

The Regents of the University of California

**PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE**

January 30, 2020

The Public Engagement and Development Committee met on the above date at the California Room, Merced Campus.

Members present: Regents Leib, Ortiz Oakley, Reilly, and Zettel; Advisory members Mart, Muwwakkil, and Stegura; Chancellor Wilcox and Interim Chancellor Brostrom

In attendance: Regents Park and Um, Secretary and Chief of Staff Shaw, Chief of Staff and Special Counsel Drumm, Senior Vice President Holmes, Interim Vice President Gullatt, and Recording Secretary Li

The meeting convened at 2:00 p.m. with Committee Chair Leib presiding.

Committee Chair Leib thanked Interim Chancellor Brostrom and his staff for hosting this meeting. He explained that the Board of Regents approved Merced as the location of the tenth UC campus in 1995 after evaluating 75 potential sites. This was the Committee's second off-cycle meeting of the academic year; a meeting at a California Community College campus in Riverside County was being planned. These meetings were meant to convene Regents among their constituents.

Interim Chancellor Brostrom provided remarks on the progress and trajectory of the campus. Currently, 8,900 students were enrolled at UCM, which was the fastest-growing campus in the United States and had the highest percentage of first-generation students among the country's national research universities. Of the undergraduate population, 74 percent were first-generation, 63 percent were Pell-eligible, and 56 percent were Hispanic. Among graduate students, 48 percent were first-generation, 92 percent were pursuing doctorates, and 18 percent were Hispanic. UC Merced was the only campus in the U.S. with a 60 percent first-generation rate and 60 percent graduation rate, and *U.S. News & World Report* ranked the campus at the top for outperforming graduation rates based on the profile of its students.

This year, UC Merced was focused on five initiatives. The first was student outcomes; UCM graduation rates were 18 points below the UC average. Improving graduation rates would require focus and resources. Recent successes included living and learning communities, undergraduate research, the Summer Bridge program, and the Center for Educational Partnerships. The second initiative was the Merced 2020 Project, which would be delivered ahead of schedule and below budget, with no litigation and no referral to dispute resolution. This expansion would double the research and wet laboratory space, as well as add a Biosafety Level 3 laboratory, boosting the campus' drive for R1 classification. The Merced 2020 Project would also provide enough housing for UCM to implement a two-year residence requirement for undergraduate students, which would contribute to persistence and the graduation rate. The third initiative was diversifying revenue. UCM was the campus most dependent on tuition and State appropriation, with 90 percent of students receiving financial aid. Philanthropy was one way to gain greater financial stability. While

UCM alumni gave at the highest rate in the University, there were not many of them and they were very young. The campus was focusing its fundraising efforts on foundations and corporations. Interim Chancellor Brostrom thanked Regent Reilly and other Regents for their insights. Asset management, corporate partnerships, and enrollment management were also being considered as ways to diversify revenues. The fourth initiative was increasing UCM's transfer student population: UC Merced focused on growing its undergraduate population and was therefore the only campus that did not meet the UC goal of having a two-to-one ratio of undergraduate students to transfer students. UCM would continue to work with California Community Colleges (CCC) leadership to align curricular expectations among faculty, streamline pathways, provide guidelines, and increase UCM's presence at CCC campuses. The fifth initiative was expanding medical education in the San Joaquin Valley, one of the most medically underserved regions in the country. UC Merced recently hired Thelma Hurd as the new Director of Medical Education and was partnering with UCSF Fresno. Students would receive their foundational science education at Merced before proceeding to UCSF Fresno. The longer students stayed to study medicine or conduct postdoctoral research, the more likely they would practice in the region.

