

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

July 16, 2014

The Regents of the University of California met on the above date at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents De La Peña, Engelhorn, Gould, Island, Kieffer, Lozano, Makarechian, Napolitano, Reiss, Ruiz, Saifuddin, Sherman, Varner, and Zettel

In attendance: Regents-designate Davis and Gorman, Faculty Representatives Gilly and Jacob, Interim Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Chief Investment Officer Bachher, Provost Dorr, Executive Vice President and Interim Chief Financial Officer Brostrom, Senior Vice Presidents Dooley and Stobo, Vice Presidents Allen-Diaz, Brown, Budil, Duckett, Lenz, and Sakaki, Chancellors Block, Blumenthal, Dirks, Katehi, Khosla, Leland, Wilcox, and Yang, Interim Chancellors Gillman and Hawgood, and Recording Secretary McCarthy

The meeting convened at 8:40 a.m. with Chairman Varner presiding.

1. PUBLIC COMMENT

Chairman Varner 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. Darcie McClelland Descalzo, recent UC Riverside Ph.D. graduate and chair of the 2013-14 UC Student Association (UCSA) Graduate and Professional Committee, spoke about that committee's JOBS campaign for graduate student professional development. She shared some initial results of its systemwide survey of UC graduate and professional students. The survey indicated that 40 percent of UC doctoral students were less likely to pursue their original career plans than they were when they started their programs at UC. The lack of jobs in the academic realm leaves these students feeling unprepared to enter the broader job market. More than 60 percent of graduate students felt that their departments did not actively assist them with professional development.
- B. Mr. Matthew Santos, Associated Students of UC Santa Barbara senator, stated that the Santa Barbara campus had been troubled by incidents of sexual assault and sexual violence, and, most notably, by the tragic events of May 23, in which six UCSB students lost their lives. Mental health problems and sexual violence were not unique to UCSB and efforts to address these issues should be prioritized.

Mr. Santos urged the Regents to provide adequate funding for mental health and counseling services.

- C. Mr. Jefferson Kuoch-Seng, external vice president of the Associated Students of UC Merced, expressed appreciation for the opportunity to attend the May advocacy days in Sacramento with the Regents. Governor Brown's recent budget showed the need for ongoing advocacy and Mr. Kuoch-Seng expressed his hope that the joint advocacy days would be continued on an annual basis. Regarding sexual assault on UC campuses, Mr. Kuoch-Seng stated that UC Merced's campus climate survey found that two percent of students had received unwanted sexual contact, which he characterized as alarming. He expressed support for the Regents' efforts to explore ways to improve this situation.
- D. Mr. Christopher Kan, UC Santa Cruz Ph.D. student, emphasized the importance of maintaining UC's educational quality. He stated that student-faculty ratios have increased and students have noticed the effect. During this year's Envision UCSC process, educational quality was named a top priority, while increasing enrollment and strained student resources were major concerns. As a teaching assistant, Mr. Kan stated that limited funds have resulted in insufficient office hours, and a reduction of adequate and timely feedback on students' assignments. Mr. Kan stated that he taught a writing course geared toward scientific writing, and was instructed to limit his time and not grade the writing portion because of a lack of institutional funds. He urged the Regents to limit enrollment if the funding needed to maintain educational quality was not available.
- E. Ms. Vanessa Raditz, UC Berkeley graduate student, thanked President Napolitano for her recent announcement of the UC Global Food Initiative and urged a halt to the proposed commercial development of the Gill Tract Farm. The community campaign to use all the Gill Tract land for farming would be aligned with the goals of the UC Global Food Initiative.
- F. Ms. Azka Fayyaz, third-year UC Davis student and Associated Students of UC Davis senator, expressed concern about an increase in Islamophobia on campus. She also expressed opposition to the confirmation of Avi Oved as student Regent, because she said he received funding from Adam Milstein, whom she characterized as Islamophobic. Ms. Fayyaz said the selection of Mr. Oved would have a detrimental effect on Muslim students and other marginalized communities. She noted that UCSA's systemwide affairs committee voted ten to zero in favor of the Regents' postponing their vote on Mr. Oved's confirmation until further investigation could be conducted and expressed her view that UCSA's voice should be honored.
- G. Ms. Amanda Botfeld, UC Santa Cruz student, stated that Mr. Oved's ties to pro-Israel organizations should not be held against him, since Regent Saifuddin's ties to pro-Palestinian organizations were not held against her.

