

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

September 14, 2016

The Regents of the University of California met on the above date at the Luskin Conference Center, Los Angeles campus.

Members present: Regents Blum, Brody, De La Peña, Elliott, Gould, Island, Kieffer, Lansing, Lozano, Makarechian, Napolitano, Ortiz Oakley, Pattiz, Ramirez, Reiss, Schroeder, Sherman, Varner, and Zettel

In attendance: Regents-designate Lemus, Mancina, and Monge, Faculty Representatives Chalfant and White, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Senior Vice Presidents Henderson and Peacock, Vice Presidents Brown and Budil, Interim Vice President Handel, Chancellors Block, Blumenthal, Dirks, Gillman, Hawgood, Khosla, Leland, Wilcox, and Yang, Acting Chancellor Hexter, and Recording Secretary McCarthy

The meeting convened at 9:00 a.m. with Chair Lozano presiding.

1. PUBLIC COMMENT

Chair Lozano explained that the public comment period permitted members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. Ms. Lina Layiktez, UC Davis alumna and staff member, and chair-elect of the Council of University of California Staff (CUCSA) Assemblies, confirmed CUCSA's dedication to working collaboratively to help UC continue to achieve excellence in its teaching, research, and public service missions. In the current year, CUCSA would focus its work on the following issues important to UC staff: financial literacy, government advocacy, mental health, and staff diversity.
- B. Mr. Parshan Khosravi, UCLA graduate student and UC Student Association treasurer, commented on concerns of UC graduate and professional students, including the method of calculation of Professional Degree Supplemental Tuition (PDST), which in the past had been set based on an average of PDST at other public universities.
- C. Ms. Sandra Rhee, UCLA fourth-year student, advocated for increased support for students' basic needs such as food and housing. Student problems fulfilling these basic needs are exacerbated by caps on their working hours and current enrollment growth. She noted progress made in combating student food insecurity through the Global Food Initiative (GFI), but said such support is lacking for

housing issues. She asked the Regents to address affordable housing, a long-term commitment to the GFI, and better wages for campus service workers.

- D. Ms. Madina Thiam, president of UCLA's History Graduate Student Association and member of Bruins Against Sexual Harassment, expressed concern about the case against UCLA Professor of History Gabriel Piterberg, who she said had settled a lawsuit based on accusations of sexual harassment by two different students. She stated that graduate students have sought more information about the University's settlement of this suit and how it would handle future cases of sexual assault to protect UC students from sexual harassment by professors.
- E. Ms. Arielle Mokhtarzadeh, UCLA student and co-chief of staff for UCLA Undergraduate Students Association (USA) external vice president, stated that USA would focus on affordability for middle-income students. She favored more student involvement in the selection of UC chancellors. She commented that students were eager to see how the University's Principles Against Intolerance would be implemented on campus.
- F. Mr. Rafael Sands, UCLA student and external vice president of UCLA's USA, said that students are advocating for adequate State funding of UC. He urged the Regents to do their part by including UC students in the chancellor selection process and controlling administrative spending.
- G. Mr. Walen Ngo, UC Irvine alumnus, UCLA Extension program manager, and president-elect of UCLA's Staff Assembly, expressed appreciation for the Regents' support of UC's Staff Assemblies. Staff Assemblies provide UC staff with development opportunities, a forum to network, learn, and share best practices, and opportunities to develop leadership skills.
- H. Ms. Anke Schennink, UC Davis postdoctoral scholar and president of United Auto Workers (UAW) 5810, observed that UC postdoctoral scholars are responsible for much of UC's critical research. The UAW was currently bargaining for a new contract, which offered an opportunity to affect UC's ability to recruit and retain the best and brightest postdoctoral scholars from around the world, particularly women and people of color.
- I. Ms. Melissa Agnello, UCLA postdoctoral scholar and UAW 510 head steward, emphasized the importance expanding faculty diversity. She said that, while women were a majority of graduate students, they hold only 37 percent of tenured faculty positions, and in many fields in science, technology, engineering, and mathematics (STEM), men outnumber women by more than four-to-one, with an almost 20-to-one gap for underrepresented women in STEM fields. UC should develop family-friendly policies in its contracts so that women can have children and also have careers at UC.

