

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

March 24, 2010

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

Members present: Regents Island, Lansing, Lozano, Marcus, Pérez, and Reiss; Ex officio members Blum, Gould, O’Connell, Yudof, and Zettel; Advisory members Cheng and Powell; Staff Advisors Abeyta and Martinez

In attendance: Regents Bernal, De La Peña, Kieffer, Makarechian, Nunn Gorman, Schilling, Stovitz, Varner, and Wachter, 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 Presidents Brostrom and Taylor, Senior Vice President Dooley, Vice Presidents Beckwith, 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 12:00 p.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 January 20, 2010 were approved.

2. STRATEGIC PLAN PRESENTATION, MERCED CAMPUS

Committee Chair Island recognized President Yudof, who welcomed a delegation of seven university officials from Taiwan as guests of Chancellor Kang. He observed that the visitors were associated with National Cheng Kung University, National Chung Hsing University, and National Sun Yat-sen University, and asked them to stand and be recognized. He remarked that Regent Schilling serves on a distinguished blue-ribbon panel for the National Cheng Kung University.

Chancellor Kang observed that in September 2005, UC Merced opened its doors as the tenth campus of the University of California. Now in its fifth year, UC Merced is making promising strides, but must overcome a number of challenges in the next several years. To do so, he said, it will need the continued support of Regents and the Office of the President.

The Chancellor remarked that one of the greatest sources of pride at UC Merced is the student body. The campus enrolls the greatest percentage of diverse students in the UC system. More than half of the undergraduate students are the first in their families to attend college, and nearly half are eligible for Pell Grants, the highest percentage of any campus in the University. Merced students come from throughout state, demonstrating UCM's role in expanding access to UC.

Chancellor Kang observed that the campus is proud of its success in hiring diverse faculty and staff, who bring experience, knowledge, and enthusiasm to UC Merced. He noted that the campus actively encourages them to expand their career horizons.

The Chancellor informed the Regents that the students of UC Merced are the future innovators, leaders, policy makers, and employment pool. Alumni have commented that their experience at Merced gave them opportunities they would not have had at other institutions, such as the chance to do research as an undergraduate student. Equipped with an excellent education, Merced students move on to graduate and professional schools including the UCSF School of Medicine, UC Davis' School of Veterinary Medicine, the Graduate School of Arts and Sciences at Harvard University, and Syracuse University School of Law. He noted that UC Merced's National Society of Black Engineers (NSBE) won first place for the Western Division in the National Academic Technical Bowl of 2008. UCM students also won the 2009 International RoboCup competition in Austria.

As of 2009, said the Chancellor, UC Merced had 650 alumni and had awarded eight Ph.D.s, 29 master's degrees, and 611 bachelor's degrees. Enrollment was 26 percent higher in 2009-10 than the previous year, and the campus anticipates enrolling 4,000 students in the coming fall. As a Ph.D.-granting research institution, UC Merced is committed to increasing its graduate student enrollment to ten percent by 2014. The campus is continuing its student recruitment efforts, but accommodating that growing population will require the addition of appropriate facilities.

Chancellor Kang remarked that UC Merced has seen steady growth in research revenue; in 2009-10, the campus received nearly \$23 million in research awards. The faculty have competed successfully for research grants, on par with faculty at the University's other non-medical campuses. Funded research projects at UCM cover an array of significant fields including air and water quality, climate change, solar energy, intelligent systems, cognitive science, stem-cell research, and health care disparities. The Chancellor observed that the limitations of the historic funding model have required the Merced campus to recruit many faculty who are early in their careers. Nearly 60 percent of UCM's ladder-rank faculty are assistant professors. Despite this, they have secured a number of national awards and competitive grants.

