

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

November 13, 2013

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

Members present: Regents Feingold, Flores, Gould, Island, Kieffer, Newsom, Pérez, Ruiz, and Torlakson; Ex officio members Brown, Lansing, Napolitano, and Varner; Advisory members Engelhorn, Jacob, Leong Clancy, and Saifuddin; Staff Advisors Barton and Coyne

In attendance: Regents Blum, De La Peña, Makarechian, Pattiz, Schultz, and Wachter, Faculty Representative Gilly, Secretary and Chief of Staff Kelman, Associate Secretary Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Provost Dorr, Executive Vice President Brostrom, Chief Financial Officer Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Allen-Diaz, Beckwith, Duckett, Lenz, Mara, and Sakaki, Chancellors Block, Blumenthal, Desmond-Hellmann, Dirks, Drake, Katehi, Khosla, Leland, Wilcox, and Yang, and Recording Secretary McCarthy

The meeting convened at 9:50 a.m. with Committee Vice Chair Island presiding. He invited student observer Vanessa Garcia, UC San Diego student, to the speakers' table, adding that the new student observer program is designed to increase the student voice at the Regents meetings.

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

Upon motion duly made and seconded, the minutes of the meeting of September 18, 2013 were approved.

2. **DOCTORAL EDUCATION**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Provost Dorr began her presentation on UC doctoral education, which she said would draw on a report from a joint Academic Senate and UC administration workgroup and a report from a special Academic Senate committee, by highlighting the report's main points. Ph.D. programs are an essential part of UC, very different from both undergraduate and graduate professional programs. In order to attract the best students to UC's Ph.D. programs, more funding is needed to compete effectively with other top universities for the same students. To increase the willingness of faculty to recruit the best international students, the burden of nonresident supplemental tuition must be reduced, particularly when it is charged to faculty grants. In recent years, efforts have

been made at the campus level to address these challenges. The Academic Senate and the UC Office of the President will jointly sponsor a systemwide meeting on this topic, probably in the upcoming spring.

Ms. Dorr displayed a slide showing the proportions of UC's undergraduate students and three types of graduate students: academic master's, graduate professional, and doctoral students in 1999 and 2012. At both times, doctoral students were 11 percent of the total student body, but between 1999 and 2012 UC's total enrollment increased by more than 60,000 students. On the nine general UC campuses, the proportion of doctoral students ranges from five to 16 percent. UCSF, a graduate health sciences campus, has 28 percent Ph.D. students. Generally, the older a campus, the higher its percentage of Ph.D. students.

Faculty Representative Jacob described the many benefits that Ph.D. students provide to the University. They are central to the research process and are joint authors with their advisors on publications. Ph.D. students are critical to attracting and retaining outstanding faculty and are a key reason why faculty are able to bring more than \$4 billion of external funds to UC. Ph.D. students teach, mentor, and inspire undergraduate students. Mr. Jacob described the ways in which Ph.D. students benefit California, by becoming the next generation of inventors, researchers, artists, and faculty. UC's Ph.D. graduates find jobs in fields critical to California's economy and comprise a large portion of the faculty in all four segments of California higher education. The California Master Plan for Higher Education designates UC as California's sole public research university.

Mr. Jacobs explained that admission to a Ph.D. program requires the applicant to demonstrate the capacity to become a top scholar in a specialized discipline. A student's path to a Ph.D. typically has four stages. Two to three years are spent in coursework. A student then develops a dissertation proposal and must pass a rigorous oral examination that includes a presentation of the proposed research in order to advance to candidacy. The student then spends thousands of hours carrying out the proposed research or creative activity, often facing unexpected complications. In the final step, the student defends his or her dissertation before a faculty committee.

Ms. Dorr noted that the joint Academic Senate and administration report and the Academic Senate report agreed that UC needed to be more competitive in its financial support for its Ph.D. students. One measure of the success of UC's financial support is the debt level of graduating doctoral students, since the goal is to provide them full support throughout their programs. In the fields of science, technology, engineering, and mathematics (STEM), 80 percent of UC's Ph.D. students graduate having accrued no debt during their Ph.D. programs; the average debt of the remaining 20 percent is less than \$35,000. However, in the fields of social sciences, arts, and humanities, only 55 percent graduate with no debt from their Ph.D. programs; average debt upon graduation is less than \$50,000, an amount still considered manageable with a long-term payback plan.

