

The Regents of the University of California

**COMMITTEE ON EDUCATIONAL POLICY**

September 18, 2013

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

Members present: Regents Feingold, Flores, Island, Kieffer, Newsom, Reiss, and Ruiz; Ex officio members Brown, Lansing, 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, Wachter, and Zettel, Faculty Representative Gilly, Secretary and Chief of Staff Kelman, Associate Secretary Shaw, General Counsel Robinson, Co-Acting Chief Investment Officers Stanton and Wedding, Provost Dorr, Executive Vice President Brostrom, Chief Financial Officer Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Duckett, Lenz, Mara, and Sakaki, Chancellors Block, Blumenthal, Desmond-Hellmann, Dirks, Drake, Khosla, Leland, and Wilcox, and Recording Secretary McCarthy

The meeting convened at 10:45 a.m. with Committee Chair Reiss presiding.

Regent Kieffer recalled that at the Committee’s July meeting the Regents, with his complete support, had reaffirmed faculty members’ right to criticize institutional decisions. At that time, he and Regent Pattiz requested a review of shared governance. Regent Kieffer again requested a report to the Regents on the shared governance structure of the University, including its history. He said he is particularly interested in responsibilities that have been delegated to the faculty and those delegated to the chancellors with respect to running their campuses.

Regent Kieffer also reiterated his prior request for a report on undergraduate education. While questions about what an undergraduate education should include have been appropriately delegated to the faculty, the Regents have not abdicated their responsibility as to how UC educates its students for the future. Regent Kieffer said he is particularly interested in students’ civic education so they can participate in a democratic society.

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

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

**2. PROMISE FOR EDUCATION SOCIAL FUNDRAISING PROGRAM LAUNCH**

[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.]

Committee Chair Reiss provided background for the item by noting the difficult challenge of maintaining the University's excellence, accessibility, and affordability in the face of funding cuts. She expressed the Board's gratitude to Governor Brown for his championing of Proposition 30, although its passage would not restore UC's funding to its prior level. One way the Board has responded to this challenge has been to undertake significant systemwide fundraising campaigns, in addition to the many campaigns initiated by the campuses. Committee Chair Reiss particularly acknowledged the contributions of Regent Lansing in recruiting individuals to work on the Promise for Education, which would be launched on this day.

Regent Lansing echoed appreciation for Governor Brown's work to pass Proposition 30, but said its success has not been a panacea and the University must still struggle to have sufficient financial aid available to its students. She recounted the evolution of the Promise for Education campaign, created to address this problem. In an attempt to find alternative sources of revenue for student financial aid, Regent Lansing met with UC graduate Matt Jacobson of Facebook, who introduced Regent Lansing to Noah Kerner, Chief Executive Officer (CEO) of the marketing firm called noise. Mr. Kerner suggested a new idea for fundraising through social media that would engage the entire UC community. Regent Lansing also solicited help from UCLA graduate Jay Sures, a partner at United Talent Agency and Vice Chair of the Entertainment Industry Foundation (EIF), to enlist some celebrities to draw attention to the campaign. Mr. Sures and Lisa Paulsen, President and CEO of the EIF offered that organization's substantial support. In addition, Senior Vice President Dooley and his entire staff, particularly Director of Marketing and Communication Services Jason Simon, worked on the initiative tirelessly from the outset. Regent Lansing thanked Mr. Sures for his leadership and everyone who worked so hard to develop this campaign platform.

Mr. Dooley complimented Mr. Simon and Mr. Sures on their leadership, and highlighted sponsorship from Bank of America, with California State President of Bank of America Janet Lamkin in attendance at the meeting. He credited Mr. Kerner and Adam Walden, General Manager of noise's San Francisco office with the creative genius behind the platform. Mr. Dooley also thanked Ms. Paulsen and UC Berkeley alumna and Director of Strategic Partnerships at Facebook Libby Leffler. Matt Checkowski, founder and Chief Creative Officer of The Department of the 4th Dimension, produced videos for the Promise for Education. Mr. Dooley also acknowledged the support of the firms Spotify and muzik, and emphasized Regent Lansing's crucial support of the Promise for Education from its outset.

Mr. Dooley acknowledged that Regent Ruiz has made a promise that would result in his \$100,000 contribution to UC Merced to provide scholarships for diverse graduate students. Chancellor Leland thanked Regent Ruiz for his support and his realization that part of the solution to achieving greater faculty diversity is to enable more underrepresented minority students to attend graduate school and gain postdoctoral scholar positions.

Mr. Dooley emphasized that the Promise for Education is part of a larger effort to provide financial support to UC students. In the prior few years, approximately 150,000 undergraduate and graduate students received financial aid totaling more than \$2 billion annually. UC has a very generous financial aid structure, enabling students who would otherwise be unable to afford tuition to take advantage of the high-quality education it provides. Private philanthropy supports student scholarships and fellowships for approximately 25,000 UC students. Mr. Dooley stated that, for a third consecutive fiscal year, UC's campus-based fundraising efforts generated more than \$1.5 billion.

Promise for Education is unique in that it relies on social media and is designed to target students and young alumni, demographic groups that are more difficult to reach through traditional means, to create a lifelong sense of engagement. The platform is owned by the University and could be used for campus-based purposes in the future in addition to its current systemwide use. Proceeds from the Promise for Education would support Project You Can, a \$1 billion student support fundraising campaign initiated by President Yudof in collaboration with the chancellors; that campaign is at its half-way point, but has raised 70 percent of its goal.