Regent Zettel asked how the UC Merced 2020 Project has transformed the campus. Interim Chancellor Brostrom explained that the University has not had a general obligation bond since 2006 and has not had a lease revenue bond for UC facilities since 2011. UCM welcomed its first class in 2005 and doubled in size since 2010. The campus did not have enough space to meet growing demand, and classes were in session into midnight and weekends. Without State support and existing infrastructure, UC Merced entered into a public-private partnership with Plenary Properties to build housing, classrooms, recreation fields, and other spaces using a modified form of the Design-Build-Finance-Operate-Maintain (DBFOM) delivery method. The campus paid availability payments to the developer for beneficial use. Plenary Properties would be responsible for passing ownership to the University in 35 years in pristine condition, so UCM was able to transfer deferred maintenance risk to the developer. Interim Chancellor Brostrom credited Regent Makarechian for advocating that Plenary Properties keep \$100 million in equity until the last three payments in order to keep the developer fully engaged. He also credited former Chancellor Leland's governance structure for contributing to the positive outcome of the project, which was being delivered ahead of schedule and below budget. While UCM required that all buildings in the project be LEED Gold, all buildings would be LEED platinum. Regent Zettel commended Interim Chancellor Brostrom and his team for their work.

## **1. PUBLIC COMMENT**

Committee Chair Leib 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. Christopher Medina, UCM alumnus, spoke about raising \$10 million to launch the first venture capital fund at UC Merced. He thanked campus leadership and the community for their support. He asked the Regents to help him with this endeavor.
- B. Brandon Heyman, UCM staff member and member of Teamsters Local 2010, stated that the union has been trying to negotiate a fair labor contract for the past nine

months but has been met with stalling and disrespect. The work of skilled trades workers was being outsourced through the Merced 2020 Project. He called on the Regents to remind UC Merced leadership that skilled trades workers deserve fairness, respect, and good jobs in the Merced community.

- C. Alex Vermie, UCM staff member and member of Teamsters Local 2010, spoke in opposition to outsourcing for the Merced 2020 Project. Because the campus is the largest employer in the county, how it treated its workers set an example for other employers. The Merced 2020 Project has locked the campus into a 35-year agreement with a private, non-local company that was not beholden to the public. He called on the University to commit to supporting its workers.

## 2. **UC MERCED: A CAMPUS OF CHOICE FOR STUDENT SUCCESS**

[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.]

Vice Chancellor of Student Affairs Charles Nies began the presentation by stating that UC Merced students valued the campus' spirit of community such that faculty, staff, and students were using the same spaces. The Merced 2020 Project has allowed the campus to create living and learning communities that integrate the places where students live, play, and learn with the places where faculty work and teach.

The speakers introduced themselves. Cydney Caradonna, a recent graduate and transfer student who majored in Spanish and played basketball at UCM, was pursuing a master's degree in Higher Education Administration and Leadership at California State University, Fresno. Tatiana Costa, a third-year student majoring in sociology and economics, was a member of the Fiat Lux Scholars Program and worked at the Center for Educational Partnerships (CEP). Orquidea Largo was the Interim Associate Vice Chancellor for CEP. Janet Norio, a first-year student studying political science, volunteered at the Early Childhood Education Center and was a member of the campus mock trial club. Julio Perez was pursuing a master's degree in mechanical engineering. Mr. Perez played on the men's soccer team and received a National Science Foundation grant as a UCM undergraduate. Julius Fullah, a fourth-year student majoring in economics and psychology, has worked in the dining commons, as a resident assistant (RA) at Afrikans for Retention and Outreach (AFRO) Hall Living and Learning Community, and at the campus basic needs center.

Mr. Nies asked the presenters to share the factors that helped students decide to attend UC Merced. Ms. Caradonna shared her struggles with transferring units from previous institutions and that she waited a semester to play collegiate basketball because of those delays. Some transfer students had difficulty enrolling into classes or graduating because units had not transferred. She wished to see improvements to the transfer process as it would improve access to the University. Having read the California Master Plan, she had a unique perspective on the situation. There was a pathway between the California Community College (CCC) system and the California State University (CSU) but not UC. Transfer students needed extra support in order to be immersed into the UCM community.