- H. Ms. Dea Oganessian, UC Berkeley undergraduate and operations assistant for the Student Organic Gardening Association, noted the demand for hands-on learning spaces outside of the classroom and for a sustainable agriculture program. She spoke in opposition to the commercial development of the Gill Tract Farm and in favor of using that land as a sustainable local organic food source for the community and a sustainable agriculture learning space for UC Berkeley students.
- I. Ms. Beebo Turman commented that the University should take advantage of the opportunity offered by the Gill Tract Farm as the last open farmland in the East Bay available for sustainable agriculture education. She said the Farm is an excellent source of organic food for the local community. The University recently provided a fence, shed, and tools for the Farm. UC should make a new commitment to use the Gill Tract's entire 20 acres for agricultural education as part of the UC Global Food Initiative.
- J. Ms. Effie Rawlings, UC Berkeley alumna and community organizer, stated that the Gill Tract Farm soil is some of the best in the Bay Area. She recalled that in 1997 the Bay Area Coalition for Urban Agriculture (BACUA), a collaboration including UC faculty and community members, submitted an excellent proposal for using the Gill Tract Farm as a center for sustainable urban agriculture. As a land grant university, UC should be in the vanguard of the sustainable agriculture movement by using the Gill Tract Farm for this purpose. Ms. Rawlings said the BACUA proposal could still be found on the UC Berkeley website.
- K. Mr. Jon Hoffman, employee of UC Berkeley's College of Natural Resources and the farm manager of the Gill Tract Farm, spoke in support of UC's Global Food Initiative and in opposition to the commercial development of the Gill Tract Farm. He stated that hundreds of community members have worked at the Farm to produce more than 3,000 pounds of organic food that has been distributed to homeless shelters and others in need. He advocated expanding the Farm to include the whole 20 acres of the Gill Tract to take advantage of a unique opportunity to carry out the goals of the UC Global Food Initiative by having UC Berkeley play a leading role in developing alternative food sources.
- L. Ms. Marium Navid, UC Berkeley student and Associated Students of the University of California (ASUC) senator, submitted a petition she said was signed by more than 800 students from a variety of student groups asking the Regents to postpone considering Mr. Oved's confirmation as student Regent. She said that UC students systemwide have expressed concern about Mr. Oved's support from Adam Milstein whom she characterized as bigoted and racist against Muslims and Arabs. Ms. Navid emphasized the importance of ensuring that Mr. Oved could represent all UC students.
- M. Ms. Sneha Ravikumar said she was speaking on behalf of a fourth-year Syrian-American student at UCLA who had worked with Mr. Oved when he was chief of staff of UCLA's Undergraduate Students Association Council (USAC) internal

vice president's office and had worked on Mr. Oved's campaign for internal vice president. This UCLA student was of the opinion that Mr. Oved would represent all UC students and expressed support for his confirmation as student Regent.

