

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

March 18, 2015

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

Members present: Regents Brown, De La Peña, Elliott, Engelhorn, Gould, Island, Kieffer, Lansing, Leong Clancy, Lozano, Makarechian, Napolitano, Newsom, Ortiz Oakley, Pattiz, Pérez, Saifuddin, Sherman, Varner, and Zettel

In attendance: Regents-designate Davis, Gorman, and Oved, Faculty Representatives Gilly and Hare, Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Executive Vice President Stobo, Senior Vice Presidents Henderson and Peacock, Vice Presidents Brown, Budil, Duckett, and Sakaki, Chancellors Block, Blumenthal, Dirks, Gillman, Hawgood, Katehi, Khosla, Leland, Wilcox, and Yang, and Recording Secretary Johns

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. Mr. Mike Murphy, Merced City Councilman and businessman, voiced his support of UC Merced's effort to expand access to the UC system through its 2020 Project. He said he spent his youth in the San Joaquin Valley and left due to lack of economic opportunity. As an elected official, he has helped to bring the City and UC Merced together to establish a business venture laboratory where professors and students can incubate marketable ideas. The 2020 Project would provide 11,000 jobs in the short term through the construction of new facilities and would generate \$2 billion in direct and indirect economic activity. In the long term, it would bring 10,000 students to the region and would provide a critical mass of intellectual brainpower. He urged the Regents to support the 2020 Project.
  
- B. Mr. Ruben Reyes, UC Merced undergraduate student, encouraged the Board to support the 2020 Project at UC Merced. He spoke about his volunteer work for a project that aims to increase the high school graduation rate in Merced County by ten percent over five years by emphasizing to middle school students the

importance of a college education. UC Merced provides the resources and opportunity for students to give back to the community.

- C. Mr. Don Edwards, UC Merced undergraduate student, spoke in support of UC Merced's 2020 Project. Merced had given him the ability to incorporate a start-up company and set up a veterans' resource center on campus. However, the constraints on campus facilities and space affect what students can achieve.
- D. Ms. Emily Wilson, UC Merced doctoral candidate, spoke in favor of UC Merced's 2020 Project in order to protect access to a UC-quality education. Having grown up in Fresno, she knew the impact of the opportunity to do research on a university campus. If the University does not protect access, students like her would not have this opportunity. Lack of teaching and research space limits UC Merced's ability to admit students who could benefit from its unique interdisciplinary educational approach.
- E. Mr. Alexander Hill, UC Santa Barbara student, stated that peer education programs, guided by staff, are a cost-effective way to disseminate information about sexual assault, mental health, and student services. He spoke in favor of sharing best practices in peer education at a formal level systemwide.
- F. Mr. Guillermo Rogel, UC Santa Cruz student, recounted that he is from a low-income family in Riverside, whose experience reminds him of families in the community of Richmond. He asked that UC ensure that Richmond benefits from the Berkeley Global Campus at Richmond Bay by signing a community benefits agreement.
- G. Ms. Lacy Wright, first-year UC Santa Barbara student, asserted that UCSB policy regarding the statute of limitations on reporting sexual assault contradicted UC Office of the President (UCOP) policy and was not in conformance with SB 967. Campus policies should be reviewed and aligned with UCOP policy and the law.
- H. Mr. Melvin Singh, external vice president of the Associated Students of the University of California Santa Barbara, reported student concerns about self-governance for the community of Isla Vista and divestment from the gun industry, in response to the May 2014 tragedy in Isla Vista. The UC Student Association has called for student representation in discussions about the cost structure of the University being held by Governor Brown and President Napolitano.
- I. Mr. Morris Sarafian, third-year UCLA student, emphasized that the discussions being held by Governor Brown and President Napolitano lack transparency and said that students should have the right to be a part of the discussion of policy ideas.
- J. Ms. Vanessa Raditz inveighed against the Regents and President Napolitano for UC's commercial development of the last historic farmland in the East Bay, the

Gill Tract farm, action which goes against community sentiment, a sustainable future, and UC's Global Food Initiative. Ms. Raditz stressed her solidarity with students protesting tuition increases and with the community of Richmond, whose voices have been ignored.