- J. Ms. Amy Pandya-Jones, UCLA Ph.D. graduate and postdoctoral scholar, expressed gratitude for the education she received at UCLA. She advocated fair pay and longer appointments for postdoctoral scholars, commensurate with their experience and the vital contributions they make to the UC research enterprise. Adequate pay would help UC continue to attract the best graduate students, including women and people of color.
- K. Ms. Elizabeth Zuniga-Sanchez, UCLA postdoctoral scholar, said she was the daughter of farmworkers and the mother of two young children, and noted the difficulties for women postdoctoral scholars with young children. She urged the University to set policies that would sustain and advance the success and retention of women and underrepresented minority researchers in science.
- L. Ms. Jerrine Murphy, autism consultant with clients at UCLA, said that approximately 200 UCLA students are affected by autism and are perhaps its most underrepresented group. She applauded UCLA for being in the process of developing a program to provide critical support for these students. She expressed her view that parents of autistic students and independent professionals should be able to attend the planning meetings.
- M. Ms. Amy Gordanier, UCLA Ph.D. student in the Department of History and member of Bruins Against Sexual Harassment, stated that the Department had experienced the sexual harassment of students by a faculty member. In response to the case involving Professor of History Gabriel Piterberg and other cases at UCLA, Bruins Against Sexual Harassment formulated a platform aimed at curtailing the culture of silence around the issue of sexual assault. Creating a more transparent environment would help address the power dynamics involved with sexual assault.
- N. Ms. Yozaima Escobar, UC Riverside third-year student and coordinator with California Public Interest Research Group (CALPIRG), stated that CALPIRG works on eight UC campuses to promote democracy, protect the environment, and train and empower UC students to create social change. CALPIRG works to register voters. She thanked Regent Newsom for his efforts to institutionalize voter registration procedures on UC campuses.
- O. Ms. Julia Schemmer, UC Riverside second-year student, stated that in February she had reported a case of sexual violence against her to the Title IX office, which told her that her case would be resolved within 40 days. However, even after undergoing the emotional and time-consuming process of completing many forms and undergoing interviews, her case is still not resolved, as the Title IX director and her lead investigator was let go with no warning to students with unresolved cases. The process would have to begin again and she has seen her attacker twice on campus. She urged the University to improve this process.

- P. Mr. Daniel Siegel, UCLA's USA president, welcomed the Regents to UCLA. He emphasized the importance of student housing security. He noted that the area within two miles of the UCLA campus has the highest median rent, \$4,333, of any university in the nation. He looked forward to collaborating with the Regents.

2. **REMARKS OF THE CHAIR OF THE BOARD**

Chair Lozano welcomed the Regents to this meeting at the new UCLA Meyer and Renee Luskin Conference Center. She expressed the Regents' deep gratitude to the Luskins, both UCLA alumni, for their very generous gift to create the Center and for their long history of philanthropy to UCLA. The Luskins made a \$100 million gift, divided between the School of Public Affairs and the Luskin Conference Center. This residential Conference Center would serve as a vibrant gathering place for academic minds, medical innovators, researchers, and others to exchange world-shaping ideas. The Luskins' philanthropy to UCLA had included endowments for undergraduate and graduate students' scholarships and a children's clinic at UCLA Medical Center. The Luskin Center for Innovation was established at UCLA in 2008 with their support. The Luskins' involvement with UCLA exemplifies the effect of philanthropy and alumni involvement at campuses throughout the UC system.

Chair Lozano observed that it was fitting that philanthropy and alumni relations be among the first topics taken up under the Board's new committee structure that would enable the Board to be better informed about specific issues and more effective, while making it possible for the full Board to focus on critical strategic issues. Philanthropy and alumni relations would be discussed at the new Public Engagement and Development Committee.

The Board would begin discussions related to strategic issues, such as the changing demographics of California and their future effect on the University. The Board would consider projections that California would grow by ten million people by 2040, from 37 million to 47 million. More than half of that population growth would be Latino/a. During the past 15 years, the number of California high school graduates had grown by more than 100,000. These projections have deep implications for the University, its number of students at every level, and how it would continue to serve and meet its obligation to provide access.

3. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Napolitano thanked UCLA for hosting the Regents at the Luskin Center. She also thanked Chair Lozano and Regent Gould for their leadership in developing the new meeting and committee structure. She expressed confidence that this structure would better serve the University through more considered evaluation of the issues the Board must resolve and greater opportunities for strategic discussion about the University's future.