- N. Mr. Spencer Pritchard, UC Berkeley student, said he represented the multicultural student coalition at UC Berkeley and stated that the Regents should respect the position of UCSA that the confirmation of Mr. Oved as student Regent should be postponed.
- O. Mr. Nolan Pack, former ASUC executive vice president, expressed his support for postponing consideration of the confirmation of Mr. Oved as student Regent. Mr. Pack expressed concern about charges that Mr. Oved accepted support from a nonprofit organization and an individual with a record of Islamophobic comments, and the extent to which that could alienate Muslims and other students. It would be preferable to postpone consideration of Mr. Oved's confirmation until these concerns could be fully explored to avoid concern about the integrity of the student Regent.
- P. Ms. Alice Lin, UC Berkeley student, expressed concern about the Islamophobic comments of Adam Milstein and Mr. Oved's confirmation as student Regent. She expressed her view that the concerns expressed by a great number of UC students systemwide should be acknowledged, since there are Muslims on every UC campus and this population already feels targeted.
- Q. Ms. Viveka Jagadeesan expressed concern about the confirmation of Mr. Oved, since the student Regent should have a demonstrated commitment to respecting religious diversity and tolerance, particularly given the diversity of UC. Many students are concerned about allegations that Mr. Oved accepted financial support from an individual who made bigoted public statements about Muslims, Middle Eastern, and Arab people. She urged the Regents to accept the unanimous vote of UCSA that recommended the Regents' postponing consideration of Mr. Oved's confirmation until his ties to Mr. Milstein could be investigated.
- R. Ms. Lindsay Maurer, UC Berkeley student and survivor of sexual assault, recalled that when she spoke at the May meeting about her experience as a survivor, she felt that UC Berkeley had not provided a safe campus for her or the support she needed. She expressed appreciation for efforts since then by the federal executive branch and President Napolitano to make support for survivors a priority on college campuses. Ms. Maurer thanked Vice President Sakaki for inviting her to be a member of a working group of the Task Force on Preventing Sexual Violence and Sexual Assault, and the Office of the President and UC Berkeley administrators for listening to her concerns. She commended the difficult work of fellow survivors and expressed hope that the Task Force would help make UC a national leader in preventing and responding to sexual assault. Campuses would need substantial funding to create real change.

- S. Ms. Meghan Warner, UC Berkeley student and survivor of sexual assault, said she was one of the survivors who filed Title IX and Clery complaints against UC Berkeley in February and was currently a Task Force work group member. She stated that the Task Force was formed as a result of the work of survivor activists nationwide. Adequate funding for needed services would be necessary, since lack of funding was a major barrier to establishing student workshops in consent education.
- T. Mr. Sam Levine, representing the Zionist Organization of America, spoke against the harassment of Jewish and pro-Israel students. He expressed his view that the organization Students for Justice in Palestine had led a campaign against the confirmation of Mr. Oved as student Regent and was focused on destroying Israel. Mr. Levine said that UCLA student government candidates were asked to sign a statement that they would not go on trips to Israel sponsored by Jewish groups. He said a UCLA judicial board questioned two student council members who went on such trips, affecting these students' ability to study. He cited examples of the harassment of Jewish students on campus.
- U. Mr. Joseph Simanek, who declined to identify himself, stated that he had been an attorney with UC's Office of the General Counsel for 16 years and expressed concern about what he characterized as the inappropriate use of the 2008 federal "Joint Guidance on the Application of the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act of 1996 (HIPAA) to Student Health Records." He expressed his view that, according to the federal government, FERPA applied to student records, but that UC continued to apply HIPAA to its records. Mr. Simanek cautioned students that FERPA allows disclosure of student health records to school officials and, under many circumstances, to students' parents.
- V. Mr. George Kadifa, UC Berkeley graduate and former ASUC senator, expressed concern that Mr. Oved used funds from Adam Milstein who made many public anti-Muslim statements. He questioned whether Mr. Oved would be a good representative of the University.
- W. Dr. Thomas Newman, UCSF professor of epidemiology and pediatrics, and past chair of the UCSF Academic Senate's Sustainability Committee, said he had been at UC for more than 40 years as a student or teacher. He expressed support for Fossil Free UC because climate change presents the greatest threat to global health in this century. He noted that the prior month, citing the scale and immediacy of the threat to public health and human survival, the British Medical Association voted to divest from its investments in the fossil fuel industry. He expressed his view that divestment was a financially sound choice and that UC should be forward-thinking in its investments.
- X. Ms. Barnali Gosh, UC Berkeley alumna and donor, said she was part of the Donors for Divestment campaign that is urging alumni to donate to UC only if it

divests from investments in the fossil fuel industry. As a landscape architect, Ms. Gosh has worked with many UC alumni who share her vision for a sustainable world. Investing in the fossil fuel industry undermines the work of UC researchers. She urged the Regents to divest from the fossil fuel industry.