- K. Ms. Deanna Oganessian, UC Berkeley undergraduate student and member of Students for Engaged and Active Learning, commented on privatization of the Gill Tract farmland and tuition increases. She urged the Regents to sign a community benefits agreement with the City of Richmond. By not signing a community benefits agreement, UC revealed itself to be an unjust institution.
- L. Ms. Peyton Provenzano, UC Berkeley student and member of the Student Labor Committee, reproved the Regents for implementing policies that value profit over people, expressing opposition to tuition increases and support for a community benefits agreement with the City of Richmond.
- M. Ms. Emma Fogel, non-resident UC Berkeley student, declared that by refusing to sign a community benefits agreement with the City of Richmond, UC Berkeley was perpetuating injustice that has plagued Richmond for decades.
- N. Ms. Marium Navid, Associated Students of UC senator at UC Berkeley, urged the Regents to demonstrate their commitment to the mission of public service by respecting the rights of the citizens of Richmond and signing a community benefits agreement. It is the responsibility of the University to work with the community. She questioned the planned Berkeley Global Campus at Richmond Bay expansion at the same time UC was raising tuition and reminded the Regents to value shared governance.
- O. Mr. Melvin Willis, Richmond resident, acknowledged that the Berkeley Global Campus at Richmond Bay would be the biggest economic development in the City of Richmond since World War II, but cautioned that businesses do not always benefit the community. He hoped that this new institution would not displace current vulnerable residents. A community benefits agreement would protect Richmond residents through investments in housing and education, project labor agreements with unions, and living wage job policies.
- P. Ms. Edith Pastrano, Richmond resident, noted that the new Berkeley Global Campus at Richmond Bay would have an impact on local housing costs and expressed concern that rents would increase as a result. She asked Chancellor Dirks to consider signing a community benefits agreement, the terms of which were not unreasonable.
- Q. Ms. Ernestina Sandoval, Richmond resident and single mother, underscored that the new campus is a chance to do positive things for Richmond, and that a community benefits agreement would protect affordable housing, create living

wage union jobs, and provide pathways to education and careers for Richmond youth. Richmond needs to be uplifted, not exploited.

- R. Mr. Paul Larudee, Richmond resident, spoke in solidarity with students against the tuition increase and in favor of no tuition at all. He also asked that UC's Berkeley Global Campus at Richmond Bay benefit the existing community of Richmond.
- S. Ms. Priscilla Ibrahim, American Federation of State, County and Municipal Employees intern, demanded that the Regents end contracting out, end pay raises for chancellors, and sign a community benefits agreement with the City of Richmond. UC has a responsibility to have a positive impact on the communities in which it is located.
- T. Mr. Omar Alonzo, UC Berkeley sophomore, stated that his family was a victim of gentrification in San Francisco and that he was thus deeply concerned about the potential displacement of people of color by the Berkeley Global Campus at Richmond Bay. Richmond natives should enjoy the benefits that the campus would bring via a community benefits agreement. He also expressed concern about tuition increases, accessibility of a UC education, and privatization of the UC system.
- U. Ms. Tanya Smith, University Professional and Technical Employees (UPTE) member, informed the Regents that UPTE was circulating a petition opposing tuition increases. She expressed disappointment in the Regents for not keeping UC education affordable and demanded that the University sign a community benefits agreement with the City of Richmond.
- V. Ms. Lauren Butler, UC Berkeley senior and member of the Black Student Union, asserted that black students, faculty, and staff are in a state of emergency. She criticized Chancellor Dirks for failing to respond to the Black Student Union's petition by a given deadline, for failing to respond to each demand in his response, for a lack of respect for black students, and for not prioritizing the needs of black students on campus.
- W. Ms. Nisa Dang, UC Berkeley student, stated that she feels unsafe on campus because there is not a healthy campus climate for black students. She faulted Chancellor Dirks for not having engaged with the black student community in a meaningful way.
- X. Mr. Kyle McCoy, UC Berkeley student and member of the Coalition to Defend Affirmative Action, Integration, and Immigrant Rights and Fight for Equality By Any Means Necessary, stated that the Berkeley campus is an unsafe environment for black students. He criticized President Napolitano for privatization of the University.