Another measure of the success of UC's support of its Ph.D. students is the competitiveness of its stipend offers, meaning the amount of financial support remaining

after a student's tuition and fees have been paid. Ms. Dorr displayed a graph comparing UC's average first-year stipend offers with those the same prospective Ph.D. students received from other universities in 2007, 2010, and 2013. In each of these years, even though UC's average offer increased over time, the competitors' average stipend offer was higher, although the difference between them decreased from 2010 to 2013.

Ms. Dorr displayed a chart showing 2010 yield rates for prospective Ph.D. students correlated with the difference between UC's offered stipend and offers the same students received from other universities. Even when competitors' offers were more than \$10,000 greater than UC's, 27 percent of the candidates still chose UC, demonstrating that factors other than finances, such as the quality of faculty and programs, are important. Similarly, even when UC's stipend offer was more than \$10,000 greater than competitors' offers, 18 percent of prospective students chose to go elsewhere. Ms. Dorr said that the ability to offer more competitive stipends and four-year financial commitments would increase UC's ability to attract the students it seeks.

Mr. Jacob observed that the intensity of students' commitment to their Ph.D. programs makes financial support essential. Ideally, the University would cover students' tuition, fees, and living expenses. Typically, the student's department covers tuition and fees, while the student would receive cash from a fellowship or an appointment as a teaching assistant or graduate student researcher to cover living expenses.

Public universities charge higher tuition to nonresident students than to resident students. At UC, nonresident Ph.D. students pay an additional \$15,000 in tuition annually. Domestic nonresident students can become California residents after one year, limiting their nonresident tuition, but international students cannot become California residents. This arrangement is typical of Association of American Universities (AAU) public universities. On the other hand, private universities charge all Ph.D. students the same tuition, typically \$35,000 to \$45,000 annually. Extramural research grants, for which faculty compete, provide funds to support graduate student researchers. Nearly all AAU public and private universities do not charge faculty research grants higher tuition for nonresident students. Most private AAU universities charge faculty grants half or even less of the full tuition price for graduate education; the balance of the tuition is paid by the university, not by the student. However, UC charges the full nonresident tuition to faculty grants, a practice that Mr. Jacob said greatly concerns the Academic Senate, since grant funds spent on academic tuition are not available for other purposes.

Ms. Dorr reported that campuses have made efforts to address these concerns about graduate student funding, for example by using development staff to raise new sources of fellowship funding, or partnering with international universities and government agencies to recruit outstanding international doctoral students who come with their own new funding. Existing campus resources have been redirected to match a competing offer to a doctoral student, or to add additional years to a student's prestigious three-year National Science Foundation fellowship. Campuses have used matching programs to encourage new donors, or to increase the funds that faculty or departments contribute for multi-year

support of Ph.D. students. Some campuses used campus resources to fund nonresident tuition for select international applicants' initial two years.

Regent Makarechian asked how many of UC's 26,155 academic doctoral students pay nonresident tuition. Ms. Dorr replied that about 20 percent of UC's Ph.D. students pay nonresident tuition. Domestic nonresident students become California residents after one year and then pay resident tuition. International students do not become California residents and so pay nonresident tuition until they advance to candidacy, after which they qualify for three years of resident tuition. Regent Makarechian asked who is responsible for this policy. Ms. Dorr responded that State law mandates that international students cannot become California residents and that the Regents approved the waiving of such supplemental tuition for three years once a graduate student had advanced to candidacy. Three years is sufficient for most Ph.D. students to complete their dissertations.

Regent Kieffer asked about the total cost of matching competitor universities' offers to Ph.D. students. Chancellor Khosla said a campus-based UC San Diego program to subsidize Ph.D. students' nonresident tuition cost \$15,000 for each of 1000 students, or \$15 million per year. He said it was easier to provide this assistance as part of the campus' overall budget, rather than through various departmental approaches. He emphasized the importance to UCSD of being able to compete for the best international doctoral students; the quality of its Ph.D. students defines a research university's reputation.

Regent Kieffer expressed his understanding that the Regents could make a policy determination regarding nonresident tuition, but would need to know the total cost of such a systemwide change in order to evaluate it realistically. Ms. Dorr estimated the systemwide cost to be approximately \$30 million, and said that she would return to the Regents with possible options and their costs. Regent Kieffer stated his view that UC risked losing its ability to attract the best Ph.D. students if some action were not taken. He pointed out that background information for the item indicated that graduate students comprised 30 percent of the student body in the 1960s, a much higher proportion than the 21 percent since 2000.