- Y. Ms. Nadia Barhoum, staff member at UC Berkeley's Haas Institute for a Fair and Inclusive Society, urged the Regents to further investigate Mr. Oved's conduct and the financing of his campaign for a UCLA student government office before confirming him as student Regent.
- Z. Mr. Alden Phinney, UC Santa Cruz undergraduate student, expressed support for Fossil Free UC. He urged the Regents to heed the words of President Obama's UC Irvine commencement address, "You need to invest in what helps and divest from what harms." Mr. Phinney expressed his view that the Regents should vote to divest from the fossil fuel industry and make a commitment to work with UC stakeholders to roll out a long-term plan to invest in comprehensive alternative energy sources that address mitigation and adaptation to climate change.
- AA. Ms. Signe Mattson, 1961 UC alumna and 44-year Albany resident, said that 1.5 acres of the Gill Tract Farm is currently farmed through a University-community partnership. She encouraged the Regents to support the UC Global Food Initiative by expanding the Farm to the Gill Tract's entire 20 acres. She expressed her view that the currently planned development was not desirable, since the community did not need another corporate supermarket or an expensive Alzheimer's care facility.
- BB. Ms. Madison Gordon, UC Berkeley student and ASUC senator, spoke in favor of postponing consideration of the confirmation of Mr. Oved as student Regent. Should the Regents not postpone consideration, they would be proceeding against the unanimous recommendation of the systemwide affairs committee of the democratically elected UCSA to postpone the vote until further investigation could be conducted. She urged the Regents to respect the student voice in selection of the only student representative on the Board.
- CC. Ms. Brittany Baskerville, UC Berkeley undergraduate and representative of the Berkeley Student Organic Garden Association, said that ten acres of arable land at the Gill Tract was in danger of being developed. The value of that land to current and future students and the surrounding community for sustainable food studies should be considered. She invited all to visit the recently launched Gill Tract Farm student-community garden, which was overflowing with organic produce. Ms. Baskerville commended President Napolitano for the UC Global Food Initiative and urged a halt to the proposed commercial development of part of the Gill Tract.

2. REMARKS OF THE CHAIRMAN OF THE BOARD

Chairman Varner welcomed the new alumni Regents-designate Yolanda Gorman and Rod Davis. Regent-designate Gorman, secretary of the Alumni Associations of the University of California (AAUC) and an alumna of UCLA, is a returning alumni Regent, having previously served on the Board from 2008 to 2010. Regent-designate Davis is treasurer of the AAUC, a UC Davis alumnus, and a graduate of Hastings College of the Law. Incoming Alumni Regents Engelhorn and Leong Clancy represent 1.7 million living UC graduates. Chairman Varner welcomed Regent Saifuddin who became the 40th student Regent on July 1.

Chairman Varner thanked all who participated in the successful May advocacy efforts with the State Legislature. President Napolitano, the Regents, chancellors, many faculty, students, and alumni travelled to Sacramento in May to talk with legislators about adequate funding of UC's priorities. Associate Vice President and State Governmental Relations Director Steve Juarez and his team provided excellent support. However, the State's 2014-15 budget did not deliver the level of UC funding for which the Board hoped. While Chairman Varner expressed the Board's appreciation for the funding UC received, he confirmed the Board's commitment to continuing to work hard on behalf of the state, UC students, and their families to achieve adequate State funding for the University.

UC was collaborating with the California State University and California Community Colleges to increase student access, outreach, and support for transfer students. The Board would continue to work with the Governor and Legislature to prioritize public higher education.

Chairman Varner stated that the Committee on Long Range Planning under the leadership of Committee Chair Gould and Vice Chair Kieffer would discuss UC's long-term fiscal outlook and possible solutions. The Committee on Finance would provide an update on the effect of the State's budget allocation on UC's reinvestment in academic quality and other critical needs. In the Committee on Educational Policy, an update would be provided on the important work of the Task Force on Preventing and Responding to Sexual Violence and Sexual Assault.

3. REMARKS OF THE PRESIDENT OF THE UNIVERSITY

President Napolitano stated that two months ago, an unspeakable tragedy took place in Santa Barbara that shook the University community to the core. While incidents like this are very rare on UC campuses, issues that led to the shooting are commonly known. President Napolitano confirmed that she and the chancellors were actively working to address these issues. A full report on campus security, student mental health, and issues involving Isla Vista would be presented to the Board at a future meeting.