President Napolitano said more than 260,000 undergraduate and graduate students are set to enroll at UC this fall, including more than 38,000 new California resident freshmen and nearly 17,000 California resident transfer students. Joining them are many new UC faculty, who would play a major role in creating educational opportunities for UC students.

Last fall the University committed to enroll 10,000 more California resident undergraduates, 5,000 more students this fall and 2,500 more in each of the following two years. This goal was aggressive, not just numerically, but qualitatively. For nearly a year, the University had worked very hard to address the academic and infrastructure challenges this enrollment increase presented. President Napolitano expressed pride in the work of UC faculty, staff, and administrators to meet this challenge. She urged the Board to recognize the ambition of this enrollment goal and the magnitude of the challenges the University was meeting. All UC students deserved a quality education and the University was determined to do everything to ensure that they receive one. The University was on track to exceed the aggressive enrollment goal set. Based on preliminary data, enrollment of new California students at UC, both freshmen and transfer students, would likely increase more than 15 percent over the prior year's enrollment, an increase well over the target of 5,000 additional California undergraduate students.

Although final enrollment data would not be available until December, the class entering UC this fall was likely to be the most diverse entering class in the University's history. More than 37 percent of California resident freshman students and 34 percent of transfer students hailed from underrepresented minority groups. At the same time, the entering class had distinguished itself academically, as captured by standard measures of academic achievement, including the number of college preparatory classes completed in high school and the grades earned in those courses. Based on preliminary data, the number of California resident transfer students increased to a record high of nearly 17,000 students, the largest California Community College transfer class in University history.

UC was also affecting the State through its research, such as through the UC Cures for Alzheimer's Disease Initiative. Recently two research projects, one at UC Irvine and the other at UCSF, were granted UC Cures for Alzheimer's Disease Awards. Both were on track to launch clinical trials within the next year. Professors and alumni at UC Berkeley played a pivotal role in creating the National Park Service, which celebrated its 100-year anniversary the prior month. The first two National Park Service directors were UC Berkeley graduates. The 39 sites of UC's Natural Reserve System make up the largest university-administered reserve system in the world.

The economic impact of UC was reflected by the fact that in 2015, for the second consecutive year, UC topped the list of universities granted U.S. patents, with 520 in all. In 2015, U.C. research generated 85 new start-up companies and more than 1,700 new inventions, or about five inventions per day. These statistics demonstrated the tremendous influence the University had on the economy. A new study released the prior month by the Bay Area Council Economic Institute found that, since 1968, UC start-ups

had resulted in the creation of at least 150,000 jobs, augmenting the state's economy by \$20 billion.

President Napolitano congratulated UC members of the U.S. Olympic team that competed in Rio de Janeiro at the 2016 Summer Olympic Games. A total of 102 athletes, coaches, and staff members from eight UC campuses took part in the Olympics in August, making up eight percent of the U.S. delegation. UC athletes competed in 18 sports and represented 27 countries. UC athletes won 31 medals, including 18 Gold, five Silver, and eight Bronze. Only four nations won more medals than UC athletes did.

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

Faculty Representative Chalfant introduced Faculty Representative Shane White, Vice Chair of the Academic Senate and Professor at UCLA's School of Dentistry.

Mr. Chalfant discussed nonresident enrollment, an issue that would be considered in the upcoming year and would affect UC's budget and the future of every UC campus. The Academic Senate did not yet have a position on nonresident enrollment.

Regarding budget considerations, Mr. Chalfant pointed out that, among nearly 200,000 UC undergraduates in fall 2015, about 20,000 were international nonresident students and almost 11,000 were domestic nonresident students, low percentages compared with UC's peer institutions. These 30,000 students paid more than \$800 million annually in nonresident tuition plus in-state tuition. Even a ten percent reduction in nonresident revenue would represent a budget cut of more than \$80 million, which he said was over half of UC Berkeley's structural deficit. He expressed concern about the University's ability to make up a cut of that magnitude, particularly while the State does not fully fund its historic share of educating California resident students. Before reducing an important revenue stream, the University should know how it would fund new infrastructure, deferred maintenance, mandatory cost increases, and other expenses.