Committee Chair Leib asked whether UC or CCC was to blame for this. Regent Ortiz Oakley replied that State Senate Bill 1440 compelled the CCC system to establish associate degrees for transfer, which made transferring to CSU easier, but could not compel UC to do the same. CCC faculty were working to improve the process of transferring to UC. Transfer students needed more support during their first semester at UC. Regent Park stated her view that UC was at fault and that it was within UC's power to remedy it. She was impressed with Ms. Caradonna's knowledge of the California Master Plan and noted UC's "us versus them" mentality. The Regents were committed to improving the transfer process, and UC Merced could lead by example. Ms. Caradonna added that the culture of social mobility made UCM an ideal campus for transfer students.

Regent-designate Muwwakkil agreed with Regent Park and shared his experience as a transfer student, particularly the cost of acquiring transcripts from seven community colleges. He underscored the importance of creating a sense of welcome through Summer Bridge, campus tours for transfer students, and other efforts. He suggested prioritizing research opportunities for transfer students.

Chancellor Wilcox also agreed with Regent Park. Decisions about curriculum, standards, and tests were made by different departments but not coordinated. UC must collectively find ways to align decisions with consequences. All decision makers must understand the global consequences of their actions.

Mr. Nies stated that UC Merced defines student success as ensuring that students have the resources and tools to successfully accomplish their academic careers and personal goals. He asked student presenters how their experience at UCM helped support their success. Mr. Perez stated that access to faculty led him to his field. Being able to ask professors about topics not necessarily related to the curriculum encouraged his pursuit of knowledge, and he enrolled in graduate school as a result. The living and learning community model at UCM was now a key driver of his goals. Ms. Norio shared that, as part of the general education requirement, she enrolled in a Spark Seminar on leadership, which was taught by Mr. Nies. Spark Seminars were offered in a wide range of topics and fostered interest, curiosity, and further research. Through the seminar, Ms. Norio interviewed Interim Chancellor Brostrom. She emphasized student access to senior leadership like Mr. Nies and Interim Chancellor Brostrom. Mr. Fullah explained that first-generation students do not have the same resources from their families as other students. At UCM, professors like Mark Harris were approachable, and the regard for students dispelled stereotypes about black college students as athletes only. Staff, faculty, and leadership helped students realize their best selves.

Regent Ortiz Oakley asked about Mr. Perez's experience transitioning from undergraduate to graduate education. Mr. Perez replied that conducting undergraduate research with his current principal investigator (PI) gave him an advantage over external applicants. The PI provided insight into the graduate program and wrote his letter of recommendation. As a first-generation student, Mr. Perez had trouble navigating the Graduate Record Examinations (GRE), the Free Application for Federal Student Aid (FAFSA), and the Dream Act on top of coursework, extracurricular activities, and the application process.

Access to faculty eased the process. Regent Ortiz Oakley remarked that UC must find ways to support first-generation students as it diversifies its student population. The complex pathway to graduate school should be simplified rather than seen as a rite of passage. Mr. Perez added that students would be more successful if the energy used to get into a graduate program was put into their studies.

Regent Ortiz Oakley asked how UCM, in aspiring reach R1 status, would avoid the traps that have befallen other R1 universities. Interim Chancellor Brostrom responded that leadership must be mindful, but the culture was different at UC Merced. While the UC Undergraduate Experience Survey (UCUES) found that many students did not know their professors, this has not been the experience of students at UC Merced, and it would take intention and commitment to maintain this. UCM faculty were younger and very committed to teaching. The relationships between UC and the other segments of higher education were more seamless than at other campuses, which helps UCM maintain a more intimate quality. Mr. Nies added that institutionalizing undergraduate research would add to the research university environment. UCR recently modified its general education course requirements to intellectual experiences such as undergraduate research. Codifying research would hopefully streamline pathways to future graduate education.

