

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 14, 2018

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

Members present: Regents Anguiano, Elliott, Guber, Kieffer, Lansing, Lemus, Makarechian, Mancia, Monge, Napolitano, Newsom, Ortiz Oakley, Park, Pérez, Sherman, Tauscher, and Zettel

In attendance: Regents-designate Anderson, Graves, and Morimoto, Faculty Representatives May and White, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Bustamante, Provost Brown, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Senior Vice President Gulbranson, Vice Presidents Brown, Budil, Ellis, Holmes-Sullivan, and Humiston, Chancellors Block, Blumenthal, Christ, Gillman, Hawgood, Khosla, Leland, May, Wilcox, and Yang, and Recording Secretary McCarthy

The meeting convened at 8:40 a.m. with Chair Kieffer presiding.

Chair Kieffer complimented Regent-designate Graves and Student Advisor Sands for their leadership in planning the information session about the UC budget held the prior day with students. Chair Kieffer displayed presentation slides showing that UC's core funds had not kept pace with increased enrollment. Including tuition, UC had 31 percent less funding per student than it had in 2000. One measure of this decrease in funding was the increase in UC's student-faculty ratio, currently at 25.6, while it had declined to 17.8 at UC's peer public institutions and 13.2 at private peers. In the *Times Higher Education Rankings* more UC academic departments had dropped in ranking than gained. The University had been fortunate to have its students working with the chancellors, President Napolitano, and UC faculty to advocate to the Legislature.

1. PUBLIC COMMENT

Chair Kieffer 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. California State Treasurer John Chiang urged the Regents to suspend action on tuition or student fee increases until 2019. Education is key to the American dream. Students' total cost of attendance is burdensome. The state's workforce needs more college graduates. He supported development of a master plan for a permanent, long-term source of funding of UC. These concerns should be elevated to the general public.

- B. Former State Superintendent of Public Instruction and Regent Emerita Delaine Eastin commented that UC students faced tuition increases in addition to the high cost of living. She urged reinstatement of the State's commitment to supporting the education of California students at UC, California State University, and the California Community Colleges, noting that Silicon Valley industry was made possible by the area's highly educated workforce.
- C. Mr. Rigel Robinson, UC Berkeley student, noted the momentum achieved by student lobbying in Sacramento and urged the Regents to reject tuition increases. He commented that increases in nonresident supplemental tuition were prohibitive for many nonresident students and would decrease UC diversity. He urged the Regents to lobby with students in Sacramento.
- D. Ms. Lina Layiktez, UC Davis employee and Chair of the Council of University of California Staff Assemblies, said the 2017 UC Staff Engagement survey indicated an increase in favorability in the area of performance management. However, responses by pay range revealed lower ratings by those employees earning lower salaries and higher ratings by those earning higher salaries. She urged the University to reward performance at all salary levels.
- E. Ms. Liliana Moran, UCLA student speaking on behalf of the Undocumented Student Coalition, commented on the plight of undocumented students who were not exempt under AB 540 from paying nonresident supplemental tuition and faced tuition increases. She stated that these students were as qualified as other UC students and deserved support.
- F. Ms. Michelle Kay, UC Berkeley nurse practitioner and member of the bargaining team representing student health center nurses, who she said earned far less than their counterparts at UC medical centers and other hospitals, spoke of demands on nurse practitioners resulting from understaffing. Nurse practitioners were overscheduled for students with a wide variety and often multiple problems. Student visits had increased in number and decreased in time. Students suffered under the model of 15-minute appointment intervals and nurse practitioners were unable to build meaningful relationships with their patients. Fair wages and pension benefits for staff should not be dependent on student fees, but rather be provided by the University. She urged higher wages for nurses at UC's student health centers.
- G. A registered UC San Diego nurse and member of the California Nurses Association (CNA) spoke on behalf of registered nurses at UC medical centers and student health centers. She demanded that UC provide a fair contract, withdraw proposals that would affect safe staffing and patient care, and maintain pension benefits.
- H. Ms. Emma Zawacki, UCLA nonresident student, expressed concern about the cost of managing both a chronic illness and the nonresident supplemental tuition increase.

