded that the Regents develop more effective ways to promote diversity and better outreach strategies to communities which are underrepresented at UC. He stressed that the Regents are accountable to students for their college experience.
- F. Ms. Jasmine Hill, a UCLA student and member of the Afrikan Student Union, demanded that the University implement a system to hold professors accountable for intolerance, prejudice, and ignorance in the classroom. She reported that many minority students have been made uncomfortable by professors' public comments about their racial or ethnic background, sexual orientation, or religious affiliation. In addition to

improving the consciousness and awareness of the campus community, the University needs a system to end embarrassment and harassment. Ms. Hill emphasized that the Regents are accountable for campus climate and a comfortable learning environment for students.

- G. Ms. Frances Harris read a statement by Camille Lafayette, a UCLA student and member of the Afrikan Student Union. Ms. Lafayette decried the lack of financial support for students and the lack of diversity at UCLA. The issue of diversity should be addressed with proper outreach, support, and retention initiatives for minority students. She reported that outreach programs face limitations due to lack of funding. Retention programs are also suffering. Ms. Lafayette stated that UC has not made students of color a priority. She cited understaffing at the Afrikan Student Union's Academic Supports Program, with nine counselors serving a population of 800 students. She asserted that the Regents are accountable for promoting diversity on campus.
- H. Ms. Pilar Whitaker, a UCLA student and vice chair of the Afrikan Student Union, decried a perceived decline in the quality of the student experience at UC. She described the student body as very divided; students from different groups do not interact with one another. She stated that the University sometimes causes these divisions, while many students who are forced to work while enrolled at UC do not have time for interaction with other students. Ms. Whitaker demanded that the Regents not cut funding for outreach programs, that faculty undergo diversity training, and that the recommendations of the Study Group on University Diversity be implemented now. She urged the Regents to work to unify the student population.
- I. Mr. Michael Smith, a UCLA transfer student and member of the Afrikan Student Union, expressed concern about diversity at UC, for which the Regents are accountable. He opined that the University's outreach efforts to low-income and underrepresented communities are insufficient. The university remains inaccessible to too many students who do not even consider study at UCLA as a real possibility. Mr. Smith urged the Regents not to be complacent but to increase and improve the University's outreach efforts.
- J. Ms. Mekeila Cook, a second-year doctoral student in the UCLA School of Public Health and co-chair of Students of Color for Public Health, expressed concern about faculty diversity, citing the small number of women and faculty members representing racial and ethnic minorities in the department of Community Health Sciences. She noted that this department is currently searching for new faculty, and that UCLA has had difficulties with the retention of minority faculty members. Ms. Cook implored the Regents to devise a plan within State and federal laws for

more efficient recruitment from a diverse faculty pool and to develop mentorship programs for new faculty members.

- K. Ms. Nickie Johnson, a UCLA alumna and current graduate student, noted the small number of African American, Latino, and women faculty she has worked with in over ten years at UCLA. She stated that her experience reflects the faculty diversity crisis of the UC system. She urged the Regents to implement the recommendations of the Study Group on University Diversity and the President's Task Force on Faculty Diversity. Ms. Johnson also called for a representative task force comprising not only Regents but also students and community members, and for implementation of a systemwide policy on faculty retention, recruitment, and hiring.
- L. Ms. Bert Maria Cueva, a UCLA alumna and current Ph.D. candidate in women's studies, expressed concern about lack of diversity at UC, and stated that UC does not value the perspectives of students from different backgrounds. Ms. Cueva also expressed concern about lack of equal access for students with physical disabilities. She cited Section 504 of the Rehabilitation Act and alleged that UC has violated this law.
- M. Ms. Monica Sanchez, a UCLA doctoral student in education and UCB alumna, decried the declining quality in the student experience at UC and in the treatment of students. She referred to Proposition 92 as an example of the community colleges' effort to ensure accessibility, and contrasted this with UC's reduced services and increasing fees. Ms. Sanchez urged the Regents to think creatively and work with the Office of the President and the Legislature to resolve the University's difficult fiscal situation.
- N. Ms. Louise Hendrickson, president of the UC Student Association and UCR graduate student, expressed student concern about a possible seven percent fee increase. She cited fee increases over the last four years and the 20 percent increase in 2002-03. She mentioned that her personal debt is over \$130,000. Ms. Hendrickson expressed students' concern that they will bear the brunt of the anticipated more than \$300 million cuts to the UC budget. This might result in a 30 percent fee increase or almost \$2,000 per student. Ms. Hendrickson stated that financial aid is not keeping pace with fees. She urged the Regents to support the resolution to freeze student fees proposed by Lieutenant Governor and Regent Garamendi and to stop taxing students.
- O. Mr. Jesse Melgar, a UCLA undergraduate, reported that some students work at two or three jobs to fund their education. He cited the example of a friend, a first-generation college student who is using a social networking website to try to raise money to pay his university fees. He urged the Regents to consider freezing student fees and to think about

constructive ways to combat fee increases and about the impact such increases would have on low-income and minority students.