President Napolitano said that she had asked the Provost to return to the Regents with possible options and their costs. President Napolitano asked for more information about the length of time to obtain a Ph.D. and whether this had changed over time, since this information would be important to considerations about supporting graduate students and finding ways to decrease their debt load. Ms. Dorr agreed that length of time to a Ph.D. had become a national issue and could be addressed by individual programs through a variety of strategies.

Governor Brown referred to a chart that had been displayed showing usual tuition charges to grants and asked whether UC's tuition for graduate students is generally more expensive than other universities' or whether only its nonresident tuition is more expensive. Mr. Jacob responded that the chart indicated only the amount of the tuition that is charged to faculty grants. For example the median amount AAU private

universities charge to faculty grants is only \$17,000, even though their tuition is much higher; the universities provide funds for the balance of the doctoral students' tuition rather than charge the faculty member's grant. With the exception of UC San Diego, all UC campuses charge the full nonresident tuition to faculty grants, while other AAU public universities charge only half or two-thirds of that amount to the faculty grant. Governor Brown noted that the percentage of doctoral students at UC had remained at 11 percent since 1999, meaning that the number of doctoral students had increased, since the total student body had increased.

Governor Brown commented that it may not be appropriate to compare UC with private universities like Harvard, Yale, or Stanford, which have large endowments and whose student bodies have not increased substantially since the 1960s, while UC has grown significantly. Mr. Jacob responded that the goal is to sustain the ten UC campuses as top research universities, which requires adequately supporting their Ph.D. students. Chancellor Desmond-Hellmann expressed her view that it is essential to compare UC with the best private universities, since UC competes with those schools for the most talented faculty and students. It may be easier for those schools to provide support to Ph.D. students, but UC is unwilling, despite its need to grow to serve the needs of the state, to compromise its ability to compete for talent. Governor Brown expressed his view that all ten UC campuses do not compete with schools like Harvard for talent. Regent Kieffer noted that all UC campuses have individual programs in which they would compete for talent with the best private universities. Governor Brown added that, while the goal of enabling each UC campus to compete on the highest level was admirable, budget realities may dictate limits to what is possible.

Regent Pérez clarified that data in one chart displayed related to the amount of faculty grant funds that would be available for other purposes after paying down a portion of Ph.D. students' tuition, thus affecting competition for grants and how broadly grant funds can be used for research purposes. Another chart showing the Ph.D. acceptance rates correlated with differences in stipend offers, indicated that even with offer deficits greater than \$10,000, 27 percent of Ph.D. students chose to attend UC, meaning that these students must have considered other factors. Earning potentials of graduates in various fields must be considered. Regent Pérez pointed out that there are many other competing priorities for State funds in addition to those important to UC.

Regent Pérez expressed his view that it is also important to consider the long-term effect that increases in professional student degree tuition have on these students' ultimate debt loads, which can limit their life choices. Regent Pérez also asked about the demographic composition of UC's Ph.D. students compared with that of its professional students, an issue important to the State Legislature. Questions about support of Ph.D. students must be viewed in the context of these larger issues. Ms. Dorr added that competing priorities within UC must also be balanced. Regent Pérez emphasized that as a Regent he shares the concern about maintaining the excellence of the University in competing for graduate students and grant funds, but these must be seen in the context of internal and external budget considerations. Mr. Jacob expressed the faculty's appreciation for the increased UC funding brought by the passage of Proposition 30. He noted that faculty research

generates \$4 billion annually in extramural grants for UC; this would be impossible without the support of graduate students.

Chancellor Drake commented that professional graduate students are less sensitive to tuition increases because they expect to be able to earn enough to pay off student debt. The level of financial support is very important to academic graduate students, many of whom are supporting families. Practical experience has shown that when programs have made efforts to increase stipends, the quality of graduate students goes up directly, in a measurable and reproducible fashion. Recently, a UC Irvine biological sciences program added enhancements to offers to some outstanding Ph.D. candidates, which resulted in their enrollment. Within two years, these students had attracted increased extramural funding, so that UCI did not have to spend the funds it had set aside; the graduate students more than paid for themselves. The increased investment made a real difference.