- I. A nonresident UCLA student commented on the problem of student homelessness and food insecurity. He noted that UCLA students created and operated its food pantries, and provided clothing for homeless students and other necessary services for students. He expressed his view that these services should have been provided by the University before tuition was increased.
- J. Ms. Arielle Mokhtarzadeh, UCLA student body president, spoke on behalf of a UCLA medical student to express concern about the need to continue to provide medical services to underserved communities at a student-run homeless clinic. She noted rising cost of prescription medicines and spoke against tuition increases.
- K. Ms. Victoria Solkovits spoke of a UCLA nonresident domestic student who faced the high cost of UC nonresident supplemental tuition. She said there were many such students who would not be able to speak to the Regents.
- L. A former full-time contract worker at the UCLA medical center said he and most of his co-workers had been fired after they had been promised a raise to \$15 per hour. He had been unable to find full-time work at more than \$12 per hour and his family was dependent on his income. He asked that UC end the exploitation of its workers.
- M. Mr. James Jones spoke on behalf of Monica Martinez and said that American Federation of State, County and Municipal Employees (AFSCME) workers wanted fair wages, job security, and pensions.
- N. Mr. Michael Avant, UC San Diego Medical Center patient transporter, urged that all demands in connection with UC Berkeley worker David Cole be met.
- O. Ms. Elizabeth Perlman, executive director of AFSCME 3299, expressed her view that some UC administrators and Regents had conflicts of interest and commented on the conclusions of the State Auditor.
- P. Ms. Catherine Cobb, president of Teamsters Local 2010, expressed the Teamsters' support for fellow UC unions' attempts to negotiate fair contracts. She called for the Regents to provide greater oversight of the UCLA Extension, which she said had engaged in gross mismanagement for which UC workers should not be blamed. The Teamsters opposed layoffs at the UCLA Extension.
- Q. Ms. Teresa Velez, UCLA Extension employee for more than 20 years, expressed opposition to UCLA Extension workers' losing their jobs.
- R. Ms. Kristin Hsu, UC Santa Barbara student, external vice president for statewide affairs of the Associated Students of UC Santa Barbara, and Associated Students of the University of California board member, expressed opposition to tuition increases for any students. She stated that UC students had spent much time and resources lobbying UC stakeholders to urge the State to fund UC. She summarized

a statement from a UC Santa Barbara student from Washington in opposition to increases in nonresident supplemental tuition.

- S. Ms. Ayesha Haleem, UCLA student from Pakistan, said she had been afraid to attend her Pakistan school, where 143 students had been killed. She expressed concern about her ability to pay UCLA nonresident supplemental tuition and having to return to Pakistan. She commented on the effect of increasing tuition on her family. She noted the contributions of UC's international students.
- T. Ms. Melanie Mouat, UC Santa Barbara student, said she came from a background of poverty and expressed opposition to tuition increases. She said some students may have to drop out of UC because of high student debt and additional tuition increases.
- U. Ms. Kayla Gu, UCLA medical student, commented on the high price of prescription medicines contributing to the rising price of health care. She said Xtandi was a drug developed on the UCLA campus with public funding from the National Institutes of Health, but currently sold at a high price. She urged the Regents to uphold UC licensing guidelines to protect the public interest. UC should consider its public service missions and broad societal needs when developing licensing strategies.
- V. Ms. Nicole Corona, first-generation, low-income UCLA student, expressed opposition to a tuition increase, noting that she has to work hard to pay her tuition. Tuition increases were a short-term solution that would not solve the problem of a lack of State funding.
- W. Mr. Kosi Ogbuli, who spoke on behalf of his sister who was deciding where to attend college, spoke about the financial pressure on his family to pay for her education.

Chair Kieffer noted that the Regents do not vote on the University's vendor contracts. He also commented on nonresident tuition levels at UC's comparator institutions: \$52,124 at the University of Michigan; \$49,175 at the University of Virginia; \$36,000 at the University of Illinois; and \$27,000 at the State University of New York at Buffalo. UC nonresident tuition was \$40,000, about the average of its comparators.

2. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of January 24, 2018 were approved.

3. **REMARKS OF THE CHAIR OF THE BOARD**

Chair Kieffer thanked Chancellor Block for hosting the Regents meeting at the beautiful Luskin Conference Center. In his recent visits to UC campuses, Chair Kieffer heard, more emphatically than he had previously, of the effects of enrollment increases on current UC

students. Students asked why UC was increasing enrollment when it was unable to serve its current students. He encouraged the Regents to continue visiting UC campuses.

On this 150th anniversary of UC, Chair Kieffer displayed a copy of the University's Articles of Incorporation. He pointed out that UC admitted women students within three years of its opening. The first female Regent was Phoebe Apperson Hearst, who served for 22 years beginning in 1897. At UC's 100th anniversary, the State Legislature resolved, "That members expressed their confidence that the future administrations and faculties of the University would continue to provide leadership such that those celebrating the sesquicentennial of the University in 2018 will feel the pride akin to ours today in an institution well designed to develop leaders for tomorrow."

4. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Napolitano recalled that the prior week she marked the 150th anniversary of the founding of the University of California by giving a speech at the Commonwealth Club in San Francisco, wherein she outlined several steps the University would take to expand educational access and opportunity well into the future. The first involved increasing UC's number of California Community College (CCC) transfer students, a focus of the President since early in her tenure. Those efforts had been effective. In fall 2017, UC had 6,000 more transfer students than in fall 2013. However, there was more work to do. President Napolitano had called on the Academic Senate to determine a plan to guarantee admission to all qualified CCC transfer students, with the aim of having that guarantee in place by fall 2019. The second step would be to increase UC's four-year graduation rate. While UC already had a commendable 64 percent four-year graduation rate, it could do better. President Napolitano had called on UC chancellors to determine a way to ensure that at least 70 percent of UC undergraduates would earn their degrees in four years. Doing so would make room for more undergraduates and generate an additional 32,000 undergraduate degrees between the current time and 2030, almost like adding another UC campus. Students and their families would be able to reduce costs by students' moving into the workforce or graduate and professional degree programs. The third step involved helping more Californians achieve a college education. President Napolitano asked the State Legislature and the next Governor to work with UC and the California State University (CSU) to address the expected shortage of college-educated California residents to ensure that California is producing the educated workforce needed for the decades ahead.