At the current meeting, an update would be provided on the Task Force on Preventing and Responding to Sexual Violence and Sexual Assault. Work was continuing and real

progress was being made. Curbing sexual assault on college campuses is a challenge that requires the efforts of all, including students, staff, faculty, and leadership.

President Napolitano stated that the UC Global Food Initiative was launched two weeks earlier, growing out of a collective commitment made by all UC chancellors and President Napolitano to focus on what UC can do as a public research university in one of the most robust agricultural regions of the world to take on one of the world's most pressing issues. The far-reaching and bold goal is to do everything in UC's power to put the world on a pathway to feed itself in ways that are nutritious and sustainable. To that end, each campus and the Lawrence Berkeley National Laboratory had a designated faculty representative to UC's Global Food Initiative Council, which would address issues such as food purchases by the campuses, collaborative research into sustainability, the effect of climate change on the food supply, the development of new drought-tolerant crops, and many others. President Napolitano said she had designated funding for each campus to provide three student fellowships in food research. Student interest in the UC Global Food Initiative was very high. President Napolitano observed that this initiative embodies the working motto that UC teaches for California and researches for the world.

President Napolitano discussed the University's fiscal stability and expressed her firm commitment to developing new funding models to address UC's long-term needs. The University must support its students and faculty who wish to attract private capital to bring their research into the marketplace. The President recently removed the ban on the University's taking an equity interest in companies that evolve from its research.

New models of philanthropy must also be developed. President Napolitano announced the creation of the Presidential Match for Endowed Chairs allocating \$50 million from the Presidential Endowment Fund as an incentive for donors to establish 100 new endowed chairs across UC's ten campuses in the next five years. The program would be structured so the annual payout from each chair would include a base amount for the chair holder's scholarly allowance. However, unlike most endowed chairs at UC, after the base amount has been paid to the chair holder, the remaining payout would support faculty salaries and graduate student fellowships, so that these new chairs could help address the elements of UC's academic enterprise that were most affected by the funding cuts made during the recession. The Presidential Match for Endowed Chairs was one effort to secure new revenue that fosters the University's academic excellence.

President Napolitano emphasized that the University had been making the case to the State Legislature that UC was not far from reaching the point at which tuition increases could be both low and predictable, and the University budget could be brought into full balance with no gaps carried over from one year to the next. However, UC cannot reach this point without a full commitment from the State. California would not thrive if UC does not thrive. The state's elected officials must be persuaded to place a higher priority on public higher education and to provide greater support to the University, one of the state's greatest and most innovative institutions. President Napolitano said she would increase her advocacy efforts in the coming months and she expressed appreciation for the continued help and leadership of the Regents in this regard.

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

Faculty Representative Jacob stated that this would be his last meeting as Chair of the Academic Senate and noted that throughout his service he had been impressed by the shared commitment to the University's public mission of teaching, research, and public service. Even though State support for UC had declined drastically, the Academic Senate's commitment to the California public had not diminished. Because the California Master Plan for Higher Education established UC as the state's research university, UC is able to provide Californians an undergraduate education in which engagement in inquiry plays a major role. UC graduate and professional education sustains the physical and financial health of California. Through its scholarly works in the arts, humanities, social sciences, and science, technology, engineering, and mathematics (STEM) disciplines, UC creates and disseminates knowledge and its graduates become the next generation of California's leaders. The people of California invested in UC scholarship to build a better future for the state.

Yet, much recent discourse about higher education and its financial framework has been based on superficial understandings of the University's role. Many tout market approaches to streamline undergraduate education and produce administrative efficiencies, while others advocate privatizing programs that were built through public investment. The Board's task, in alliance with the Academic Senate, is to refocus the public discourse on the scholarship that embraces the full teaching, research, and service missions of UC.

Mr. Jacob said the first step would be to intensify the urgency about reinvestment in quality outlined in recent budget proposals. Presentations to the Board and to the administration in Sacramento from Senior Vice President and Interim Chief Financial Officer Brostrom and Vice President Lenz outlining the University's critical needs are routinely drawn off topic by those who prioritize cost savings and frozen budgets. Discussion about online education has pulled attention away from the critical needs of reducing class size to promote human interaction. Speculation about innovation to improve throughput and administrative efficiency routinely drowns out critical conversations about the need for infrastructure renewal to support the world's finest public residential university.