- P. Mr. Matt Corrales, a UCSC education graduate student, expressed concern about the lack of faculty of color, citing his own department at UCSC as an example. He urged the Regents to support Lieutenant Governor and Regent Garamendi's proposal to freeze student fees and to come together with students to send a clear message to the Legislature that the State should prioritize education.

2. **REMARKS OF THE CHAIRMAN OF THE BOARD**

Chairman Blum thanked the speakers for their remarks, which he noted were particularly useful. He anticipated a challenging new year, given the anticipated \$14 billion deficit in the State budget. Mr. Blum welcomed two new vice presidents to the University: Steven Beckwith, Vice President for Research and Graduate Studies, and Daniel Dooley, Vice President for Agriculture and Natural Resources. He informed the Board and public that the appointment of a new Vice President for Budget would be announced the following day.

Mr. Blum referred to Governor Schwarzenegger's news conference of the previous week which predicted a very difficult year. As proposed by the Governor, the University will lose about \$400 million from the approximately \$3.3 billion in funding it receives from the State. The Governor has proposed to cut funding for all State agencies by ten percent. The Governor will honor the Compact with UC with an increase of about four percent and then take away ten percent. This action does not reflect the University's original understanding of what would happen under the Compact in an economic downturn. Mr. Blum emphasized that, nevertheless, the University must deal as effectively as possible with this crisis.

Mr. Blum noted that the Board is bidding farewell to Regents Gerald Parsky and Peter Preuss, whose service will be formally recognized the following day. He stressed the value of their knowledge of institutional history and affirmed that the Regents will continue to consult them.

Mr. Blum pointed out that there were important items on the agenda touching on long-term structural changes at UC. He cited a report to be presented to the Committee on Governance by Provost Hume and Chancellor Vanderhoef, which would discuss the relationships between the Regents and Office of the President systemwide leadership, and coordination with campuses. He also noted a report on undergraduate affordability to be presented by Chancellor Birgeneau. He emphasized this issue as a vital priority and that money must not be a barrier to education at UC. Mr. Blum opined that UC has made good progress in this area, trying to make UC as affordable as possible for low- and middle-income households. The situation is not as good as the University would like, but UC is

doing well compared to similar institutions. Mr. Blum noted that the 2008-09 budget would be discussed in detail the following day.

3. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Dynes began by reporting that *Kiplinger's Personal Finance* magazine recently ranked UCLA among the top U.S. public colleges in providing an affordable education. He welcomed Vice President Beckwith, the first-ever Vice President for Research and Graduate Studies. As a professor of physics and astronomy from Johns Hopkins University and director emeritus of the Space Telescope Science Institute, he is a perfect choice for this position. President Dynes expressed his optimism about the leadership role that would be taken by this position. He then welcomed Vice President for Agriculture and Natural Resources Daniel Dooley, who has had a longstanding relationship with UC and the California agricultural community. Mr. Dooley previously served as chief deputy director of the California Department of Food and Agriculture, as chair of the California Water Commission, and as chair of the UC President's Advisory Commission on Agriculture and Natural Resources. President Dynes reported that he and Vice President Dooley would travel to the Coachella Valley the following day to visit with growers who have benefited from UC research and to learn how they might benefit even more from UC research.

President Dynes expressed appreciation for the service of Regents Preuss and Parsky, who have served the University and the state with great distinction, Regent Preuss for 14 years as both an Alumni Regent and an appointed Regent. He praised both Regents for their visionary leadership at critical junctures for the University. President Dynes also recognized Stephen Arditti, who retired on December 31 from his position as Assistant Vice President and Director of State Governmental Relations, a tireless advocate for the University and an early champion of the UC Center in Sacramento. President Dynes added that he has enjoyed working with Mr. Arditti for almost 15 years.