Regent Blum remarked that all the UC campuses have strengths in different areas and should be assisted in recruiting the best Ph.D. students in those areas. He expressed his view that a systemwide private fundraising program should be used to support this effort, and that, in general, UC's fundraising efforts should be improved.

Regent Gould expressed support for President Napolitano's comments made earlier that day about encouraging growth in the transfer of community college students to UC. He observed that Ph.D. students would be integral to educating the increasing numbers of UC students. He advocated blending the President's identified priority of increasing the number of community college transfer students with a demonstration of how UC's Ph.D. students would be an integral part of that growth.

Regent Ruiz emphasized the importance of recruiting diverse Ph.D. students and encouraged development of a long-term program to this end. Diverse faculty are needed to serve as role models for UC's diverse undergraduate students.

Chancellor Katehi added that UC campuses have varied research priorities. If funds are not available to assist recruitment of the best Ph.D. students, then allowing the campuses more flexibility could also help. One solution may not fit all campuses and providing a range of possible solutions would be beneficial.

Regent Flores commented on the importance of retaining Ph.D. students by ensuring that their workloads are manageable. She expressed appreciation for Regent Pérez' concern about the debt levels of professional graduate students.

Regent Makarechian suggested that the subsequent presentation to the Regents include information not only about the cost of offering increased support to Ph.D. students, but also about the cost benefits they bring to UC. He pointed out that international students who come to UC often contribute greatly to the state. Research conducted by Ph.D. students leads to technological breakthroughs that benefit the state's economy.

Regent Lansing expressed the Regents' agreement about the importance of recruiting the best Ph.D. and professional graduate students. She agreed that the financial offers UC is

able to make to prospective students are an important component in attracting students who are also being recruited by other top schools. These students contribute to the economic development of the state. Also, the University would not be able to develop technology transfer if its research grants are reduced. She urged the Provost to return with practical cost proposals since UC's budget is limited and any increase to graduate student support would have to be made among competing priorities.

Committee Vice Chair Island introduced Vanessa Garcia, fifth-year UCSD student, external vice president of UC San Diego Associated Students, and university affairs chair of the UC Students Association (UCSA). Ms. Garcia emphasized the importance of UC's maintaining its world-renowned excellence as a research university by continuing to recruit the best Ph.D. students. The diversity of UC's graduate student population must also be increased, particularly for underrepresented minorities and women in engineering, computer science, and life science departments. Doctoral students should be compensated fairly for their work, so they can support their families and afford to live in California, but the quality of fellowship packages has been affected by budget cuts of the past decade. Ms. Garcia emphasized that UC's Ph.D. students are the glue holding the University together. Graduate students must also be equipped with the skills necessary to pursue careers outside of academia. She reported that UCSA is evaluating the availability of career resources for graduate students at each UC campus and then would advocate for creation of programs and other resources based on best practices to prepare graduate students for a variety of career paths. She asked for the Regents' support in this effort.

3. **2012-13 ANNUAL REPORT ON UNIVERSITY PRIVATE SUPPORT**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Senior Vice President Dooley reported that private giving to UC in 2012-13 set an all-time record and is on an improved post-recession trajectory that he hoped would continue. This philanthropy was from almost 300,000 individual donors, and supports a wide variety of the University's efforts, reflecting the personal interests of donors. However, of the total \$1.6 billion donated in the past year, only \$21 million is unrestricted.

Mr. Dooley focused on three areas where the University received substantial philanthropy: endowed chairs, student support, and research. UC currently has more than 1,700 endowed chairs and professorships, more than half of which have been established since 2000 because of increasing support from private philanthropy. Endowed chairs touch every corner of the University's mission, with a large number in the health sciences. Mr. Dooley cited examples showing the range of fields in which chairs have been endowed on the campuses.

Philanthropic support of undergraduate and graduate students remains a high priority, particularly in light of declining funding from public sources in recent years. Project You Can raised \$744 million of its \$1 billion goal, ahead of schedule; its proceeds go entirely

to student support. The Promise for Education generated \$1.3 million, with 4,000 new donors. Data from this online fundraising effort based in social media would be analyzed and discussions held with the campuses to determine the best ways to use this platform in the future. Mr. Dooley thanked the Regents for their participation and contributions to the Promise for Education. Mr. Dooley reported that David Geffen had made a donation that would support 33 UCLA medical students each year. Several campuses received donations for Guardian Scholars, which supports students who have come from foster care programs. Mr. Dooley cited other examples of campus-based fundraising for student support, such as UC San Diego's annual Triton 5K and UC Davis' 5K Stride for Aggie Pride. In London, UC alumni sponsor a ten-kilometer race to provide scholarships for UC study abroad programs.

