

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 18, 2020

The Regents of the University of California met on the above date by teleconference meeting conducted in accordance with Paragraph 3 of Governor Newsom's Executive Order N-29-20.

Members present: Regents Anguiano, Butler, Cohen, Elliott, Estolano, Guber, Kieffer, Kounalakis, Lansing, Leib, Makarechian, Napolitano, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Simmons, Sures, Um, Weddle, and Zettel

In attendance: Regents-designate Mart, Muwwakkil, and Stegura, Faculty Representatives Bhavnani and Gauvain, , Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Investment Officer Bachher, Chief Compliance and Audit Officer Bustamante, Provost Brown, Executive Vice President and Chief Operating Officer Nava, Interim Executive Vice President and Chief Financial Officer Jenny, Executive Vice President Byington, Senior Vice President Holmes, Acting Vice President Lloyd, Chancellors Block, Christ, Gillman, Khosla, Yang, and Interim Chancellor Brostrom, and Recording Secretary Li

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

Chair Pérez explained that Governor Newsom has allowed this meeting to be conducted remotely. All votes would be conducted via roll call. There would be no concurrent committee meetings for the May Regents meeting; Committee meetings would be held sequentially, with all Regents participating in all the meetings. Open session meetings would be held first, followed by closed session meetings. All actions items would be considered, and several discussion and information items would be deferred. All Regents could participate in Committee meeting discussions, but only Committee members would vote during Committee meetings. The full Board would vote on Committee items the following day.

1. PUBLIC COMMENT

Chair Pérez 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. Nataly Morales, UCR student, spoke in opposition to the proposed tuition increase. There were limited scholarship opportunities, insufficient return-to-aid, and no research grants for master's degree programs. She called on UC to grant more financial aid to first-generation, low-income students like herself.
- B. Rachel Flanagan, UCSD student and president of the UCSD Graduate Student Association, shared students' basic needs issues amid the COVID-19 pandemic. A UCSF study showed that academic performance correlated to basic needs insecurity. Graduate students across the system were rallying for a cost of living

adjustment, and the graduate and undergraduate student governments at UCSD have voted for a fee referendum of \$2.5 million in annual funding for mental health services. Current actions taken by the University would affect its future and reflect how student-centered UC is.

- C. Aidan Arasasingham, UCLA student and UC Student Association (UCSA) member, spoke in opposition to the use of standardized testing in admissions decisions. UCSA has written a letter suggesting ways to protect students during the COVID-19 pandemic. Low-income students of color would now struggle even more to prepare for and excel in the SAT and ACT, which would negatively affect student diversity. Faculty were divided on standardized testing, and students looked to the Regents for bold leadership. He asked the Regents to remove the SAT and ACT requirement and reopen conversation regarding the repeal of Proposition 209.
- D. Yuki Hebner, UCLA student, spoke in opposition to UC's affiliation with religious hospitals. Such affiliations would reduce evidence-based healthcare practices and place undue burden on women and sexual and gender minorities. Given its size and influence in California, UC could use the affiliation to compel religious institutions to expand their healthcare services.
- E. Clare Glavin, UCLA student, spoke in opposition to an increase in nonresident tuition and asked the Regents to eliminate Nonresident Supplemental Tuition for spring quarter. Nonresident students received less in financial aid and were struggling during the pandemic, living paycheck to paycheck and losing scholarships, housing, and visas.
- F. Tess Gauthier, UCB student and member of Protectors of Mauna Kea at UC Berkeley, spoke in opposition to the Thirty Meter Telescope (TMT) project, which would desecrate sacred land, terrorize native Hawaiian communities, and be an act of colonialism at a time when many were trying to undo the effects of colonialism. Many other institutions have divested from the TMT project and UC should be next.
- G. Aidan Hill, candidate for Berkeley mayor, asked the Regents to remove the People's Park vote from the meeting agenda. The most vulnerable populations should have access to sanitation and support, and construction at People's Park would hurt more people and overburden healthcare systems. Students and members of the community were opposed to buildings in sacred spaces.
- H. Measrainsey Meng, University of Southern California student, spoke in opposition to the TMT project. The United States has had a long history of taking and exploiting indigenous land, and the TMT project would be a continuation of that.
- I. Puanani Apoliona-Brown spoke in opposition to the TMT project. She urged the University to end all support for the project, which would be a human rights violation without the prior, informed consent of the Hawaiian people. There was no moratorium blocking construction or violence against indigenous protesters. She

called on the Regents to ask the State of Hawaii to halt construction until the Regents' meeting discussing Mauna Kea has happened. This was affecting the mental health and well-being of native students at UC; institutions of higher education must champion indigenous issues.