UC Merced Executive Vice Chancellor and Provost Gregg Camfield stated his view that the traditional educational system has crushed curiosity. In response to what is now known about how the human mind learns new information, UCM has changed its lower division curriculum to engage curiosity, and research was being incorporated into introductory courses. Mr. Camfield was optimistic that UC Merced would be able to sustain the concept of learning as inquiry.

Regent-designate Stegura noted that there were few internship opportunities in the Central Valley and asked whether there were options for students who did not have or want research experience. As a UC alumna, she believed in long-term career support. Mr. Fullah thanked Brian O'Bruba, the Executive Director of the Office of Leadership, Service and Career, for matching him with an internship at Bank of America that fit his goals and values. Mr. Fullah asked the Regents for help with finding more internship opportunities for students. Mr. Nies added that he merged the leadership and community engagement units with career development to help students better understand how their experiences with leadership and volunteering connect to what they do after graduation. The Merced 2020 Project would allow the career center to move to the center of campus. Interim Chancellor Brostrom added that UCM has acquired internship opportunities through its philanthropy efforts with corporations such as Levi Strauss & Co. UCM was working with other UC campuses to provide subsidized housing for students with internships where the cost of living is high. Mr. Perez shared that he participated in the Pacific Gas and Electric Company (PG&E) Engineering Service Learning Laboratory, which connects students with local companies to address their real-life problems. He collaborated with students from other disciplines, and the program exposed him to real-world experiences outside of the comfort of the campus community. There were some internship opportunities, but students could always benefit from more of them.

Regent Zettel commended the success of first-generation UC Merced students. She asked about the presenters' experience with the Calvin E. Bright Success Center (Success Center). Ms. Caradonna stated that the Success Center was unique in that all student success programs were under one hub, and many coordinators had similar experiences as the students in the programs. Ms. Costa stated that the Fiat Lux Scholars Program helped her navigate campus resources. Through the program, she attended faculty receptions and student social events, and she met with advisors twice a semester. Ms. Norio added that she was matched with her mentor through the Success Center and that she would be lost without her mentor. Students did not experience intimidation or judgment and could receive the tutoring they needed through the Success Center.

Regent-designate Mart recalled that faculty were not as accessible when he was a student at UC Berkeley. He commended UC Merced on its unique emphasis on undergraduate education and its inspiring sense of community. Mr. Nies stated that UC Merced created the Students First Center to serve a variety of student needs in one place. The new center from the Merced 2020 Project would be an open, interactive space. The physical design of the campus facilitated the learning community.

Mr. Nies asked Ms. Costa to share her work experience. Ms. Costa stated that she worked as a high school learning assistant at Talent Search, a program through CEP that helps students succeed and broadens their postsecondary education options. She benefited from a similar program when she was in high school.

Regent-designate Muwakkil was impressed with the presenters and the spirit of community on campus. He asked about the current community of graduate students and the student housing experience. Mr. Perez estimated that 75 percent of the Department of Mechanical Engineering was international. While this diversity was beneficial, there was also miscommunication because of the language barrier. He suggested more activities and opportunities for graduate students; Mr. Perez hoped to see more graduate student opportunities from the National Laboratories or private companies. Graduate students also needed help with grants. Reimbursements for research-related expenses have often been delayed for months, and delays in grant disbursements have affected the progress of research. Mr. Fullah stated that he had a phenomenal experience working as an RA at AFRO Hall for one year and another year at Glacier and Granite Pass, new housing from the Merced 2020 Project. He tried to provide to his residents what was missing when he was a freshman. He praised the facilities staff at Glacier and Granite Pass for providing for students, who did not have a sense of entitlement and took care of the property alongside facilities staff. He asked the Regents to take the time and make the effort to find the resources to help UC Merced students. Mr. Nies added that UCM residence hall custodians recognize their role in supporting student success. Custodians have provided tacos to students during final examinations week.