- Y. Mr. Richard Koenig, East Bay community member, identified the Gill Tract as part of the public land trust that should not be used for corporate financial interest. UC should live up to its mission of research, teaching, and public service by mandating the Gill Tract as a preserve in perpetuity and by signing community benefits agreements with all cities and communities in which it is located.
- Z. Ms. Helia Bidad, UC Berkeley student, spoke about preserving the Gill Tract as farmland. She reported that Albany City Council members had expressed frustration because they had no say in the proposed Gill Tract development project. Ms. Bidad criticized UC for what she deemed corporate intrusion into the life of a community. She submitted a report for a food initiative on the Gill Tract and asked the University to sign a community benefits agreement with the City of Richmond.
- AA. Mr. Spencer Pritchard, UC Berkeley senior and member of the Black Student Union, stated that a public university should not privatize land and that black student life on UC campuses is in crisis. He asked that Chancellor Dirks work with the students to accomplish the clear steps that they had outlined in their demands.

## 2. **REMARKS OF THE CHAIRMAN OF THE BOARD**

Chairman Varner welcomed Rachael Nava to her first Regents meeting as Executive Vice President and Chief Operating Officer.

Chairman Varner stated that UC continues to work with State leadership on the budget. Last week, UC hosted its annual advocacy day in Sacramento, and members of the UC community and friends of the University met with legislators to emphasize UC's role as a driving force in California's economy and engine for social mobility. He thanked Regents Ruiz, Kieffer, and Leong-Clancy and Regents-designate Davis and Gorman for attending UC Day and helping to bring its message to Sacramento. President Napolitano and Governor Brown continue their Select Advisory Committee meetings; an update would be provided later.

Chairman Varner stated that UC Merced's 2020 Project outlines a clear path for the campus to meet its academic goals, expand infrastructure, make room for more Californians, and continue to build the research reputation of the University. The campus opened in 2005 and today has a student body of 6,000 graduate and undergraduate students. Ninety-seven percent of its undergraduate students are from California. More than 60 percent are first-generation college students and 60 percent are Pell Grant recipients. This year UC Merced received 20,000 applications for admission, which is a 14 percent increase from last year. While that is good news, it highlights the gap between demand and Merced's over-stretched facilities. Merced 2020 is a plan to bridge that gap in the most efficient and economical way possible. It is critical for the campus, the University, and the state that the campus maintain its upward trajectory.

Chairman Varner announced that in consultation with Regent Gould, Chair of the Committee on Governance, he had asked the Committee's Vice Chair, Regent Island, to convene a working group to comprehensively review the Regent's governing documents. Regents Island, Reiss, and Sherman would review the Bylaws and Standing Orders of the Regents and Regents policies to modernize them and make them consistent with practice. They would present their recommendations for the Board's review.

Chairman Varner reported that the Regents' visits to the campuses have gone well and asked that Regents who have not completed their visits work with Secretary and Chief of Staff Shaw to schedule them.

### 3. **REMARKS OF THE PRESIDENT**

President Napolitano reported that she just visited Washington, D.C. to attend the annual meeting of the American Council on Education. She served on a panel discussion with Mitchell Daniels, President of Purdue University, moderated by Robert Caret, who leads the University of Massachusetts. The theme of the discussion was the current state of public research universities, what must happen to keep them strong, and the important role they play in building the U.S. economy and society. She noted that across the United States, public research universities are facing many challenges and mandates similar to those in California. President Napolitano observed that in order to serve the next generations, these institutions must remain robust, enhancing and expanding their academic, research, and public service missions. The general public must also be convinced that higher education is a common goal worthy of public investment.