- J. Orión Montoya, spoke in opposition to the TMT project. As a scientist, he valued what could be learned from telescopes but not as much as he valued indigenous sovereignty. Building the TMT at Mauna Kea would harm indigenous people and the reputation of the University, and there were so many other possible sites.
- K. Shane Wood, UCI student and president of the UCI Associated Graduate Students, shared challenges that graduate students faced amid the COVID-19 pandemic. Students systemwide were losing housing from campus closures or losing jobs, and graduate students were also scrambling to create online classes with little or no training. Graduate students were a major economic driver for California and UC, contributing to undergraduate education, research, media, and art. Regents must urge the State to allocate more graduate student funding during the pandemic and for the future growth of the graduate student population.
- L. Estefanía Narváez, member of Uprooted and Rising, spoke in opposition to the TMT project. Sacred lands would be desecrated. She urged the University to harmonize indigenous and scientific knowledge and to divest from the project. With no moratorium on construction, the State of Hawaii could begin construction and commit human rights violations as a result.
- M. Siobhan Lettow, Berkeley resident, spoke in opposition to the proposed plans for People's Park. The proposed multi-story building would not fit the historic landscape of People's Park and would yield more unaffordable housing insufficient to address housing needs. She urged UC to move the project to the Clark Kerr Campus.
- N. Prabhdeep Rai, UCLA student and California Public Interest Research Group (CALPIRG) member, thanked the Regents for working toward open access to academic journals. CALPIRG has been working to expand open access to textbooks and has been educating students and faculty about its efforts. She called for a systemwide grant program to help librarians and faculty implement open textbooks.
- O. Emma Waters, UCSC student, spoke in opposition to current tuition rates and future increases and called for a tuition reduction. Her current tuition did not reflect the online education she was receiving during the pandemic. UC should be offering a public education instead of a private one. Raising tuition to fund TMT construction would make UC more like a business than a public institution.
- P. Laulani Teale, Hawaii resident, spoke in opposition to the TMT project. She stated that two UC students did not have the opportunity to speak about Mauna Kea during the last Regents meeting and that discussion of Mauna Kea with the full Board had

not yet happened. She asked Chair Pérez to demand that the State of Hawaii suspend enforcement action until the Regents discuss the TMT project.

- Q. Monica Martinez, UCLA Health staff member, expressed concern about capacity and patient safety at Ronald Reagan UCLA Medical Center. She called for expanding capacity and noted that many of her colleagues have young children and need to stay at home. She suggested that campuses could be repurposed for providing health care and should not be closed.
- R. Ivar Diehl, Berkeley resident, spoke in opposition to the proposed plans for People's Park, which he regarded as a historical site and living monument to past political movements. Students and faculty were interested in People's Park as a place of study, and the location would be ideal for community projects while not confined by City park management and bureaucracy. The Clark Kerr Campus would offer 50 acres for construction, and there were more acres of city land available.
- S. Laurence Young, UCSB staff member, expressed concerns about the sluggish campus COVID-19 response. The UCSB library was open to the general public and has remained open as a study space despite recommendations against doing so by the American Library Association. He asked that the UCSB library be closed to all patrons to allow library staff to transition to a digital model and that those who cannot work receive paid administrative leave.
- T. Uriah Blackwell, UCLA student and member of the UCLA Pacific Islands' Student Association, spoke in opposition to the TMT project and asked UC to divest from it. He found it unacceptable that the University was funding a project that would desecrate the land of his ancestors while student services remained underfunded.
- U. Mitra Hooshmand, UCI alumna and UCLA lecturer, urged the Regents to support the California Stem Cell Research, Treatment, and Cures Initiative of 2020. She noted the commitment of the Regents to the advancement of education and research. The California Institute for Regenerative Medicine (CIRM) has contributed to the evolution of stem cell research in the state and around the world.
- V. Donald Kohn, UCLA professor, spoke in support of the California Stem Cell Research, Treatment, and Cures Initiative of 2020. Dr. Kohn's research team uses stem cells for gene therapy of blood cell diseases. With CIRM funding, UCLA has conducted clinical trials where several dozen patients have been cured. He asked that the Regents support the initiative.
- W. Alysia Vaccaro asked the Regents support the California Stem Cell Research, Treatment, and Cures Initiative of 2020 in order to maintain the progress of this research. Her daughter had been successfully treated in one of UCLA's stem cell trials. The COVID-19 pandemic has shown the need for research funding.

- X. Carlos Vega addressed the Board in Spanish. While there was an effort to improve wages, the quality of life, and the standard of living in Merced, there has been an increase in the cost of living as UC Merced has grown. Rent and other cost drivers have significantly increased. Mr. Vega wished to make the Regents aware of these challenges.
- Y. Liz Perlman, executive director of American Federation of State, County and Municipal Employees (AFSCME) 3299, discussed AFSCME's role in the University's response to the COVID-19 pandemic. AFSCME 3299 offered the help of its members, who comprised a large number of people of color and immigrant workers at UC. She thanked UC for providing 128 hours of paid administrative leave and called for those hours to be granted so that members would not be at work while their children were unsupervised at home. AFSCME suggested a catastrophic leave donation program, as well as retraining and deploying AFSCME members for filling needed healthcare jobs to avoid layoffs and outsourcing.
- Z. Keila Luna, UCM student, shared her concerns about the lack of community engagement in the UC Merced expansion. UCM's 2020 Long Range Development Plan (LRDP) has been a departure from systemwide practices such as good faith communication with residents from counties affected by UC expansion. The UC Davis 2020 LRDP supported community engagement. The Communities for a New California Education Fund would not be supporting the UCM 2020 LRDP.
- AA. Maxina Ventura spoke in opposition to the proposed plans for People's Park. The area served as an emergency meeting place, somewhere to drop off essential items for those in need, and a place of rest since homeless shelters could be dangerous. People's Park was designated a landmark by the City of Berkeley in 1984. The area was only 2.8 acres, and UC had a list of other possible sites on which to build. Activists vowed to resist UC development at People's Park.
- BB. Kathryn Lybarger, AFSCME 3299 president, recognized the Regents for their role in the union reaching its collective bargaining agreements. AFSCME 3299 and UC's shared commitment to the UC mission would enable UC to serve the public and rise to current challenges. Members were providing essential care and services during the COVID-19 pandemic. For example, staff serving international students at UC Berkeley's International House might not have jobs after students return to their home countries. Although many members faced potential layoffs, AFSCME was prepared to partner with UC, working to treat the sick and contain the spread of COVID-19.