Regent Reilly asked what more could be done to make up the 18 percent graduation rate differential. Interim Chancellor Brostrom responded that the campus must focus its efforts on what has been successful, such as the nine living and learning communities, access to faculty, and a smaller cohort size. Expanding the living and learning communities would

help. Summer Bridge, which only has 100 students, should also be expanded. High school students needed to be acclimated to the college work load. UCM also needed more resources for existing programs. Mr. Nies added that more resources were needed to implement a two-year residential requirement. A UCLA study on attrition at UC Merced found that a two-year residential requirement would dramatically increase retention rates. Ms. Caradonna noted that 90 percent of UCM students received financial aid, and certain resources could offset their aid package. First-generation students did not have necessarily have the means to pay the balance of their tuition. She feared that the culture would change as UC Merced grows and warned against elitism as the graduation cap is closed.

Committee Chair Leib asked Ms. Norio how she, a resident of Southern California, came to choose UC Merced. Ms. Norio replied that she did not think she had the resources to attend UC. She chose UC Merced because she, as a Hispanic, first-generation student who received financial aid, was part of a majority on campus. While UCM needed more resources to improve, she did not wish to see the campus' unique culture change.

Ms. Largo shared that she represented 72 CEP staff members serving the San Joaquin Valley (SJV) on behalf of UC Merced. CEP staff worked with K-12 school districts to address the lack of a college-going culture in the SJV. It was CEP's mission to ensure that students in the program had as many postsecondary choices as possible and to help students transition seamlessly to CCC, CSU, or UC. CEP's limited resources prevented it from reaching every community in the SJV, but the program has secured \$28 million in grants. CEP did evaluate and analyze the transcript process to identify what at the K-12 level blocked the seamless transition to college. The Office of the President has recently provided funding for CEP to support community college students. An emphasis on transparency, accountability, and student outcomes was needed in order to address student needs in real time. Former Associate Vice Chancellor Jorge Aguilar saw the importance of data and decided to invest in a data analysis and evaluation unit at CEP's inception. Data would help districts make informed decisions in real time. Guidance counselors often spent more time on students' social and emotional needs than on their postsecondary educational needs. CEP aimed to make itself redundant, but there was still a need for building relationships at the K-12 level in order to bring about systemic change.

### **3. UC MERCED ENGAGEMENT IN THE CENTRAL VALLEY**

[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.]

UC Merced Executive Vice Chancellor and Provost Gregg Camfield recalled that his first academic appointment was at an Ivy League university and stated his belief that UC Merced students were better. In his view, UC Merced students were determined, resilient, and connected, and they shared what they learned with their communities. He felt honored to work with and support these students.

Mr. Camfield remarked that students in research universities approach knowledge differently and use it to better the world, and UC Merced wishes that all of its students

share those attributes regardless of whether they become researchers or not. Research universities served the public good because they addressed issues of great concern to the public. There were many examples of how UCM has incorporated undergraduates into research for the public good. The campus had to shift expectations of what research was.

Associate Professor of Anthropology and Vice Chair of the Merced Division of the Academic Senate Robin DeLugan stated that, in September 2003, then Chancellor Carol Tomlinson-Keasey signed the UC Merced Community Pledge to serve Merced, Merced County, and the greater San Joaquin Valley. In January 2015, the Carnegie Foundation granted UCM its prestigious community engagement classification. The campus has also provided undergraduate students research opportunities with the outside community. Ms. DeLugan shared one example in which John Flores, UCM student, conducted research for the Merced Youth Fund and presented findings to the Merced City Council. Mr. Flores then led a team that researched city youth councils for the City of Merced. Students developed and conducted a telephone-based survey, learning about qualitative research design, data collection and analysis, ethics, and other concepts. Mr. Flores, now pursuing a master's degree in social work at UC Berkeley, attributed his success to his undergraduate research and coursework. This type of research has connected students to local issues, which benefits students and the greater community.