Regarding admission of nonresident students, Mr. Chalfant said that in the current year the Academic Senate would review its policy ensuring that nonresident applicants must compare favorably with California residents admitted at each campus, examining both implementation of the policy and communications about admissions outcomes. UC attracted talented students from around the world, enhancing the UC experience for all students. Many of these nonresident students would stay in California, possibly to start new businesses. If the University reduces nonresident tuition revenues without an alternate source of income, the quality of its education for all students would suffer.

Mr. Chalfant added that limiting nonresident students would also require choices about UC's campuses. One possibility would be to have a systemwide limit on nonresident students, but that would lead to some campuses bearing a disproportionate share of UC's responsibilities under the Master Plan for Higher Education to educate a higher proportion of California resident students, while not benefiting from nonresident tuition.

However, asking campuses with more nonresident students to cut back would harm those campuses, without helping UC's other campuses.

Particularly with the increasing enrollment of California resident students, the University must be aware of the consequences that limiting revenues from nonresident students could have on the quality of a UC education. Admissions policies would be implicit budget policies and must be carefully considered.

5. **REPORT OF THE COMMITTEE ON GOVERNANCE**

The Committee presented the following from its meeting of September 14, 2016.

From its meetings on August 11 and September 14, 2016, the Committee recommended the following:

Committee Assignments for 2016-17

- A. Standing Committee and Subcommittee assignments for the year commencing immediately through June 30, 2017 as shown below be approved.

Academic and Student Affairs

Island (Chair)

Oakley (Vice Chair)

Brody

De La Peña

Lansing

Newsom

Pattiz

Pérez

Ramirez

Reiss

Rendon

Mancia

Monge

Chalfant

Block

Dirks

Wilcox

Finance and Capital Strategies

Makarechian (Chair)

Varner (Vice Chair)

Blum

Elliott

Gould

Kieffer

Schroeder

Sherman

Zettel

Lemus

White

Blumenthal

Hawgood

National Laboratories Subcommittee

Pattiz (Chair)
De La Peña (Vice Chair)
Napolitano
Schroeder

Mancia
Chalfant

Khosla
Yang

Investments Subcommittee

Sherman (Chair)
Gould (Vice Chair)
Elliott
Kieffer
Zettel

Lemus
White

Block

Compliance and Audit

Zettel (Chair)
Brody (Vice Chair)
De La Peña
Elliott
Makarechian
Newsom
Pérez
Sherman
Varner

Chalfant
Monge

Gillman

Public Engagement and
Development

Kieffer (Chair)
Lansing (Vice Chair)
Gould
Island
Oakley
Pattiz
Ramirez
Reiss
Rendon
Schroeder

Lemus
Mancia
White

Hexter
Leland

Health Services

Lansing (Chair)
Sherman (Vice Chair)
Blum
Makarechian
Reiss

Hawgood
Khosla

Note: The President of the Board, the Chair of the Board, and the President of the University are ex officio members of all Standing Committees, except the President of the University is not ex officio on the Compliance and Audit Committee. The Chair of

the related Standing Committee is the ex officio member of the relevant Subcommittee. The Superintendent of Public Instruction is an ex officio member of the Academic and Student Affairs Committee. The Executive Vice President – UC Health is an ex officio member of the Health Services Committee.

- B. That the provision in the Charter of the Governance and Compensation Committee specifying that membership shall consist of the ex officio members and six other Regents be waived to allow the Chair of the Board to appoint more than six Regents to the 2016-17 Committee.

Upon motion of Regent Gould, duly seconded, the recommendation of the Committee on Governance was approved.

6. **NOTABLE HONORS AND ACHIEVEMENTS**

President Napolitano reported that UC campuses continued to earn top rankings for academic excellence, value, and public service according to several higher education surveys released over the summer. UC campuses stood out in the World University Rankings 2015-16, the largest global ranking of its kind, with UC Berkeley, UCLA, UC San Diego, UCSF, UC Santa Barbara, UC Irvine, UC Davis, and UC Santa Cruz all placing in the top 100. The Center for World University Rankings placed four UC campuses among the top 20 universities in the world. *Money Magazine's* annual college rankings placed seven UC campuses among the top 100 best value institutions. *Washington Monthly* ranked four UC campuses, UC San Diego, UC Berkeley, UCLA, and UC Davis, in its top ten nationally, and UC's five other general campuses in the top 100. *Sierra Magazine* ranked UC Irvine, UC Davis, and UC Santa Cruz among the top 20 colleges "doing the most to save the planet." All nine UC undergraduate campuses made *Sierra Magazine's* top 100 list for sustainability practices. *U.S. News & World Report* recently ranked the top public universities, with UC Berkeley and UCLA ranking first and second and six UC campuses ranking in the top ten. Two UC medical centers, UCLA and UCSF, ranked in the top ten nationally according to *U.S. News & World Report*. All five UC medical centers ranked among the nation's best for patient care and were among the top ten hospitals in California.