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

Upon motion duly made and seconded, the minutes of the meeting of January 22, 2020 were approved, Regents Anguiano, Butler, Cohen, Elliott, Estolano, Guber, Kieffer,

Lansing, Leib, Makarechian, Napolitano, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Simmons, Sures, Um, Weddle, and Zettel voting “aye.”¹

3. REMARKS OF THE CHAIR OF THE BOARD

Chair Pérez began his remarks by stating that these were truly unprecedented times. People’s lives had been upended since the last Regents meeting, and everyone was searching for ways to do the right thing for themselves and others. Uncertainty was affecting UC students, their families, faculty, staff, and the broader community. The University was committed to doing everything it could to protect the UC community and the public at large, which can get lost in the anxiety generated by the COVID-19 crisis. Chair Pérez assured those in the UC community that they were not alone during this time of isolation and encouraged them to reach out to others. As guidance is followed to mitigate the spread of the virus, kindness and empathy would matter now more than ever. Executive Vice President Byington, an infectious diseases expert, would provide an update on the coronavirus. The University was very fortunate to have her leadership at this time. Chair Pérez thanked those in attendance for their willingness to adapt to changes while continuing to do their work and was impressed with their involvement and commitment. The Regents had much work to do to guide the University in spite of the impacts of COVID-19. There was a full agenda of items that have been discussed for quite some time. Chair Pérez stated that he and President Napolitano, in consultation with the chancellors, Governor Newsom, and others, believed that it was not appropriate to proceed with a vote on tuition, given all of the current challenges and, therefore, this item would be removed from the agenda. The vote was meant to provide predictability for UC and families, but a vote at this time would not achieve that. Instead, the Regents would be focusing on ways to navigate current challenges. After hearing comments from the public comment period, Chair Pérez acknowledged the importance of partnerships with UC employees. The University was seeking creative ways to address the physical and economic safety of its employees, as well as providing resources to students, faculty, staff, and the rest of the UC community.

4. REMARKS OF THE PRESIDENT OF THE UNIVERSITY

President Napolitano began her remarks by thanking Chair Pérez for his leadership during this time, which presented major management issues for the University. A Management Response Team (MRT) has been created and was meeting daily to discuss and work through questions pertaining to students, faculty, and staff. The MRT has had daily calls with all UC chancellors so that systemwide decisions were made together after consultation. UC Health played a key role in providing patient care and conducting research on COVID-19. President Napolitano anticipated that the COVID-19 response would last several months and that there might be a resurgence of the coronavirus in the fall. There were near-term, medium-term, and long-term issues to address in efforts to preserve and strengthen the University. It was important to have this meeting; there were important issues on the agenda, and the business of University must proceed. People across the country were working remotely as well. The University has never conducted a Regents

¹ Roll call vote required by the Bagley-Keene Open Meeting Act [Government Code § 11123(b)(1)(D)] for all meetings held by teleconference.

meeting completely via teleconference, and this experience would prepare UC well in case the same technology was needed during the May meeting. President Napolitano expressed her hope that some sense of normalcy would return by the July meeting. She thanked those in attendance for their flexibility and willingness to collaborate during the COVID-19 pandemic and expressed her deep appreciation.

5. REMARKS OF THE CHAIR OF THE ACADEMIC SENATE

Faculty Representative Bhavnani began her remarks by thanking those who made this meeting possible. UC has become a site of resilience during the pandemic. Daily meetings among chancellors, administrators, and Academic Senate leadership have demonstrated that working together can lead to the most robust decisions. UC medical centers have been working to ensure safety and save lives. Some undergraduate students have asked to remain in dormitories instead of traveling home and possibly transmitting COVID-19 to older family members. Graduate students were struggling to complete research projects as laboratories and research sites were shutting down. Faculty were converting face-to-face instruction to remote instruction so that students might continue to attend classes and complete their studies in a timely fashion. Various campus staff were working to deliver this remote instruction, as well as ensure that time-to-degree, desire for full-time employment, and other student wishes were not completely derailed. The COVID-19 crisis has demonstrated the deep commitment of those who work at UC and the value of truth. Truth has been central to knowing how many were infected or dead in order to understand the disease's virulence, flatten the epidemic curve, and slow and stop the disease. The disease did not discriminate. Truth could arise from unexpected connections that researchers make. Truth was the basis of the best research, which encompassed stating what was true instead of what was desired. At a recent Academic Senate meeting, Regent Estolano stated that truth-tellers were central to a university. The Million Dollar Hoods project at UCLA was an example of telling an unpopular truth. Truth has also ensured that universities endure, as seen through the research work of UC Merced's Neama Alamri, who was researching the history of Yemeni farmworkers in the United Farmworkers Union in the 1970s, and Dalena Ngo, who was researching narrative medicine. The University was critical to the work of making connections and uncovering truths through COVID-19.