President Napolitano said the Regents had several critical issues to consider at this meeting, including actions that would shape both the quality and accessibility of opportunities that UC campuses would offer to those who enroll at UC. She had been inspired and heartened by the dedicated efforts of UC students to persuade State legislators to provide more funding that would help UC increase enrollment of California students and bolster student support. UC chancellors, faculty, and staff were working hard toward that goal. In the meantime, President Napolitano recommended that UC increase its undergraduate nonresident supplemental tuition by 3.5 percent. Revenue generated by the increase was critically important to preserve efforts to support student success at UC campuses. The

Regents would also be asked to approve a set of multi-year plans for Professional Degree Supplemental Tuition to maintain the quality of UC's professional schools.

President Napolitano advised the Regents of the formation of a presidential task force on University-wide policing. The task force would review current processes and protocols, and provide recommendations to the President regarding best practices and new guidance for UC's police departments. The goal of the task force would be to ensure that UC campuses remain safe, that UC police remain appropriately trained, and that UC campus communities have a positive and productive relationship with campus police departments. It had been many years since the University had taken a comprehensive look at policing practices across the UC system. UC students had requested such a review and student representatives would be asked to join law enforcement officials, UC administrators, faculty, and staff as members of the task force, which would convene the following month and would be chaired by UC's Senior Vice President and Chief Compliance and Audit Officer Bustamante.

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

Faculty Representative White commented that UC's distinctive mission was to serve society as a center of higher learning. That obligation includes undergraduate education, graduate and professional education, research, and other kinds of public service. The responsibility for this mission was endowed upon the University by the California Master Plan for Higher Education. The California Education Code explicitly demands that UC provide access, quality teaching, programs of excellent educational quality, and a broad responsibility to the public interest through its differentiated educational and research mission.

At the current time, UC finds that instructional support had dropped dramatically in the past decade, while enrollment had expanded dramatically. State legislators were besieged by pressures to meet social needs and other high priorities. UC must make special effort to use its resources as wisely and efficiently as possible. UC had more fiscally disadvantaged and first-generation students than ever before, yet UC must still reach out more effectively to California students in their high schools and in California Community Colleges. A more diverse pipeline from undergraduate to graduate schools, postdoctoral, and faculty positions must be built. The President's Postdoctoral Fellowship program must be expanded. UC faculty would build on the successes of the Transfer Pathways to provide a guarantee for defined preparatory success. UC enrolled the largest number of transfer students in its history in each of the past two admission cycles. These increases were systemwide, and notably included UC's most selective campuses. UC also increased its proportion of underrepresented minority transfer students by 24 percent in the past five years. More transfer students were enrolled from every region of California since 2015, with especially strong increases from the Central Valley, Central Coast, and Inland Empire.

There were only two major sources of support to continue this trajectory: tuition and State support. The State needs to support student access and teaching. Student tuition was a higher barrier than ever before. Admitted students should not be short-changed by

overcrowding, crumbling infrastructure, and the worst student-faculty ratio in UC's history. This generation of students, the most diverse ever, must not be given a lesser education than their predecessors. UC had been living on debt, and its capital liabilities had grown as current campus operations had been prioritized, an unsustainable path. The State had abdicated its capital responsibility for infrastructure. A new bond issue was long overdue. Students were experiencing overcrowding, overflowing classes, impacted majors, lines for mental health services, waiting lists for dormitories, and the effects of deferred maintenance. UC's capital and operational underfunding must not be permitted to affect the prospects of future generations. It was time for the State to align itself with its mandates and reinvest in public higher education. The State should also respect the autonomy of the University, which would respond by accepting the obligations and opportunities of its public trust.

The Academic Senate had challenged UC's administration to align itself more closely with UC's mission, recommending that to improve clarity, focus, and accounting, the current UC Office of the President devolve itself into two separate entities, one governance unit comprised of the Board of Regents, the President's Executive Office, and the Office of the Academic Senate; and a second much larger systemwide operations and programs unit to support the academic mission of teaching, research, and services as implemented on UC campuses. Currently all UCOP divisions reported directly to the President, with a few reporting dually to the Regents. The Academic Senate recommended that all divisions also follow a "dotted line" reporting structure to the systemwide Provost, the officer with delegated responsibility for UC's mission to ensure that the primacy of UC's mission be considered in all major initiatives or responses. Additional consolidation and strengthened reporting would also improve efficiency and accountability. These recommendations would promote alignment of UC's center with its mission.

The meeting adjourned at 9:50 a.m.

Attest:

Secretary and Chief of Staff