Professor of Environmental Engineering and Systems Joshua Viers shared his own journey from poverty and struggle, working several jobs after graduating high school, to enrolling at a California Community College (CCC) and later transferring to UC Davis. It would not have been possible if someone had not taken a chance on him. Mr. Viers felt fortunate that he could participate in decision-making affecting his hometown, this region, and the planet. He has also been able to take a chance on students like Lorenzo Booth. Mr. Booth, a Ph.D. candidate in Electrical Engineering and Computer Science, shared that he worked in Los Angeles and Merced after high school, attended junior college in Merced, and then transferred to UC Merced. He noticed an expectation at UCM that undergraduate students would be involved with research. One of Mr. Booth's undergraduate professors was impressed with his final project and invited him to scale it up in his laboratory. He and other graduate students have led workshops for visiting high school students.

Associate Professor of Sociology Edward Flores shared that he was a member of the Civic Capacity Research Initiative (CCRI). He thanked Interim Chancellor Brostrom and Mr. Camfield for encouraging the work of CCRI. Keila Luna, who recently graduated with a bachelor's degree in Sociology, stated that she joined CCRI to learn how to build power and change policies that affected students of color. Aide Martinez, undergraduate student majoring in Sociology, joined CCRI to gain more leadership skills. She hoped to start a nonprofit that would help immigrant workers start their own companies and cooperatives.

Mr. Flores explained that CCRI built civic capacity among San Joaquin Valley (SJV) community-based and labor organizations through research, education, and policy development. Civic capacity the building of leadership skills would result in community and power building for the most marginalized groups. Despite what community-based organizations, labor organizations, and the University have done, civic capacity remained

uneven. SJV ranked last in the state for economy, employment, and household income, and immigrant naturalization. In 2019, UC Merced raised \$1 million to fulfill a four-pronged mission: develop a pipeline for UCM students to become future leaders in the SJV region; provide policy and research support to organizations serving those in poverty; create a research repository; and establish a UC Merced Community and Labor Center. Mr. Flores listed some of CCRI's community partners. In October 2019, CCRI hosted its inaugural summit, and 170 people from 65 organizations attended. CCRI's work in Census 2020 early education has changed how early Census 2020 outreach is being done in the region.

Ms. Martinez stated that she had never been exposed to a program like CCRI before. She had wanted to work with the local community but did not know how to do so. One of her most memorable experiences with CCRI was meeting South Merced residents, who were excited to speak to a UCM student. She also participated in a naturalization workshop on campus. Ms. Luna stated that she, a member of the 2018 cohort, applied to CCRI because she was interested in making a difference in the local community. She canvassed and conducted a survey in South Merced, listening to residents, using data, making policy developments accessible to the most marginalized residents. After her internship ended, Ms. Luna continued to assist Mr. Flores in his research. She learned the importance to research in changing policy. Ms. Luna's goal was to change how educational policies affect students of color.

Regent-designate Stegura asked how many UC Merced graduates stay in the Central Valley, adding that this was needed to build capacity. Mr. Flores stated that he might not have statistics on those who stay. Ms. Luna replied that her family had moved to the Central Valley when her brother attended UCM. She had formed a bond with the local community through her work with CCRI and wanted to stay and help this community. She saw a lot of her own family in the people of Merced. Regent-designate Stegura asked whether Ms. Luna's peers who came from other areas felt the same way. Ms. Luna responded in the affirmative, adding that many students who engaged with the local community felt empowered and wished to use their skills to help others.

Regent-designate Muwwakkil commended the work of CCRI and underscored the benefit of social science-based research. He asked Ms. DeLugan to expound on the benefit of such research. Ms. DeLugan replied that, as an anthropologist and qualitative researcher, it was natural to bring students into the local community to conduct humanistic research. There was science and engineering research that sought solutions to local issues, but projects that were closer to people's lived experiences could help UC connect better with the local community. With funding from the Henry Luce Foundation, UCM was training interdisciplinary humanities graduate students to do community-engaged research. She remarked that anyone could do this research and find meaning in it. Mr. Camfield added that he brought his undergraduate English class with him to create a Mark Twain exhibit at Angel's Camp Museum. The class learned how a community presented itself and how it leveraged a famous figure as an entrée into the local culture.