6. UC HEALTH UPDATE ON CORONAVIRUS (COVID-19) OUTBREAK

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Executive Vice President and Chief Operating Officer Nava stated that the health of the campus community was the University's top priority, and implementing mitigation tactics to minimize the spread of COVID-19 was its overarching goal. The University's Management Response Team for COVID-19 was fully activated, with Ms. Nava as chair. She thanked UC staff, especially the UC Health system staff, and faculty for rallying to meet the challenges. The University aimed to proceed as a system as appropriate while giving chancellors the latitude and flexibility to manage their own campus operations. Systemwide guidance has been issued regarding topics such as remote instruction; refunds

for tuition and fees; paid administrative leave; travel; education abroad; and establishing residency. UC was working with State and federal partners to access financial relief. Eight Bay Area counties have shelter-in-place orders, which affect UC Berkeley, UCSF, UC Santa Cruz, the Office of the President (UCOP), Lawrence Berkeley National Laboratory, and Lawrence Livermore National Laboratory. President Napolitano issued an executive order providing up to 128 hours of paid administrative leave for use before the end of the year. There were six known cases of COVID-19 at UC—two cases at UCSF, one at UC Berkeley, one at UC San Diego, and two at UCLA. All campuses have initiated curtailment activities, which include remote instruction, canceling or curtailing gatherings, and managing the effect of curtailment activities on student services, such as housing, dining, and academic support. The majority of staff have transitioned to telework, and there were limitations on travel and visitors. All campuses had communication teams to keep students and employees informed. The University was following guidance from the Centers for Disease Control and Prevention (CDC), the California Department of Public Health, Governor Newsom, and public health authorities. Riverside County Public Health has ordered that UC Riverside remain closed until April 3, 2020. Most UC campuses had remote instruction through the end of the academic year.

Executive Vice President Byington recognized the people working in UC Health and throughout the UC system. UC clinicians, researchers, administrators, and staff were on the front lines managing the SARS-CoV-2 (COVID-19) public health emergency for the United States. The situation was changing rapidly. Dr. Byington has been providing updates to the Regents on COVID-19 since February 2020. She was also an infectious disease physician and scientist whose expertise was in pandemic preparedness and management, as well as emerging infectious diseases. While she was realistic and pragmatic, Dr. Byington remained optimistic that the United States has the ability to combat this crisis. When the pandemic has ended, UC would have meaningfully contributed to the health of all Californians and to the global effort. On March 11, 2020, the World Health Organization (WHO) officially declared that COVID-19 was a pandemic. Currently, there were over 200,000 cases reported worldwide, 6,500 cases in the U.S., and 718 cases in California. These numbers were expected to increase as testing becomes more available. Community-based transmission has occurred in every continent except Antarctica. UC Davis recognized the first documented case of community-based transmission in the U.S. UC Health assisted with the docking of the Grand Princess cruise ship in Oakland, ~~California~~ and the repatriation of its passengers and crew. President Trump's declaration of a national emergency has provided UC with additional flexibility and resources, but the full financial impact, social disruption, and operational costs have yet to be determined. Some costs, such as those in the UC Health system, would not be covered. The coronavirus that leads to COVID-19 has unique transmission dynamics. A recent Chinese research paper reported that 86 percent of infections were undocumented. People with mild or no symptoms were unknowingly carrying and potentially spreading the virus. These people were less likely to transmit the virus than those with symptoms, but, given their large number in the general population, they were likely the source of 80 percent of documented infections. These unprecedented transmission dynamics led UC to make firm and strong recommendations of social distancing. Dr. Byington expressed her appreciation for this Regents meeting via teleconference, which would protect the