The Chancellor reminded the Regents that UC Merced was placed in the San Joaquin Valley to improve UC's enrollment rate in the historically under-served region and to contribute to its economic and cultural vitality. He noted that the rate of population growth in the Valley is double that of the rest of California. Chancellor Kang remarked that the campus must build academic distinction. Key to that process is the securing

accreditation from the Western Association of Schools and Colleges (WASC); the Chancellor stated that the campus is on-track to complete the process in June 2011. He said the campus must also attain Carnegie Classification as a research university in order for it to successfully grow its graduate and research programs.

Chancellor Kang discussed UC Merced's most immediate and critical needs for the next three years. To serve the thousands of eligible students who seek a UC education, Merced requires enrollment funding that will allow the campus to grow at a reasonable rate. It also needs funding for additional staff to meet the academic needs of the students. In particular, the campus needs to recruit more senior ladder-rank faculty so as to build disciplinary depth as well as the campus' graduate and research programs. Finally, additional facilities are essential to accommodate students, faculty, and staff. The Chancellor informed the Regents that the design approval and construction of the new buildings at Merced is a very lengthy process. Even if a new facility were to be approved today, it would not come online until 2014.

UC Merced is working with the Office of the President to ensure the campus' financial stability. To reach that goal, said Chancellor Kang, the campus needs to expand student enrollment in the next four years. However, as enrollment expands, available classrooms and laboratories become increasingly scarce. The Chancellor stressed that the campus is running out of space, and UCM needs to begin its second phase of development in the very near future. This development, he emphasized, is absolutely essential to the success of the campus.

The Chancellor observed that although UC Merced's challenges seem daunting, the campus is positioned to emerge from the State's economic downturn poised for robust growth. The campus, in collaboration with the Office of the President, has developed a three-year strategy to address items of vital importance. The State budget augmentation for UC Merced began at \$14 million and is scaled to be phased out after this fiscal year. However, noted the Chancellor, efforts from the Office of the President helped put in place a continuation of the \$5 million line item for the campus in the Governor's proposed budget. The Office of the President has also helped UCM identify the funding level needed to grow enrollment by 650 students per year over the next three years in accordance with the campus' long-range enrollment plan. The Chancellor added that, in coordination with the Office of the President, the campus intends to address its immediate facility shortage by constructing transitional building space as soon as possible.

At the campus level, UC Merced is making strategic hiring decisions based on its areas of distinction. Chancellor Kang reiterated that UCM plans to grow its graduate enrollment to ten percent of the student body from its current level of 6.8 percent. It is also expanding the depth of its programs in the humanities, social sciences, and management with the expectation that the proportion of students pursuing majors in those areas will grow to levels typical of other UC campuses.

The Chancellor noted that the funding plan being developed in concert with the Office of the President will enable the campus to grow. However, the State's recovery may be

more protracted. This possibility requires that UC Merced develop options related to the pace of growth during this difficult period. He stated that he would keep the Regents informed about this contingency planning as the fiscal picture becomes more clear.

Chancellor Kang remarked that UC Merced is deeply appreciative of the unwavering support the Regents, the Office of the President, and others have given, especially during these very trying economic times. He said that the campus remains optimistic about its future, but that the continued support of the Regents and the President is critical to its success.

Regent Bernal noted that he spent the last few months working with students at UC Merced, and found it to be the best investment UC has made in many years. He said that UCM students feel fully included in conversations with the campus' senior administration. Regent Bernal noted that UC Merced presents a model for student collaboration and a student-centered educational experience.

Interim Provost Pitts remarked that the Office of the President has been very supportive of UC Merced, and that the campus has been very cooperative and imaginative in finding a way forward despite extremely restricted resources. He acknowledged that Merced has had to adapt to a slower growth pattern than it would like, but that it has done an extremely good job of marshalling its resources and using them wisely. He expressed the highest commendation for the work the campus has done.

Committee Chair Island thanked the Chancellor for his candor and for the quality of his presentation. He stated that the Board owes debt of gratitude to Chancellor Kang and the UC Merced faculty and staff for the dedication and effort that they bring to the challenges of starting a new campus.

The meeting adjourned at 12:25 p.m.

Attest:

Secretary and Chief of Staff