

The Regents of the University of California

**COMMITTEE ON EDUCATIONAL POLICY**

September 16, 2009

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

Members present: Regents Garamendi, Island, Johnson, Lansing, Lozano, Marcus, and Reiss; Ex officio members Blum, Gould, and Yudof; Advisory members Cheng and Powell; Staff Advisors Abeyta and Martinez

In attendance: Regents Bernal, De La Peña, Kieffer, Kozberg, Makarechian, Nunn Gorman, Pattiz, Ruiz, Schilling, Stovitz, Varner, Wachter, and Zettel, Regents-designate DeFreece and Hime, Faculty Representative Simmons, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Interim Provost Pitts, Executive Vice President Taylor, Interim Executive Vice President Brostrom, Senior Vice Presidents Dooley and Stobo, Vice Presidents Beckwith, Broome, Duckett, Lenz, and Sakaki, Chancellors Birgeneau, Block, Blumenthal, Desmond-Hellmann, Drake, Fox, Kang, Katehi, White, and Yang, and Recording Secretary Harms

The meeting convened at 10:15 a.m. with Committee Chair Island presiding.

1. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of July 16, 2009 were approved.

2. **STRATEGIC PLAN PRESENTATION, SANTA CRUZ CAMPUS**

Chancellor Blumenthal described UC Santa Cruz as a young, vibrant campus persevering through tough economic realities. The Chancellor pointed out that the *Newsweek 2009 Kaplan College Guide* describes UC Santa Cruz as “a place for overachievers who need to stop and look around.” Its location – among 2,000 acres of redwood trees with views of the mountains and the ocean – influenced the focus and scope of its research portfolio.

Chancellor Blumenthal remarked that the proximity of the campus to the Silicon Valley spawned a multifaceted \$330 million research agreement with the National Aeronautics and Space Administration (NASA); this contract is the largest competitive research agreement ever awarded by NASA to a research university. In partnership with the Foothill-DeAnza Community College District and other academic institutions, UC Santa

Cruz is advancing plans, approved by the Regents, to develop a research park at the NASA Ames Research Center. It will include multiple academic programs, a sustainable living community, and collaborative research involving academic, industrial, and NASA scientists and engineers.

The location of the campus also has led it to foster a deep commitment to ecological and environmental action. More than half of the 2,000-acre campus is preserved as natural habitat, and all capital construction is designed to protect the tree line and scenic vistas. The Sierra Club rates UC Santa Cruz among America's ten most eco-enlightened universities. Furthermore, a prominent environmental publication has rated the campus' dining services as the nation's most environmentally sound. The Chancellor explained that last year, UC Santa Cruz reached an accord with its surrounding community regarding future growth. This long-range plan has been hailed as a model for university/community relationships; it allows reasonable growth while mitigating any adverse effects.

Chancellor Blumenthal noted that UC Santa Cruz researchers are established leaders in major disciplines: biochemistry, molecular biology, environmental studies, geosciences, astronomy, astrophysics, literature, and international economics. Based on citations in external papers, Santa Cruz research ranks fourth in the nation among non-medical campuses. Among public universities without medical schools, it is first. Compared to other major research institutions without medical schools, UC Santa Cruz ranks ninth in federal research dollars per faculty member; it has attracted over \$100 million in research grants annually for four consecutive years. Three weeks ago, *The Chronicle of Higher Education* ranked Santa Cruz as the fourth biggest gainer in federal funds for academic research and development from 2000 to 2007. Private research awards to the campus have risen 400 percent in 12 years. In September 2009, the campus began construction on a new Biomedical Sciences Center that will house health researchers, including some who have garnered over \$19 million in grants from the California Institute for Regenerative Medicine.

The Chancellor stated that UC Santa Cruz is extremely committed to involving undergraduate students in research; nearly six out of ten students assist faculty with their projects. Chancellor Blumenthal observed that UC Santa Cruz was conceived as an institution where educational programs would be enriched by the research environment. The campus hires faculty who want to teach and conduct research. It has ten colleges, each offering a distinctive interdisciplinary academic theme, co-curricular programs, academic advising and support, led by a provost with a faculty appointment. All first-year students take a core course within their college, providing them with the close relationships of a small liberal arts college within the framework of a major research university.