attendees' families and others. UC was actively engaged with State agencies, local health departments, and other health systems statewide. Dr. Byington has briefed the State Legislature, met with Regent Kounalakis, and had a telephone conversation with Governor Newsom and other health leaders in the state. California must urgently take mitigation steps, particularly practicing diligence in hygiene, social distancing, and avoiding contact with those at risk in order to slow the spread of the virus, which was also known as "flattening the curve." Doing so would protect vulnerable citizens, including those who are over 65 years old, have chronic health conditions such as heart disease, lung disease, and diabetes, and those with suppressed immune systems such as cancer patients. These strategies would also protect the resources of UC's healthcare system. Every year, five to ten percent of the world's population contracts influenza, the prototypic respiratory virus, totaling about one billion infections. Models have predicted that 30 percent to 70 percent of the world's population would be infected with COVID-19 over the course of the year, resulting in millions of infections in the U.S. The majority of people infected would have mild disease and recover, but 20 percent would require medical care or hospitalization for more severe symptoms, and up to five percent would require intensive care. Hospital facilities would be overwhelmed if these models are not slowed down through social mitigation. One research paper from China examining the disease burden in Wuhan estimated that approximately 24.5 beds would be needed per 10,000 people. California has 24.6 beds per 10,000 people, but they were currently full. California and the University must work together to protect hospital beds and expand bed capability. The different campus health systems were collaborating, creating dashboards to track systemwide testing and positive cases, intensive care unit (ICU) beds, and mechanical ventilators. This was work that was difficult, necessary, and occurring 24 hours a day, seven days a week systemwide. Dr. Byington asked the Regents to represent the UC system and to help with mitigation efforts.

Regent Makarechian asked how long the virus remained in the body and whether people would have to lead virtual reality lifestyles. He also asked whether UC should set up mobile army surgical hospital (MASH) units on available UC land near existing medical centers. Dr. Byington replied that UC Health wished to conduct the small studies already being conducted in China and Italy to determine how long the virus remained in the body, but there was a lack of testing reagents in the U.S. The number of days that individuals are infectious before showing symptoms was currently unknown, and individuals could still have the virus in their nose and mouth after they recover. This had significant implications for hospital workers who return to work after infection. The University has been testing staff who have had infections; two negative test results were required before an individual could return to work. With regard to a virtual future, Dr. Byington stated that many would interact virtually, but she did not believe that this would be the case indefinitely. Over time, those who survive the infection would hopefully have "herd immunity," which would slow transmission and allow people to enter into society. Dr. Byington believed that the pandemic would change the field of science. Scientists around the world were collaborating and working at a speed never before seen. The genomics of the virus had been published online and was freely accessible within two weeks of the virus being recognized. Vaccine candidates were being developed at record speed, and drug candidates were being tested. The first vaccine candidate in the U.S. recently went to trial in Seattle. All UC Health

hospitals were enrolling patients in clinical trials for experimental medications. It was Dr. Byington's hope that, through herd immunity, immunization, and medications, the virus could be controlled and people could return to their normal lives, but it would take time. With regard to the shortage of beds, every health system in California was looking to repurpose existing beds for COVID-19 patients. UC hospitals were stopping elective surgeries so beds from ICUs and surgical recovery rooms would be available. Governor Newsom was working with the hospital industry to source and build more beds. China built two 1,000-bed hospitals in one week. UC could set up MASH units here as well.

Regent Makarechian asked whether the University should shut down for one semester. He noted that UC had contracts with a variety of businesses. The world was looking to the U.S. for guidance, and the U.S. was looking to California and UC Health for guidance. He also asked whether UC should start looking for land to build MASH units. Dr. Byington replied that UC Health was looking at sites for repurposing or building. Ms. Nava stated that it was not the University's intention to close. Instead, UC was moving to a remote instruction model and wished to retain, as much as possible, the education and research missions of the University. UC believed it could maintain most functions. Regent Makarechian expressed concern about the University's existing contracts, cash flows, obligations, and ability to support students in need. Interim Executive Vice President and Chief Financial Officer Jenny replied that supply chain staff were actively assessing all UC contracts to ensure the supply of critical items, especially medical supplies and personal protective equipment (PPE), and the support of students still on campus. UC was currently in a sufficiently liquid environment, but it was working through the Systemwide Controller's office and other departments to seek alternatives and establish lines of credit as needed. As UC moves from the health crisis to the economic crisis, there would be more information about the liquidity approaches. Regent Makarechian suggested stress testing to determine the effect of a three-month shut-down on liquidity. He also asked whether the future of UC's covenants and bonds was being considered. Mr. Jenny replied that the University was examining its total treasury function and how to ensure financial viability in the future.

Regent Weddle relayed what was discussed during the Special Committee on Basic Needs meeting. Best practices for basic needs centers and staff should be standardized. Basic needs centers should be viewed as essential services, and UC should maintain student access to food pantries. UC might need to expand resources such as emergency loans, emergency housing, and legal support for students living off campus. Regent Weddle noted Regent Um's suggestion of students accessing basic needs services at a campus closest to their home. The Regents and the University should work with State and federal entities to ensure student access to programs like CalFresh, particularly if students move home to a different county. Telehealth should remain available in light of potentially magnified mental health concerns. Regent Weddle emphasized that students should be seen as central to and partners in decision-making regarding UC's response to COVID-19. The UC Student Association has provided key recommendations in a letter to the Regents. Regent Weddle also volunteered to participate in a COVID-19 task force and expressed her wish that students be included. Dr. Byington stated that UC Health was working closely with

student health centers to ensure the availability of telehealth for medical and psychological counseling visits, which were covered through student health insurance programs.

Regent Um thanked Dr. Byington and her team for information that has provided a sense of calm. He placed his trust in Dr. Byington and encouraged her to continue to post on her social media account, which has been a resource for sobering but realistic information.