Regent Zettel thanked CCRI for its work on behalf of UC Merced. She asked whether CCRI engaged the business community. Mr. Flores replied that, unlike those who are

marginalized, corporations and businesses had access to councils, boards, and public agencies. Regent Zettel noted that many small businesses in the local community come from the margins of society. She suggested that they could help marginalized groups. Mr. Flores stated that he was open to working with any organization interested in working with CCRI.

4. **UC MERCED: CREATING OPPORTUNITIES AND ADDRESSING CHALLENGES THROUGH PARTNERSHIP AND COLLABORATION**

Deborah Wiebe, Director of UC Merced Health Sciences Research Institute (HSRI) and Professor of Health Psychology, stated that HSRI, established in 2012, was the second organized research unit at UCM and currently its largest research unit. Over 100 ladder-rank faculty from the Schools of Engineering, Natural Sciences, and Social Sciences, Humanities and Arts were members. The San Joaquin Valley (SJV) has a confluence of issues, such as a large immigrant population, high poverty, low education, poor access to health care, and environmental health risks, that made healthcare problems very complex. Many faculty saw the SJV as a natural laboratory for understanding and addressing complex problems. HSRI's broad imperative was to support world-class, cutting-edge, multidisciplinary research that translates to policies and interventions. For example, HSRI developed the Nicotine and Cannabis Policy Center in response to the ineffectiveness of anti-tobacco policies in the SJV and has worked closely with the community. HSRI was also training the next generation of human health scientists. HSRI has undergraduate and graduate research opportunities, and it has developed a minor and doctoral program in Public Health. HSRI has been incubating medical education to address the healthcare shortage in the SJV, and faculty have been working with UC Davis, UCSF, and UCSF Fresno to develop and deliver programs.

Loren Alving, Director of the San Joaquin Valley Program in Medical Education (PRIME) and neurologist at UCSF Fresno, explained that UCSF Fresno was established 45 years ago to address the physician shortages and train hundreds of doctors and medical students each year. Fifty percent of those trained at UCSF Fresno stayed in the Central Valley, and 85 percent stayed in California, but more were needed to meet population growth and replace retirees. Pipeline programs were very important, especially among underrepresented groups (URGs). The UCSF Fresno Doctors Academy was a pipeline program preparing students from educationally disadvantaged backgrounds; 100 percent of Academy students have been admitted to college, and many were pursuing healthcare in the region. SJV PRIME aimed to address physician shortages by leveraging cooperation among UC Merced, UCSF, and UCSF Fresno and increasing the number of students from the region in medical school. SJV PRIME was a four-year UCSF program that recruited students from the Central Valley and trained them to address regional healthcare issues. The first 18 months of instruction was at UCSF, followed by a six-week optional summer program in the SJV. All campus partners participated in program design and teaching, but UCSF held final oversight as the degree-granting institution. The remainder of instruction was in the SJV, and the final 18 months provided a chance to explore career paths. UCM faculty would provide mentorship to complement the clinical focus of UCSF Fresno faculty. The SJV PRIME curriculum, supplemental to the UCSF curriculum, focused on

“diabetes,” or the diabetes associated with obesity; valley fever; human trafficking; pre-term birth; methamphetamine use; and immigrant health.