President Dynes briefly discussed the Governor's budget proposal which would honor the Compact and then reduce funding for UC by ten percent. This would leave UC State funding more than \$400 million below the level for 2008-09 discussed by the Regents in November 2007. President Dynes noted the budget presentation by Executive Vice President Lapp, scheduled for the following day. He underscored the University's need to be aware of the fiscal problems currently facing the Legislature. The University must work diligently to minimize the effect of budget cuts on students, faculty, research, and education programs. President Dynes stated that UC must aggressively communicate the message that funding for the University is not an expenditure, but an investment in the future of California, in a dynamic economy, in job creation, and in potential future tax revenue. The State needs to invest in rather than deplete the UC budget. As an example of UC's value to the state, he reported that last month the Public Utilities Commission asked the University to propose a new institute, the California

Institute for Climate Solutions, developed with other higher education colleagues. The Institute would involve California public and private universities and corporations, including Caltech, Stanford, and the University of Southern California. It would be funded by a rate payer increase of 50 cents for ten years, at \$600 million. The Institute would be independent, with strong input from UC, and its goal would be to make California a world leader in energy policy and usage. President Dynes described this as a unique opportunity to bring the best minds together to lay out an energy roadmap for the future, and to fund parts of this proposal strategically and directly. He looked forward to PUC consideration of the proposal as early as February.

President Dynes recalled that in September 2007 he had described five areas of activity to which he would devote himself during the remainder of his term in office. The PUC initiative is one of those five; another is the Science and Math Initiative. In this effort to improve K-12 science and math education, two campuses have received an important vote of confidence. On December 3, the National Math and Science Initiative awarded \$2.4 million each to UCB and UCI. The National Math and Science Initiative is a non-profit organization funded by ExxonMobil, the Gates Foundation, the Dell Foundation, IBM, and other private enterprises. Fifty universities applied for this funding; twelve grants were made, and two of those to UC. President Dynes recalled UC's commitment, made to the Governor in 2005, to quadruple the number of science and math teachers educated at UC. He thanked the deans and faculty members who have worked on this initiative and reported that the University is on track to deliver 1,000 science and math teachers annually by 2010.

President Dynes concluded his remarks with a focus on the excellence of UC graduate students, and highlighted five outstanding individuals. Emily Crawford, a UCSF doctoral student in chemistry and chemical biology, is developing a new technology for understanding the role of remodeler enzymes that deconstruct cells during cell death, for new treatments involving cell death in diseases like Alzheimer's and cancer. Marcos Lopez, a doctoral candidate in sociology at UCSC, is studying the restructuring of California strawberry production and its effect on labor markets and community redevelopment; his most recent work focused on the phasing out of the fumigant methyl bromide and how it affects farming communities. Nature McGinn, a UCD doctoral student in molecular, cellular, and integrative physiology, is studying the effect of public disposal of pharmaceutical products on wastewater streams and coastal marine environments. Ms. McGinn organized an international symposium on fisheries and climate change. Lavi Secundo, a doctoral candidate in neuroscience at UCB, is developing a brain-controlled prosthesis capable of reproducing a wide range of motor and sensory functions, a device which would allow patients with neurological disorders or injuries to perform voluntary motor actions using only their thoughts. Travis Tanner, a Native American doctoral candidate at UCI in comparative literature, is receiving support from the UC Humanities Research Institute. His research examines race and intellectual property rights in the

Human Genome Diversity Project and the impact of socioeconomic shifts on indigenous cultures. President Dynes emphasized that these individuals are only a very small sample of the outstanding graduate students at UC and that graduate students are one of the University's highest priorities. He recalled that the Regents are familiar with the quality of UC graduate students through the student Regents, such as Maria Ledesma and Ben Allen, and expressed the University's goal of maintaining or elevating that quality.

4. **REMARKS OF THE PROVOST AND EXECUTIVE VICE PRESIDENT**

Provost Hume's remarks focused on operational issues. He briefly reviewed major ongoing efforts. He reported good results in the restructuring of administrative business practices and restructuring of the Office of the President. He noted that he and Chancellor Vanderhoef would make a presentation later that morning about these efforts. He and Executive Vice President Lapp have been working on a restructured budget for the Office of the President, to be presented at the March meeting. Referring to the State budget, Mr. Hume stated that the necessary consultation is taking place inside UC about the tradeoffs and challenges in response to anticipated cuts. A systemwide work group, the Council of Chancellors, campus planning and budget offices, and campus provosts are involved in this consultation. Mr. Hume solicited input about communicating with the Committees on Finance and Educational Policy and with the Chairman after his and Executive Vice President Lapp's presentation about the State budget, scheduled for the following day, to maintain contact with the Regents in the coming weeks and months. He noted that early decisions will have to be made, such as the decision on the rate of enrollment growth; this decision must be made before the end of February.