Regent Sures asked about COVID-19 testing at UC and about mortality rates. Dr. Byington replied that, with regard to testing, she was very proud of the work that the University has done. The chairs of the Departments of Pathology and medical laboratory directors had been working on a coordinated approach to testing since January 2020. Phase 1 was connecting with local public health laboratories, but that testing was limited because of issues with the CDC. All UC laboratories, which are Clinical Laboratory Improvement Amendments certified, created and validated their own tests, sharing reagents, materials, and ribonucleic acid. These tests were ready for certification once the Food and Drug Administration allowed it. Tests from UCSF, UCLA, and UCSD were available, and UC Davis' test was anticipated shortly. UC Irvine was waiting for equipment and was being supported by UCSD Health. Currently, the entire UC system has run 500 tests, which does not include tests sent to State and reference laboratories. UC would like to take 2,000 tests per day. In order to achieve this, UC would need commercial partners that can produce test kits for hundreds of people at a time, and it has been a challenge. The federal government's current testing strategy prioritized large commercial vendors testing at pharmacies across the country. Advocacy with Governor Newsom and federal leaders would be required. UC would like some of the supply to come to UC laboratories that were ready to test and was doing all that it could to increase testing capacity. Dr. Byington clarified that the case fatality rate was best calculated at the end of an epidemic, not at the beginning. Statistics from China and Italy have been consistent. There was a mortality rate of two or three percent without considering age groups. For those 30 years old or younger, the mortality rate approached zero. For those age 60 and older, the mortality rate has increased by each decade. Italy has reported concerning numbers that were difficult to interpret in the midst of epidemic due to bias in testing and case identification. Milder cases have not been recognized immediately. Regent Sures asked whether it was difficult to determine an accurate mortality rate because of the lack of testing. Dr. Byington replied in the affirmative, adding that many with mild infection might never be counted. The mortality rate for COVID-19 seemed higher than that of a standard influenza, which had many years of good data and was about 0.1 percent.

Regent-designate Muwwakkil thanked Dr. Byington for her transparency and reports, which could be shared with colleagues to ease panic. He asked whether there were known instances of COVID-19 reinfection; what steps were being taken to protect healthcare workers and essential staff still working on campus; and what the costs and benefits were of housing students in dormitories. Dr. Byington replied that there were one or two cases reported worldwide of individuals who seemed to recover but may have been re-infected. It was difficult to know whether it was a new infection or a difference in testing, because these individuals were not being tested the whole time they were sick. With regard to immunity, the first antibody test had just been developed and was being shared around the

world. It would help determine whether someone has recovered from COVID-19 and was immune. Tests for those who are sick involved nasal or oral swabs, and blood tests were meant for people who might show evidence of recovery in their blood. The protection of healthcare workers and ensuring that they have adequate PPE has been a major priority of the UC system and every health system in the world. PPE was a major topic in Dr. Byington's discussion with Governor Newsom. UC was also working hard to ensure that all healthcare workers were using the right protection at the right time. UC was aware of supply chain interruption due to many materials coming from China. A push to repurpose U.S. industries to produce needed supplies would be necessary. UC was also determining ways to preserve PPE. People could be protected in the hospital using PPE, but it would be much harder to protect people out in the community. Dr. Byington explained that places like dormitories and nursing homes are known as congregate living facilities, highly dense spaces in which many people live together and share kitchen or bathroom facilities. The University strongly encouraged all who could leave the dormitories to do so. This would decrease the number of people in congregate living arrangements, and it would be safer for those who must remain and easier for them to practice social distancing.

Regent-designate Stegura thanked President Napolitano and Chair Pérez for delaying the tuition vote. The University would not want to make tenuous financial plans when the future of the economy was unknown. She asked about potential refunds for tuition and fees. Ms. Nava responded that guidance has been issued. Mr. Jenny stated that the University did not plan to provide refunds of tuition and mandatory fees for students who would continue to enroll into the spring quarter. There might be case-by-case exceptions.

Regent Kieffer shared his observation that some young people felt that they did not need to take the same precautions against COVID-19 as others. He asked how the University was communicating with students about flattening the curve. He also asked about UC's plans after efforts to flatten the curve eventually come to an end. Dr. Byington stated that there was a national effort to convey to young people their civic duty to protect others. She wished to give this message to UC students, who were in a lower risk age group. With regard to flattening the curve, efforts to bring down the daily infection rate took two weeks in China and another two weeks to have a sense of control over the infections. China's loosening of some restrictions would be informative. The progress of COVID-19 in the U.S. was two to three weeks behind that of Italy, so there was an opportunity to observe what happened there. Dr. Byington believed that the U.S. would likely be under restrictions for eight weeks. Whether summer temperatures would be helpful in the United States remained unknown. Many respiratory viruses were temperature-sensitive, and there were declines in cases during summer months.