President Napolitano reviewed some of the activities that have taken place at UC recently. The previous month, she, Chancellor Wilcox, and Regent Lozano attended the initial meeting of the Advisory Board of the UC-Mexico Initiative. The Advisory Board recommended the development of two to three strategic projects for each of the UC-Mexico Initiative's five working groups. The Annenberg Foundation has offered to convene a meeting of business, non-governmental organizations, government, and other leaders to help identify additional ways to generate support for the initiative, and to develop potential partnerships with those in the private sector.

The University is also exploring opportunities for faculty and students from UC and its peer institutions in Mexico to better engage with one another – including creating a potential partnership between UC Press and the press of the National Autonomous University of Mexico, better leveraging the UC-Mexico Initiative website for prospective students from Mexico who are interested in research and study-abroad opportunities at UC, and implementing a possible joint postdoctoral fellowship network.

President Napolitano reported that the previous month she addressed the U.S. Department of Energy's ARPA-E Energy Innovation Summit to highlight UC's investments in sustainability, as well as its world-renowned basic and applied research endeavors. At that summit, the White House recognized UC's leadership in sustainable investing, and

the University's dedication to maximizing the positive impact sustainable investment can have on the world.

President Napolitano noted that she and Governor Brown would provide an update on the meetings of the Select Advisory Committee later at the meeting. She recalled that the main objectives are to keep tuition as low and as predictable as possible, and to create a long-term approach to the budget that allows California families, the State government, and the University to plan. She remarked that this should be achieved without sacrificing quality.

President Napolitano stated that she had announced a possible freeze on enrollment of California students at 2014-15 levels for the 2015-16 academic year, as well as a cap on out-of-state enrollment at UC Berkeley and UCLA. This difficult decision was in recognition of the predetermined admissions calendar of the University.

President Napolitano observed that her meetings with the Governor had been productive and had underscored their shared commitment to the future of the University of California. She looked forward to continuing to work with the Governor, members of the Board, Speaker Atkins, State Senate President pro Tempore de León, and all members of the Legislature.

President Napolitano referred to disturbing incidents that had recently taken place on UC campuses. She stated that bigotry and hate must be addressed and condemned whenever and wherever they occur. UC will not tolerate anti-Semitism or bigotry directed against any members of the UC community because of their faith, ethnicity, gender, or sexual orientation. She noted that the work to foster a culture of respect, inclusion, and civility at the University of California must be constant and omnipresent.

Finally, President Napolitano congratulated the UC teams that advanced to the National Collegiate Athletic Association basketball tournament: UCLA's men's basketball team and, for the first time, the Anteaters of UC Irvine, and the women's team at UC Berkeley.

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

Faculty Representative Gilly spoke about how faculty research and creative activities are intertwined with teaching. She remarked on the economic impact of UC research on California: for every dollar UC spends, the state's economy increases by \$2.10. The \$4.1 billion UC spends on research multiplies to nearly \$9 billion in statewide economic activity.

She stated that because the goal of faculty research and creative activity is to contribute new knowledge, faculty keep abreast of their fields and bring that expertise to the classroom. However, she observed that much of the public conversation suggests that it is easy to view research and instruction as two distinct and potentially competing endeavors.

Ms. Gilly emphasized that UC faculty not only educate UC students, they educate the educators by mentoring doctoral students, many of whom go on to be educators themselves. She reported that UC awards more than 60 percent of all academic doctoral degrees in California, and an impressive number of UC Ph.D. graduates take faculty positions on the 23 campuses of the California State University (CSU) system. Overall, 22 percent of CSU tenure track faculty hold UC doctorates. She noted that the UC system is the preeminent producer of Ph.D.s in the country as well, generating about eight percent of all doctorates. UC doctoral students take positions at universities around the world, so UC research affects the lives of many more students than just those in California.