The campus community reflects the diversity of the state. One-quarter of the 2009 freshman class is of Asian descent, and another quarter is comprised of underrepresented ethnic groups. In addition, Santa Cruz has the highest percentage of women among its faculty of any campus in the UC system. Many UC Santa Cruz students come from

families of modest means; over a quarter receive Pell grants, and most could not attend college without federal and State support. More than one-third of freshmen, and nearly 40 percent of transfer students, are the first in their families to attend college.

In 2007-08, said the Chancellor, UC Santa Cruz had eight Fulbright scholars out of a pool of 14 applicants. The campus' success rate is remarkable, particularly when contrasted with Princeton, which had eight winners as well, from a pool four times larger.

In 2009-10, UC Santa Cruz enrolled 3,200 new undergraduate students, and it expects to do the same in each of the next several years. That number is 750 fewer than the class of 2008, one of the campus' largest. That year, the campus enrolled several hundred students for which it never received State funding. Chancellor Blumenthal remarked that he would like to admit additional students, but that the campus would not be able to until the State begins to reinvest in the University.

The Chancellor described key ways the campus is acting strategically to maintain momentum for its academic plan in the difficult economic climate. First among these is the revitalization of the general education program. Last year, explained Chancellor Blumenthal, the Academic Senate adopted meaningful and practical enhancements to the campus' general education requirements. Every undergraduate student will complete a rigorous series of core courses across diverse disciplines. By graduation, the students will demonstrate proficiency in ten skill areas, and will take at least one junior-level or senior-level course in cross-disciplinary communications.

Secondly, the campus is investing in new graduate programs. Over the past 15 years, UC Santa Cruz has more than doubled its array of Ph.D. programs; the number of doctoral degrees awarded also has doubled. Because these graduates are critical to the State, the campus is committed to further growth in graduate programs.

UC Santa Cruz is also reevaluating its Strategic Academic Plan. The Plan was originally developed to leverage Santa Cruz's academic and research strengths; however, it was written when the economy was considerably more stable. Chancellor Blumenthal remarked that the campus is now working to ensure that the best programs remain strong while finding ways to invest in others that have potential. It has had to stop funding some promising initiatives, including a nascent center for global science policy, in order to protect and strengthen core academic programs.

Along with these measures, Santa Cruz is investing in innovative faculty. Chancellor Blumenthal said that the campus places a premium on identifying and attracting faculty who bring passion and intellect to the University and who are committed to teaching and research. He showed slides highlighting the diverse accomplishments of many campus faculty. The Chancellor stressed that UC is at risk of losing these faculty without renewed State support.

Finally, the campus is working to enhance its private support. Contributions to UC Santa Cruz have risen 40 percent over the past three years. The campus has invested in

infrastructure to support overall philanthropy and is preparing for its first comprehensive campaign. The Chancellor explained that the campaign would broaden its scope as the campus approaches its 50-year anniversary in 2015.

Chancellor Blumenthal noted that the entire University community is concerned about the budget cuts and furloughs. However, he believes that the achievements of the Santa Cruz campus during this period will ultimately outshine the burden of the financial crisis. The campus is doubling its library capacity and constructing new facilities for the humanities, digital arts, and engineering. It is creating a biomedical research center for health and stem cell research. It has outstanding new faculty and curricular enhancements. UC Santa Cruz has made extraordinary progress, fulfilling its enormous potential and focusing on defining the future.