Regent Park, assuming that there would not be a return to normalcy in the fall, asked for updates on other aspects of the UC enterprise, such as the state of remote instruction online and the number of students remaining on campus. She also echoed Regent Makarechian's call for an understanding of the financial implications of the pandemic and contrasted it with the 2008 recession. Mr. Jenny responded that the University has been focusing on the immediacy of the healthcare crisis but was mindful of the economic crisis that would

follow. UCOP's Office of the Chief Financial Officer (CFO) was working closely with campus and health system CFOs in order to report on financial implications and model realistic revenue implications. The 2008 recession could provide a primer but not the full set of directions needed. Provost Brown added that campuses have been engaged in two major academic mitigation efforts. One was teaching and learning continuity. Lectures, discussion sections, examinations, and grading have moved to teleconferencing and other virtual platforms. Some courses that require specialized equipment or field work have been canceled. UC Berkeley has taken a novel approach to wet laboratories in that graduate student instructors were recording themselves doing laboratory experiments and sharing the video and data with their students for analysis. The distinction between remote and online learning was that the goal of remote learning was to achieve social distancing, while online learning aimed to advance student learning outcomes through active learning, engagement between students, or strategic faculty-student engagement. Online learning could be conducted in classrooms and was not necessarily the same as remote learning. Faculty, staff, and students were working together to achieve health goals while maintaining progress toward degrees. The Academic Senate has partnered with the campuses at all levels of operation. The second major mitigation effort has been in research. Campuses have reduced the number of people engaged in research and were identifying what must be maintained, such as equipment and animal populations. Campuses were also identifying essential research personnel in order to minimize the concentration of people and honor shelter-in-place orders. Some could continue their research remotely, such as the operation of telescopes at the Keck Observatory. COVID-19 research has continued in critical mode. The federal government has helped as well. The U.S. Department of Education has provided flexibility regarding remote learning, as has the Western Association of Schools and Colleges. President Trump has waived interest on federal student loans, and the Department of Homeland Security has approved exceptions for international students engaging in remote learning. The U.S. Senate passed a bill for veterans participating in programs of education that were converted to distance learning.

Regent Lansing asked for clarification about transmission. Dr. Byington replied that the aforementioned Chinese research paper reflected infectious diseases physicians' thinking that known cases did not reflect the number of actual cases and that there must be transmission from people with mild or no symptoms. Droplets created when people cough and sneeze could travel up to six feet. The virus could live two to three days on plastic or metal surfaces and 24 hours on cardboard. People could contaminate themselves by touching contaminated surfaces and then touching mouths, noses, or eyes. Dr. Byington underscored the importance of extremely good hand hygiene. Hands should be washed after returning home and after touching surfaces, especially public surfaces. She recommended against touching elevator buttons or shaking hands.

Regent Lansing asked whether there was certainty about developing immunity. Dr. Byington replied that antibody tests were still new and there would be large serological surveys, which means testing people who recovered and the general population for antibodies. Discovering many with positive antibodies would mean that people have developed herd immunity, which would help slow down the pandemic.

Regent Lansing thanked Chair Pérez for deferring the tuition item.

Regent Ortiz Oakley asked how the three systems of higher education could work together to address the pandemic's impact on the residential student experience and how the highest quality online instruction could be provided. Mr. Brown replied that he had consulted with campus executive vice chancellors and they were considering these changes into the spring quarter. A return to normal circumstances was anticipated before the fall. The plan for the summer was still under consideration. The University was working with campus registrars to make UC's existing online courses, as well as courses developed by other university campuses, available for UC students. If curtailment persists, UC would collaborate with the California Community Colleges and the California State University.

Regent Ortiz Oakley asked whether the Regents should reconsider how Committees were organized and whether a task force was needed to help UC address short- and long-term impacts of COVID-19. Chair Pérez stated that these were good suggestions and that the Regents would consider them this over course of this meeting.

Faculty Representative Bhavnani stated that she was heartened by news that students would continue to have access to health insurance regardless of their ability to pay. Online courses took a tremendous amount of effort and time to develop, and there were UC faculty developing courses in biology, geography, and other subjects. Ms. Bhavnani reiterated that online and remote instruction were different and assured the Regents that faculty were thinking deeply about how to develop online courses as they were teaching remotely.

Regent Zettel, noting the availability of blood supply, asked whether UC was engaging with the Red Cross and other blood banks to set up safe blood collection sites and whether UC was engaging young, healthy populations to donate blood. She also asked whether UC should set up MASH units and added that the Red Cross had thousands of cots. Dr. Byington replied that continued blood donations were necessary for non-COVID-19 medical needs that require transfusion. It was imperative to find a safe way to collect blood donations. There was more information becoming available about convalescent serum, which comes from people who have recovered from COVID-19 and contains antibodies that could be used to prevent or treat an infection. Johns Hopkins University recently began a study of this. Convalescent serum has been used to treat many viral infections in the last century, and use would require the ability to remove blood and blood products.

Regent Kounalakis thanked Dr. Byington for her leadership of UC Health and her work on behalf of the people of California. She asked how the University would determine who is essential and non-essential personnel and how it would follow local, State, and federal directives in the coming weeks. She also asked how information about the virus on surfaces was being communicated. Acting Vice President Lloyd replied that determining who was essential and non-essential was a local decision for campuses and medical centers. Campuses have always had a fairly robust business continuity process based on the type of emergency. Despite campus curtailment, housing, dining, and janitorial services were still considered essential. Similarly, most of the healthcare and operations staff at UC hospitals

were considered essential. Regent Kounalakis asked whether these determinations were made according to definitions provided by authorities. Ms. Lloyd replied in the affirmative. The Systemwide emergency operation center (EOC), MRT, and campus EOCs were active, and staff were checking that UC actions matched directives from State and federal authorities. If there were discrepancies, UC would seek guidance from the State.