Mr. Dooley emphasized that the Promise for Education could not have been developed without the support of campus personnel who have embraced this effort, reaching out to students, faculty, staff, and alumni. Mr. Simon explained that Promise for Education is a crowdfunding program, which would run from this day until October 31. The Promise asks everyone in the UC community to make a promise, set a goal amount, and then leverage their social network to raise funds for UC. This campaign would empower everyone to be their own fundraiser. Participants could direct contributions to a specific campus if desired. At the conclusion of the Promise, all funds will be distributed through UC's financial aid offices in the same manner as all of UC's other financial aid programs. Mr. Simon displayed two videos, one describing the program and one showing students' personal stories about the importance of the financial support that enabled them to attend UC. Mr. Simon said the Promise website had been in a preview mode for the past three weeks, and already had more than 150 promises with a total fundraising potential of nearly \$400,000, including promises from all nine undergraduate UC chancellors, Governor Brown, Jamie Foxx and other celebrities, and several Regents.

Mr. Sures commented that education is a major focus of the work of the EIF, which supports the role UC plays in transforming Californians. Social media are changing the way business, including philanthropy, is conducted. In the prior year, \$2.7 billion was raised through one million distinct crowdfunding campaigns; that figure is expected to double in 2013. He announced that the EIF would make a \$100,000 promise to help launch the program.

Ms. Lamkin said that, as a California employer, Bank of America realizes that UC plays a critical role in building its employee base and is enthusiastic about the innovative Promise for Education. She noted that Bank of America has a long history of support for UC, starting in 1927 when the The Giannini Foundation of Agricultural Economics was endowed with a gift to the University, and continuing to the present day.

Brittany Khong, recent UC San Diego graduate whose parents are Vietnamese war refugees, recounted that she could not have attended UC without financial aid, some of which was funded directly by UCSD students and alumni. Ms. Khong said she was able to graduate from UC and face a serious medical situation because of the generosity of others who provided financial support. For four years, Ms. Khong served on the UCSD Student Foundation, which raised more than \$50,000 for scholarships the prior year, with a board of only 13 students. She speculated how much more the Promise for Education could raise with participation from the larger UC community. She promised to climb a mountain if she raises \$1,000.

Angela Sanchez, UCLA graduate, recalled that she was homeless during her senior year in high school. She was admitted to UCLA, but doubted that she would be able to afford her education there. Because of the generous support of scholarship donors, Ms. Sanchez was able to complete her education, graduating with highest honors and without student debt. During her time at UCLA, she led two student organizations, one of which, School on Wheels at UCLA, was dedicated to providing access to higher education for homeless K-12 students. Ms. Sanchez has received a full fellowship for the first year of her continuing education at UCLA toward a master's in Educational Studies. She promised to arrange a 24-hour magic marathon if she raises \$3,000.

Mr. Dooley expressed optimism about the potential of the Promise for Education. Regent Kieffer commended Regent Lansing and all those who worked on this project. Chairman Varner echoed this praise and encouraged Regents to make promises. He noted that this campaign would also help inform the public about the broad reach of UC.

Regent Blum announced a pledge of \$100,000 to UC Merced. Committee Chair Reiss announced that Regent Pattiz pledged \$100,000 to the campaign.

Regent Flores noted the broad support that has developed for the Promise for Education. She thanked Mr. Simon for his efforts to consult students about the campaign.

Regent Lansing reiterated her appreciation of those who worked to develop and support the Promise for Education, which has the potential to democratize fundraising, since the whole UC community can become involved at various financial levels. She urged everyone involved with UC to make a promise.

Committee Chair Reiss stated that this creative use of social media is unique among universities and will expand the base of support for UC.

3. **APPROVAL OF PUBLIC PHASE OF FUNDRAISING CAMPAIGN, SANTA CRUZ CAMPUS**

The President recommended that the proposed public phase of the Santa Cruz campus fundraising campaign, *The Campaign for UC Santa Cruz*, with a goal of \$300 million, be approved.

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Chancellor Blumenthal stated that the launch of the public phase of UC Santa Cruz's fundraising campaign marks a pivotal point for the campus in charting its future. He expressed pride in the campus' accomplishments, reflected in its place in national and international rankings, including the *Times Higher Education* ranking of research influence, based on the total number of citations per paper published. *Times Higher Education* also named UCSC one of the best universities in the world under the age of 50.

The Campaign for UC Santa Cruz would enable the campus to fulfill its aspiration to become one of the best universities in the world by focusing on energizing UCSC's distinctive undergraduate education that is relevant in today's society, preparing students not only for jobs and graduate school, but also for fulfilling, meaningful lives. Proceeds from this campaign would protect quality and access to the University, ensuring that current and future students would have the same transformative educational experience that their predecessors had. The Campaign would enable UCSC to build on existing scholarly and research excellence, and to nurture emerging strengths at the campus. UCSC's tradition of progressive and bold inquiry has produced research results that have transformed disciplines and changed paradigms, advancing the world's understanding of the origins of structures at the largest scales of the universe, and protecting the coastline and its precious marine environment. The campus' research makes significant contributions to knowledge in areas from the depths of the oceans to the far reaches of the sky. The Campaign would help launch the campus into its second half century.

Chancellor Blumenthal noted that the Campaign would also bring greater visibility to UCSC. The campus enters the public phase holding fast to its core values of social responsibility and environmental stewardship, to inspire the next generation of students, support more paradigm-shifting research, and tell UCSC's story to a broader audience.

Regent Feingold, UCSC alumnus, expressed his full support for the Campaign.

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

The meeting adjourned at 11:40 a.m.

Attest:

Secretary and Chief of Staff