Issues of efficiency and throughput have not been ignored. In the past year, the Academic Senate worked very closely with Provost Dorr as the Innovative Learning Technology Initiative invested \$10 million allocated by Governor Brown in his 2013 budget. This initiative would make another 38 online courses available this fall for cross-campus UC enrollment. This effort has shown that creating an online course is hard work and more expensive than developing face-to-face courses. It was not yet clear whether any scaled version of these courses would save money or generate revenue. At the same time, UC faculty create hundreds of new courses and update their existing courses each year as part of their regular duties. Even though these courses form the background of UC scholarship, there was no budget increment for basic technology and there were not enough teaching laboratories for the growing number of students enrolling in STEM

courses. Not addressing basic instructional needs, while allowing the student/faculty ratio to continue to grow was to neglect the responsibilities of the Board and to shortchange to people of California.

The next step would be to reaffirm that scholarship begins with the faculty who require academic freedom, shared governance, and a commitment to high quality in teaching and research. If the environment for research and scholarly work was allowed to decay, the University would not be able to provide first-rate educational opportunities for Californians. Mr. Jacob recommended caution about the rush to centralize services, if that replaced local expertise with centralized mediocrity. Technology transfer could not serve as the guide for UC's scholarship. Mr. Jacob urged dialogue focused on protecting the University's academic mission, rather than echoing the most recent slogans from business pundits. UC's mission, whether in education, medicine, or initiatives on global warming or food, was rooted in its scholarly enterprise.

The third step Mr. Jacob recommended was to examine access to UC's nationally ranked professional degree programs in medicine, law, business, and other fields. Tuition for these programs has increased greatly in the past 15 years, reaching the levels of the elite private institutions. While these tuition levels have brought resources necessary to maintain these programs' quality, the effect on access must be questioned. An even more disconcerting trend was the belief that privatization and profit-making should guide the way. The people of California invested in the University to meet the needs of California, not as a market-driven enterprise.

In conclusion, Mr. Jacob reminded the Board that UC has sustained undergraduate access for a growing California; 13 percent of California public high school graduates received an offer to attend a UC campus. However, UC lagged in graduate enrollment, which must increase so that the core link among research, education, and undergraduate education can be maintained.

Chairman Varner expressed the Board's appreciation for Mr. Jacob's contributions. President Napolitano also thanked Mr. Jacob for his efforts and his cooperation in his work with her office.

5. ANNUAL REPORT OF COUNCIL OF UC STAFF ASSEMBLIES

President Napolitano introduced Kenneth Feer, Chair of the Council of UC Staff Assemblies (CUCSA) to present its annual report. She emphasized the importance of UC's dedicated staff and thanked Mr. Feer for his leadership.

Mr. Feer presented the CUCSA 2013-14 Annual Report. CUCSA's mission is to maintain and enhance communication within the University community by providing a forum to discuss matters of interest to employees, providing staff feedback to University administrators, and fostering respect, communication, and collaboration. CUCSA's Outstanding Senior Leader Award for 2014, recognizing leaders who are supportive and

inclusive of UC staff and who encourage equity, diversity, and community, would be given to Executive Vice President and Interim Chief Financial Officer Brostrom.

CUCSA assembles workgroups around pertinent topics and produces research reports and white papers to help UC leadership better understand the staff perspective. The Internal Operations Work Group was tasked with updating CUCSA’s strategic plan, investigating local Assembly and other universities’ best practices, and improving CUCSA’s quarterly meetings. CUCSA’s updated strategic plan is both aspirational and attainable. More frequent and more meaningful engagement with systemwide and local leaders, demonstrations of institutional investment in staff, and strengthening the reciprocal mutually beneficial relationship between CUCSA and the local Assemblies would be beneficial to the University.

The second workgroup focused on marketing CUCSA. Present and past CUCSA delegates were surveyed to find CUCSA’s best accomplishments and develop its most persuasive arguments for engaging its stakeholders and crafting messages that would address the interests of various groups. A social media strategy was still being developed.