President Napolitano congratulated UC faculty and alumni on recent awards. Dr. Bruce Alberts of UCSF just received one of the highest honors in biomedicine, the 2016 Lasker Koshland Special Achievement Award in medical science. UC Irvine Professor of Computer Science Gene Tsudik was elected to the Academia Europaea in recognition of his international scholarship and sustained contributions to European research. Seven UC Berkeley engineers were named top innovators under 35 by the *Massachusetts Institute of Technology Review*.

President Napolitano reported with sadness the recent loss of several famed UC researchers and beloved faculty members. In July, Professor Stanford "Sol" Penner passed away. His contributions to the nation's early space program helped transform UC San Diego into an engineering powerhouse. Also in July, Dr. Sherman Mellinkoff passed

away; he served as Dean of the UCLA School of Medicine for 24 years, guiding its ascent to a nationally renowned center for medical education and research. UC Santa Cruz noted Professor of Psychology and Psychobiology Bruce Bridgeman was killed in an accident in Taipei in July. UC Riverside's Assistant Vice Chancellor Emerita and champion of K-12 science, technology, engineering, and mathematics education Pam Clute passed away. Trailblazing UC Berkeley Professor Emerita of Anthropology Elizabeth Colson passed away at her home in Zambia. UC Davis lost beloved Professor of Plant Science Kentaro Inoue in an accident. UC San Diego Professor Roger Tsien, who shared the 2008 Nobel Prize in Chemistry, passed away at the age of 64. These accomplished members of the University of California community would be deeply missed and should be honored.

President Napolitano congratulated Regent Pérez on the transfer of his archival materials from his tenure as Speaker of the Assembly to UC Berkeley. The University was honored that the Berkeley campus would be the future home of the records of his distinguished career. She also congratulated Regent Ortiz Oakley on his appointment as Chancellor of the California Community College (CCC) system. The partnership between UC and CCC is instrumental in providing educational opportunities to the young people of California. She looked forward to this continuing robust partnership.

President Napolitano announced the inaugural awards for outstanding advocacy, given jointly by the UC President and the Chair of the Board to honor California State legislators who have championed public higher education, including the University of California. These legislators were true public servants who have fought to keep public higher education accessible and affordable. The University's work with them was characterized by mutual respect and a desire to do the best for California's students. In the future, the advocacy awards would also honor community members who have demonstrated great advocacy on behalf of UC. These community members include Howard Welinsky, who is retiring from Warner Brothers and who had provided ceaseless support for UC. The University thanks him for his dedication on behalf of the University.

President Napolitano and Chair Lozano honored four legislators for their support of higher education and UC: Assemblymember Don Wagner and State Senator Lois Wolk, the two founding co-chairs of the UC Legislative roundtable, State Senator Carol Liu, chair of the Senate Education Committee, and Assemblymember Das Williams, the former chair of the Assembly Committee on Higher Education. Assemblymember Wagner, who was present at the meeting, a UCLA alumnus and supporter of UC Irvine, had long recognized that, in addition to providing a world-class education to its students, UC campuses positively affect their local communities through research and innovation. As Co-chair of the UC Legislative Roundtable, Assemblymember Wagner brought together legislators who shared a common interest in the University and played a leadership role in working with these legislators to address important higher education issues.

Assemblymember Wagner accepted his award. He noted the importance of UCLA to him and his family and thanked the University for this recognition.

Chair Lozano noted the passing of Regent Emeritus Stanley Sheinbaum, who was appointed by Governor Brown, and who served the Board magnificently from 1977 to 1989.

Chair Lozano thanked Chief of Staff to The Regents Shaw and her team for their effort in coordinating the new meeting arrangements.

The meeting adjourned at 10:05 a.m.

Attest:

Secretary and Chief of Staff