Regent Ruiz complimented the Chancellor on the fine work that he has accomplished in a very short period. He referred to the information regarding the diversity of the faculty. Noting that six percent of the respondents declined to state their ethnicity, Regent Ruiz remarked that the University should emphasize the importance of that information to individuals when they are filling out relevant forms. He asked Chancellor Blumenthal to detail the actions he has taken to improve faculty diversity. The Chancellor responded that he has appointed two chief diversity officers – one of whom is a faculty member – to monitor and advance diversity among the faculty. Every faculty search committee must include an appointee who is specifically charged with ensuring the diversity of the pool and the diversity of those brought in for interviews. Chancellor Blumenthal also noted that the campus provides training for all search committees to ensure that they are aware of the need for diversity and familiar with ways in which they can actively achieve a diverse pool of applicants. The Chancellor observed that progress in this area has been slower than he would prefer.

Regent Kozberg asked the Chancellor to elaborate on the NASA Ames site, particularly its planning, any federal dollars that might be employed, and its implications with regard to the State budget. Chancellor Blumenthal reminded the Regents that when they approved the project last year, the University had a deadline of December 31 to solidify an agreement with NASA. UC was able to meet the deadline with partners, including the Foothill-DeAnza Community College District, Santa Clara University, and Carnegie Mellon University. Since that time, the partners have created a limited liability corporation (LLC) called University Associates; the LLC is currently in conversations with master developers to begin California Environmental Quality Act (CEQA) analysis. The LLC is hoping that a private developer will fund and lead that process. The Chancellor observed that the current economic climate has encumbered the project, but that there are developers who are still actively interested in participating. The LLC hopes to get federal stimulus dollars to help with the effort, but the Chancellor noted that this possibility is dependent upon congressional approval.

Regent Johnson asked if changes in the budget have resulted in Santa Cruz eliminating some programs. Chancellor Blumenthal responded that the University is working to retain the excellence it has, and identify areas that can significantly benefit from a modest

investment. In order to do so, the campus needs to consider the restructuring or consolidation of weaker programs.

Faculty Representative Powell expressed curiosity about Santa Cruz's incorporation of statistical theory into the core instructional program. Dr. Powell thought it was an insightful addition, and asked the Chancellor how that decision was reached. Chancellor Blumenthal stated that over the past two years, the Academic Senate has been reviewing the 25-year-old general education requirements; it wanted to revitalize them and make them attractive to students and relevant to the needs of the twenty-first century. It went through a careful process by which it garnered strong faculty support across the campus. The new requirements are radically different from their predecessors, yet they passed in the Academic Senate virtually unanimously.

Regent Pattiz remarked that he recently had been to the Santa Cruz campus and found it extremely impressive. He urged the other members of the Board to take time to visit it as well. With regard to the role of diversity in the search process, he asked the Chancellor if the selection of a final candidate is based on the strength of that individual's qualifications. Chancellor Blumenthal affirmed that was the case.

Faculty Representative Simmons recalled a passage from Clark Kerr's memoirs that states that, during an earlier budget crisis, the University was urged to close UC Santa Cruz in order to make funds available to the other campuses. Mr. Simmons noted that such action would have resulted in a tremendous loss to the State. He said that the Regents should invoke that history as a reminder of the importance of continued growth in the University, despite the upheavals and trials of the current situation.

Regent Kieffer asked the Chancellor to explain the connection between the campus' new curriculum and the transfer efforts being made by the University. Chancellor Blumenthal said that students who transfer to Santa Cruz from community colleges as juniors have found it difficult to satisfy the campus' general education requirements while simultaneously completing a major. Therefore, the UC system has established the Intersegmental General Education Transfer Curriculum (IGETC) program, which enables students to satisfy lower-division general education requirements during their first two years of community college.

Regent Island thanked Chancellor Blumenthal and said that his presentation highlighted the urgency of maintaining excellence, quality, and access. He urged the Chancellor to stay alert to the challenge of diversity. Regent Island noted that the issue of diversity will ultimately define the University, the state, and the nation, and that it needs action and attention. He said that the Regents believe Chancellor Blumenthal will be able to meet this challenge, and offered to support him in his efforts.

The meeting adjourned at 10:55 a.m.

Attest:

Secretary and Chief of Staff