CUCSA Chair-elect Rob Kerner reported that the Local Operations Workgroup built on a local Assembly best practices survey updated by CUCSA’s internal operations team. Common obstacles faced by local Assemblies were identified, along with strategies to prevent and solve them. The main four areas identified were: securing funding and improving knowledge transfer; improving recognition and supervisor support for CUCSA volunteers’ service; developing consistent messaging and utilizing collaboration tools more effectively; and fostering and enhancing relationships with other campus groups and campus leaders.

Mr. Kerner discussed the last workgroup, Advancing the CUCSA Agenda, which focused on recommendations of prior workgroups, particularly issues of engagement and improving staff access to UC educational opportunities. The engagement team worked on CUCSA’s 2012 survey. Most locations have taken many steps to address issues identified in the survey, many of which are similar to those that arose in UC’s campus climate surveys. CUCSA intends to repeat its engagement survey in 2015. CUCSA identified areas in which more data was needed to persuade administrators to explore new ways to approach employees’ access to a UC education.

Mr. Kerner anticipated that in the upcoming year CUCSA would work on staff engagement, the educational benefit analysis, mandatory supervisor training, CUCSA’s strategic plan, and engagement with the Office of Human Resources and other units at the Office of the President regarding onboarding staff and recruiting staff to campuses.

The meeting recessed at 9:55 a.m.

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The meeting reconvened at 12:40 p.m.

Members present: Regents De La Peña, Engelhorn, Gould, Island, Kieffer, Lansing, Lozano, Makarechian, Napolitano, Reiss, Ruiz, Saifuddin, Sherman, Varner, Wachter, and Zettel

In attendance: Regents-designate Davis, Gorman, and Oved, Faculty Representatives Gilly and Jacob, Interim Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Chief Investment Officer Bachher, Provost Dorr, Executive Vice President and Interim Chief Financial Officer Brostrom, Senior Vice Presidents Dooley and Stobo, Vice Presidents Allen-Diaz, Andriola, Brown, Budil, Duckett, Lenz, and Sakaki, Chancellors Block, Blumenthal, Dirks, Katehi, Khosla, Leland, Wilcox, and Yang, Interim Chancellors Gillman and Hawgood, and Recording Secretary McCarthy

President Napolitano introduced UC Student Association (UCSA) President Kareem Aref, recent UC Riverside graduate, and thanked him for his contributions.

Mr. Aref discussed UCSA's campaigns of the past year. The campaign for divestment from fossil fuel industries would continue to have great importance for students, who appreciate the formation of a task force for sustainable investing. UC should invest in areas that would build toward a sustainable future.

UCSA supports the California Modernization and Economic Development Act, an oil severance tax that would create a new source of funding for the University. The State has been an unreliable partner for the University and more predictable funding sources that do not depend on tuition increases must be developed. Reform of Proposition 13 should also be considered.

UCSA's Board of Directors voted unanimously to continue its Invest in Graduation Not Incarceration Transform Education (IGNITE) campaign for a second year. UCSA supports Assembly Bill 420, which would prohibit suspensions of elementary school students for willful defiance and reduce the school-to-prison pipeline. UCSA supports reinvestment in education, not in prisons.

UCSA's survey of graduate and professional students has yielded a great deal of information that would be shared with the Regents at a future meeting. Essentially, the survey revealed a need for increased professional development services for these students, given the limited career opportunities in academia.

Mr. Aref expressed students' support for continuing the May advocacy days in Sacramento on an annual basis. The lobbying has been effective and also is beneficial for students' relationships with the Regents.

For the upcoming year, UCSA would also focus on issues involving preventing and responding to sexual assault, and increasing student mental health services. Students were deeply affected by the tragedy at UC Santa Barbara.

Mr. Aref expressed UCSA's view that the State budget did not provide sufficient funding to maintain the affordability of the University. Tuition increases, including Professional Degree Supplemental Tuition, should not be used to bridge the budget gap.

Chairman Varner thanked Mr. Aref for his service.

The meeting adjourned at 12:45 p.m.

Attest:

Interim Secretary and Chief of Staff