Chair Pérez added that UC was also guided by directives from local and County health offices. Some Counties have issued stricter guidance, and certain types of stores were subject to different requirements. Ms. Lloyd stated that UC was keeping a matrix of guidance from County, State, and federal jurisdictions.

Chair Pérez reiterated Regent Kounalakis' question about COVID-19 on surfaces. Dr. Byington replied that infectious agents on surfaces were called fomites. Surfaces could be contaminated by bacteria and viruses. COVID-19 lasting two to three days on a surface seemed to be a long time, but the data came from very controlled settings. Temperature and humidity could affect how long something could live on a surface. The takeaway from this data was that excellent cleaning was needed in medical and home environments. When people return to work, surfaces such as elevator buttons and counters must be cleaned.

Regent Kounalakis asked whether people unknowingly carrying the disease and who were living with others should disinfect every surface they touch. Dr. Byington replied that this would not be sustainable. The CDC had guidance for decreasing the rates of transmission, which involved cleaning regularly, but it would be impossible to clean every surface every time there was contact. Social distancing within a household could be challenging, but, when possible, the vulnerable person could be separated in a different room, could use a different bathroom, and should not share items such as utensils, cups, and towels.

Regent Anguiano asked how UC was assisting the K-12 system, especially graduating high school students. Mr. Brown replied that UC Scout made Advanced Placement and other courses available online. He planned to learn more about what UC was doing and relay it to the Regents. UC outreach programs would be needed even more than before.

President Napolitano shared that all campus food pantries were operational and being maintained. All chancellors and staff have encouraged students to leave the dormitories, providing housing and food rebates on a pro rata basis, and some students have left. She expected that many students would not return after spring break, meaning a significantly lower housing population. The University has prioritized working with faculty to convert courses to a remote learning environment to the greatest extent possible. UC would then have a common bank of remote learning courses so that students could access a course from a different campus. Existing efforts to create this bank would be accelerated. President Napolitano has remained in contact with the other segments of higher education in California. UC could contemplate what can be done intersegmentally in the long term.

Chair Pérez asked about UC's approach for students with nowhere to go. President Napolitano stated each campus would maintain some dormitory and food service for these students but wished to reduce the number of students on campus as much as possible.

Regent Estolano asked about a partnership with the American Federation of State, County and Municipal Employees (AFSCME) to retrain workers for the healthcare effort. Ms. Lloyd replied that President Napolitano has discussed this with union leaders. UCOP Labor Relations and chief human resources officers would further these discussions. Work at UC hospitals was expected to surge. President Napolitano added that she spoke to AFSCME Executive Director Liz Perlman, who raised the idea, and regarded it as a good concept. Chair Pérez shared that he has been involved in these discussions and had direct contact with some of the unions. UC had the intent but needed to work through the details.

Regent Reilly asked if UC was addressing potentially lost research. President Napolitano replied that guidance has been issued and vice chancellors for research were determining what were essential laboratory activities and what could be converted to remote work, with priority given to research related to COVID-19. Regent Reilly offered to serve on any special committee addressing student needs during the COVID-19 pandemic.

Chair Pérez thanked UC staff and leadership, who have surpassed expectations, as well as the unions for their creativity. He thanked Dr. Byington in particular for coordinating with all UC medical centers, for tracking global events, and for her expertise. Her conversations with Governor Newsom, key leaders, legislators, and policy staff has helped frame these conversations. The Legislature has authorized \$1 billion for emergency response. He credited the efforts of Dr. Byington and others for the expansive permissible use of that funding and its alignment with UC needs.

Regent Makarechian suggested setting up an ad hoc group to examine the short-term future of the University. The Finance and Capital Strategies Committee would be considering a number of construction projects that required substantial campus funds, but the impact of COVID-19 on revenue, expenses, and contracts was unknown. He suggested delaying projects that were not urgent or would not entail breaking covenants or violate loan requirements, such as building parking lots, until stress tests have been performed. Mr. Jenny replied that he would work with the campuses on stress testing. Significant investment in these projects would occur well into the future. He suggested approving the preliminary funding for these projects so that they would not completely stop. Regent Makarechian underscored the need for further discussion and noted the large dollar amounts in preliminary funding for these projects. They should be considered on a case-by-case basis and be delayed until a stress test has been performed. In his view, even if funding is approved for preliminary drawings, none of the architects were working. Delay would not cause harm to long-term plans.

Regent Park expressed her agreement with Regent Makarechian. She acknowledged the long time horizon for construction projects and underscored the need for a better grasp of the University's exposures. She understood that approved funds would not be expended for the next few months to a year, but she felt that authorizing hundreds of millions of dollars was daunting at this point in time.

The meeting adjourned at 12:00 p.m.

Attest:

The Secretary and Chief of Staff