Mr. Hume informed the Board that these two major pressures are not impeding activities concerning campus planning. Nine of ten campus visits have been completed for annual academic strategic planning reviews. Enrollment planning is continuing, and summaries of campus enrollment plans through 2020 will be brought to the March meeting. He noted that these plans address concerns about graduate student proportions and support. The administration is working with the Regents' Committee on Long Range Planning to define areas of focus for better decision-making. He recalled the University's commitment to diversity and noted the presentation later that day on one aspect of this, the report by the Faculty Work Team of the Study Group on University Diversity. Mr. Hume reported that a group of coordinating representatives from the campuses has been organized to move forward on this issue. He solicited the Regents' advice about forming a representative task force which should involve Regents. After today's discussion, he asked to know which Regents would like to serve on such a task force with staff, faculty, and students. On the issue of leadership in diversity at the Office of the President, Mr. Hume reported his and the President's conclusion that this is a responsibility for the President personally. The appointment of a diversity

coordinator at the Office of the President would not be appropriate at this time. Leadership on this issue at the highest level is essential.

Mr. Hume emphasized that, in spite of the State budget situation, UC must continue to pursue its efforts to address the problems in K-12 education in California, such as the Educational Imperative initiative. He noted that the Governor has declared 2008 as the Year of Education. He noted the success of the Science and Math Initiative. He informed the board that State Superintendent of Public Instruction O'Connell is focusing on the achievement gap in California. Mr. Hume and President Dynes, as hosts of this year's California Education Round Table, met with Mr. O'Connell and leaders of the California State University, the community colleges, and independent colleges and universities. At that meeting, UC committed to aligning its Educational Imperative activities with those of the other sectors. Mr. Hume described this as a possibly historic meeting and decision; the University has asked for additional funds in this year's State budget and will continue to press the issue, so that UC can contribute at a higher level to addressing the problems of K-12 education in partnership with other concerned stakeholders.

5. **REMARKS OF THE CHAIR OF THE ACADEMIC SENATE**

Faculty Representative Brown began his remarks by expressing the serious concern of the Academic Council that higher education has not yet recovered from the budget cuts of the 1990s. He described higher education as the "only loser" in State funding per capita between 1984 and 2004; while funding for higher education decreased by 12 percent during that time, funding for K-12 grew by 26 percent, for Health and Human Services by 34 percent, and for prisons by 126 percent. Across-the-board cuts hurt not just UC, but all of higher education, and are not fair.

Professor Brown emphasized the importance of leadership and vision for the University at this time, and of maintaining the right priorities. He expressed appreciation for the work of the Regents' Long Range Planning Committee in determining those priorities. He expressed his and the faculty's view that the University's priority should be to do what is right for its classrooms, laboratories, and clinics and for the students, faculty, and staff who learn and work there. He also stated that the development of the new campus at Merced should be uppermost in the minds of UC's leaders.

Next Professor Brown turned to the search for a new president. The new president must understand the priorities just described and be an effective decision-maker and advocate. The faculty are watching this process very closely. The Academic Council shares Chairman Blum's concern that the budget Compact was supposed to guarantee a funding floor in hard times, but will now apparently not be able to do that. Mr. Brown noted that few people seemed to like the Compact. He recalled that faculty support is a stated top priority of the Regents

and expressed the faculty concern that in the present climate, the will to maintain this support and to follow through will waver. He expressed further concerns about the expected release of a Western Association of Schools and Colleges (WASC) report based on a site visit to the Office of the President and its implications for UC, and about the University's contractual obligations with the national weapons laboratories. He noted that this last topic will be discussed at the next Academic Assembly meeting. He stated that he might make a future presentation to the Regents on this subject, which is worrisome.

Mr. Brown expressed enthusiasm at the appointments of Vice President Beckwith, who will bring much-needed attention to graduate student support, and Vice President Dooley, who will take on the long-awaited review of the Division of Agriculture and Natural Resources.

Mr. Brown recalled the proposal by the Board of Admissions and Relations with Schools (BOARS) to the Academic Senate to reform UC's Freshman Eligibility Policy. He observed that much that was written in the media about this proposal was inaccurate. The proposal aims at increasing excellence and fairness in the determination of UC eligibility and admissions merit. The Academic Senate has responded to the proposal, submitted comments, and is awaiting BOARS' response. Mr. Brown underscored the complexity of this policy and the issues involved. He anticipated that an item might be ready for the Regents' consideration by May or July.

Mr. Brown thanked Regents Parsky and Preuss for their service, Regent Parsky in particular for chairing the Board in exemplary fashion during tumultuous times and Regent Preuss for being an unwavering champion of graduate education and recognizing its critical importance for the research mission of the University.

The meeting adjourned at 9:45 a.m.

Attest:

Secretary and Chief of Staff