She highlighted the ways UC faculty members' research fosters innovation in other faculty members' teaching, and remarked that UC students are involved directly in faculty research and help to disseminate it. Because of undergraduate research experiences, UC students often further their education.

UC faculty also synthesize knowledge in textbooks adopted for use in classrooms around the world. She noted that UC President Emeritus Jack Peltason's popular textbook, "Government by the People," is in its 20th edition and has reached generations of political science students. UC faculty also share their expertise with others in their field in professional groups and group members use this information in their classes. She emphasized that research is not a distraction from teaching. Rather, it contributes to the body of knowledge that is taught to UC students and to students around the world.

Ms. Gilly argued that when public officials and critics opine that UC faculty should teach more and do less research, they misunderstand what faculty at a research university do. UC faculty's creation of new knowledge is at the very core of the educational mission of a research university. She noted that faculty members are attracted to positions at UC because of the opportunity both to push the boundaries of knowledge and to share new insights and discoveries with students and with peers. By educating the educators, UC faculty extend their influence far beyond their own classrooms to students everywhere.

The Committee recessed at 10:00 a.m.

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The Committee reconvened at 2:05 p.m. with Chairman Varner presiding.

Members present: Regents Brown, De La Peña, Elliott, Engelhorn, Gould, Island, Kieffer, Lansing, Leong Clancy, Lozano, Makarechian, Napolitano, Ortiz Oakley, Pattiz, Pérez, Saifuddin, Sherman, Varner, and Zettel

In attendance: Regents-designate Davis and Gorman, Faculty Representatives Gilly and Hare, Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Senior Vice Presidents Henderson and Peacock, Vice Presidents Brown, Budil, Duckett, and Sakaki, Chancellors Block, Blumenthal, Dirks,

Gillman, Hawgood, Katehi, Khosla, Leland, Wilcox, and Yang, and Recording Secretary Johns

President Napolitano introduced UC Student Association (UCSA) president Jefferson Kuoch-Seng, fourth-year UC Merced student.

Mr. Kuoch-Seng expressed support for the Merced 2020 Project. He then addressed student mental health funding, stating that increased and sustainable funding for student mental health services is a critical priority. Students are concerned that such funding will be contingent on increases in student fees. Funding improved services should not be at the expense of students.

The UCSA Board had passed a resolution that month calling for divestment from all investments in the gun industry. The withdrawal of \$35 million from Cerberus Capital Management and its assets in Freedom Group, a firearms manufacturer, was a start, but much more must be done. UCSA was calling for a complete disclosure of any gun industry holdings that remain in UC's portfolio and asking that the Regents take a public stand and divest from all investments in the gun industry.

This year, UCSA initiated the UConsent campaign in order to ensure that students feel safe from sexual violence on campuses and that a culture of consent is not just supported, but enforced. UCSA launched a systemwide petition to demand that the UC Office of the President mandate in-person consent and bystander intervention training and education for all students, faculty and staff, allocate a minimum of \$420,000 per year for this training program, designate self-identified survivors as training leaders, and provide compensation to all trainers. UCSA was asking the administration to trust the power and effectiveness of peer-to-peer education. Implementing these measures would make UC a national leader.

Mr. Kuoch-Seng critiqued the University's approach to budget negotiations, such as closed-door meetings and surprise announcements. Students deserve to have direct dialogue with President Napolitano and the Governor. Students were asking President Napolitano and the Governor to accept the invitation of UC Davis to participate in a public town hall on the budget. Students were also demanding that the Governor prioritize UC in his budget and that he commit to working with them to ensure the affordability, accessibility and quality of the UC system. UCSA also supports examination of how efficiently the University uses its resources. He noted that students would continue to fight for a dedicated State revenue source, and the reallocation of funds from sources such as Proposition 30, to sustain the University. In April, hundreds of students would rally in Sacramento to call for the Legislature and the Governor to dedicate funds to California's public good, the University of California.

The meeting adjourned at 2:15 p.m.

Attest:

Secretary and Chief of Staff