Almost \$500 million was donated in the year ending June 30, 2013 to support UC research in a wide range of fields. For example, UC Irvine received significant private support for K-12 mathematics and science teacher education research; UC San Diego received support in the field of q-bio, or quantitative biology. Mr. Dooley said that the Annual Report offers more detail about the wide range of ongoing systemwide and campus-based fundraising activities.

Regent Lansing congratulated Mr. Dooley and his team for their continued excellent work, and particularly for developing innovative methods of fundraising, such as the Promise for Education. She asked Mr. Dooley to provide a more detailed analysis of the six-week Promise for Education online platform, including the average donation, and any recommendations about the length of the campaign and whether it should be continued. Mr. Dooley said his office has begun that review.

Chancellor Katehi highlighted four examples of the transforming effects of philanthropy at UC Davis. In October 2010, the campus launched the public phase of its fundraising campaign, with a goal of \$1 billion from 100,000 donors. As of September 2013, UC Davis had already reached its \$1 billion goal, from 102,000 donors, almost 15 months ahead of schedule, illustrating the commitment of alumni and friends of UC Davis even in a very difficult financial period.

Chancellor Katehi said UC Davis received \$100 million from the Gordon and Betty Moore Foundation to create a unique nursing program that provides graduate education to practicing nurses in an environment integrated with medical doctors, to generate leaders in the nursing profession. The donation had an immediate effect; students were admitted in 2010 and the first class graduated two years ago; more than 450 students have been served, most paying no tuition. UC Davis was able to leverage the generosity of the Moore Foundation to raise another \$27 million in scholarships and awards to benefit the program's faculty and students.

The UC Davis Center for Watershed Sciences recently received a \$10 million gift to hire new faculty and graduate students to expand an interdisciplinary approach to understand California's water management issues. The gift will also create a new educational program to help student researchers better communicate their findings to policy makers

and the public, and an innovative leadership program for mid-career professionals in government, industry, and nonprofit sectors. The funds will also provide new technology that will enhance the Center's ability to track water quality, prevent flooding, monitor agricultural water use, and preserve ecosystems. Chancellor Katehi noted that the Sacramento-San Joaquin Delta provides drinking water for more than 22 million Californians and sustains the state's nearly \$30 billion agricultural industry.

Chancellor Katehi stated that a gift from Jan Shrem and Maria Manetti Shrem provided funds to construct a dramatic new art museum that will house the campus' collection of modern American art as well as student workspaces and galleries. Ground will be broken for the project in March, with an anticipated opening in 2016. Another family, whose cat had received a successful kidney transplant at the UC Davis School of Veterinary Medicine, donated \$12.5 million to the School. These funds will help support veterinary students who often take large student loans but do not always earn large salaries after graduation.

Chancellor Katehi summarized the pervasive effect of private philanthropy at UC Davis. In the past year at UC Davis, 52 percent of its students did not pay tuition and 68 percent paid less than \$27,000 to graduate with a UC Davis degree, an amazing outcome demonstrating the campus' commitment to accessibility and to UC's mission.

Chancellor Desmond-Hellmann expressed appreciation for the opportunity to discuss philanthropy at UCSF. She said UCSF's Mission Bay campus, which recently celebrated its tenth anniversary and where collaborations among educators, researchers, and the biotechnology industry take place every day, would not exist if not for philanthropy. The Chancellor reported that the prior year had been the second most successful fundraising year in UCSF's history, with \$385 million in private gifts and grants. She anticipated these results would ensure that UCSF remained among the top 15 universities nationwide in cash fundraising results, as it had been for the past five years. The challenge is to secure more unrestricted philanthropy that can address core funding requirements. Over the upcoming 18 months, the campus would work to meet its two main capital fundraising goals: an additional \$200 million for the UCSF Medical Center and \$90 million for the UCSF Neurosciences Initiative.

UCSF's experience has been that individual philanthropists catalyze additional funding. An excellent example was UCSF's breakthrough program in biomedical research, supported for 16 years by Herbert Sandler and his late wife Marion. Funded entirely by philanthropy, the basic science awards programs has leveraged more than \$500 million in follow-on funding by the National Institutes of Health.

Chancellor Desmond-Hellmann highlighted several new initiatives at UCSF. She has asked Executive Vice Chancellor Jeffrey Bluestone and UCSF Medical Center Chief Executive Officer Mark Laret to lead an effort to develop UCSF's next strategic plan, UCSF 2.0, a process that will guide the campus' work over the upcoming decade and provide the substrate that engenders substantial philanthropic support. The recently announced UCSF Discovery Fellows Program would support Ph.D. students performing

basic scientific research. Sir Michael Moritz and his wife Harriet Heyman have made an unprecedented \$30 million commitment, which will serve as the basis of a \$60 million endowment that would be the largest endowed Ph.D. program in the history of the University of California. The campus will raise \$5 million from at least 500 donors as part of the match program for this endowment. The Discovery Fellows Program aligns with President Napolitano's initiative announced the prior month to increase support for graduate students and the UC President's Postdoctoral Fellowship Program that will help provide these students with much-needed support and mentoring. In 2012, Chancellor Desmond-Hellmann launched a four-year Health Sciences Education Initiative, a \$100 million effort to support students both in UCSF's professional schools and in the basic sciences; \$83 million has been raised toward the Initiative's goal. In children's health, the opening of UCSF Benioff Children's Hospital at Mission Bay scheduled for February 2015 and the new partnership between UCSF Benioff Children's Hospital and Children's Hospital Oakland will create a premier children's medical institution and will put a new focus on UCSF's fundraising for children's health. In addition, new initiatives at UCSF will focus attention on precision medicine, an emerging field that will revolutionize health care by leveraging the wealth of information and research in patient data to more accurately diagnose, treat, and prevent diseases.

Mr. Dooley acknowledged the contributions of Associate Vice President Geoff O'Neill to this fundraising report.

Regent Newsom asked how much private philanthropy is spent on direct student support, noted the decline in systemwide multi-campus donations, and questioned whether corporate donations to UC have been sufficiently publicized. Mr. Dooley responded that a substantial amount is being raised to support students directly, for instance through Project You Can and new efforts such as the Promise for Education. Mr. O'Neill added that \$135.39 million was devoted to direct student support, of the \$1.6 billion raised in 2012-13. Regent Newsom asked whether corporate donations had increased over the past decade. Mr. Dooley said he would provide that information. Chancellor Desmond-Hellmann said that her experience has been that the extent of businesses' philanthropic donations varies greatly, particularly for publicly traded companies; individual donors who are leaders of local businesses have been more successfully recruited for philanthropy. Chancellor Katehi reported that companies come to UC Davis for three reasons: to recruit students for their workforces, to benefit from UC's research, and to participate in philanthropy. UC Davis engages with publicly and privately held companies for all these reasons. Mr. Dooley said that most corporate donations support specific research agendas. His office has a fairly aggressive business partnership program in an attempt to increase support from the business community for the University's general operating budget and student scholarships.

Regent Lansing commented that it is easier to raise funds for a specific, well-publicized project, for instance when a donor will have his or her name on a building, than for an abstract purpose. It would be beneficial to find ways to draw more attention to donors for unrestricted contributions. Regent Lansing said it would be helpful to develop ways for companies to support students in the science, technology, engineering, and mathematics

(STEM) fields, so crucial to Silicon Valley companies; she emphasized the importance of devising more effective ways to publicize companies' support.

Regent Newsom requested that subsequent reports on philanthropy include a breakdown of the percentage of donations that go to students, to faculty, and to capital projects. He also suggested that future reports highlight corporate donations.

Student observer Vanessa Garcia praised the University's successful fundraising in the past year, although she noted that many donations are restricted to specific uses. She advocated exploring ways to allot more of these funds to student scholarships. Students appreciate the fundraising efforts through programs like Project You Can and the Promise for Education, but support to students from such efforts has not offset the increases in tuition of the past decade. Ms. Garcia complimented the public accessibility of the Promise for Education, and urged increasing the ease of applying for aid and transparency around the use of donated funds. She noted that currently UC student support is funded largely by students themselves, through the 33 percent return to aid from student tuition. As private donations to UC increase, students should see the benefits directly.

Chairman Varner said he had asked a former alumni Regent to investigate better ways to encourage UC alumni to participate in fundraising and would bring this information to the Regents at a future meeting.

The meeting adjourned at 11:35 a.m.

Attest:

Secretary and Chief of Staff