Thelma Hurd, Director of Medical Education at UC Merced, explained that UCSF Fresno collaborated with UCM because the latter’s robust research efforts complemented UCSF Fresno’s clinical efforts. UCM, in partnership with UCSF Fresno and the Kaweah Delta Health Care District, was developing a Doctors Academy with Cutler-Orosi High School. The pilot program had potential for replication. UCM was also developing partnerships with communities in the surrounding nine-county area and was working with Mercy Medical Center to create 13 to 15 rotating internships that provide undergraduate students with a third year medical student experience. UCSF Fresno’s mobile clinic allowed UCM students to join medical teams in addressing health problems and their social determinants. UCM faculty participated in the SJV Prime seminars, medical student orientations, and research. In the short term, UCM hoped to grow its partnerships and expand its medical education and research roles. In five years, UCM envisioned a program that would produce leaders who had a deep understanding of health issues in the Central Valley.

Enid Picart shared that, after graduating from UC Merced, she worked in the local community before joining SJV PRIME. A first-generation college student, Ms. Picart participated in a post-baccalaureate pipeline program that helped her apply for medical school. SJV PRIME students wished to stay and serve the region. The program has lost students to other programs because of limited scholarships. She underscored the excellent education she has received through the UCSF, UCSF Fresno, and UC Merced partnership.

State Assemblymember Adam Gray thanked the speakers and thanked the Committee for visiting the Central Valley, which has been receiving more attention from Governor Newsom’s administration. When he was elected into the State Assembly in 2012, Assemblymember Gray inherited political expectations to build a medical school that took advantage of existing facilities in the SJV, but these plans were delayed by the Great Recession and the expansion of the Merced campus. In 2013, he worked with the Legislature to conduct a study through UC Merced on healthcare in the SJV and met with UCSF and UCM to discuss the findings. Community Regional Medical Center, the second largest hospital in the state, had the infrastructure to establish medical school. Assemblymember Gray and representatives from UCSF and UCM visited UC Riverside to learn from that campus’ experience and returned with new ideas on how to establish medical school in the SJV more efficiently and quickly through a partnership with UCSF Fresno. The best way to bring doctors into an underserved region was to train local students and encourage them build a life there. Urban communities benefitted more from expansion of healthcare coverage because of existing infrastructure. Efforts by UCM, UCSF, and UCSF Fresno aimed to improve the quality of life by bringing in economic and healthcare opportunities. He hoped to see a Regent from the Central Valley in the future.

Committee Chair Leib stated that, being from the San Diego area, he has seen how UCSD has buoyed the community. He hoped that the same can happen in the Central Valley.

Regent Zettel thanked Assemblymember Gray for his advocacy, noting that very few legislators were champions of the health needs of their communities. A community’s health

affected education and economic vitality. She asked if others in the Legislature had a similar understanding of health needs and access issues. Assemblymember Gray replied that the small but passionate group included Assemblymembers Joaquin Arambula and Anna Caballero. Assemblymembers Gray and Lorena Gonzalez secured an additional \$100 million for the Song-Brown Program to increase medical residencies. Urban caucuses were less interested. The State should explore new ways to fund residency programs and increase the number of medical schools; California was losing students to schools in other states.

Regent Ortiz Oakley asked how UC could help medical students with debt, which was an obstacle to staying in the region. Dr. Alving replied that seeking scholarship money for students was key. Some students did not even have the money to apply to medical school, and some students worked and could not attend the summer program. First-generation students were hesitant to take out loans. Dr. Hurd added that debt came from eight years of education. Tuition-free community college was a huge help, and UC should work to make transferring a seamless process. Dr. Alving expressed her surprise that it was cheaper to attend some private schools because of their funding through endowment.

Regent-designate Muwwakkil thanked Committee Chair Leib for his vision and leadership in deciding to meet at UCM. Community-engaged research was the way to grow UCM, improve the community, and avoid conflict between diversity and excellence. He underscored the importance of pipelines and investing in students. He asked what the Regents could do to help SJV PRIME grow. Assemblymember Gray replied schools should be built in local communities. He was trying to establish a pipeline that started in junior high school. He also suggested a joint M.D. program between UCM and UCSF Fresno with guaranteed loan repayment and a residency position. Regents had supported similar efforts in the past. Funding was also needed. Governor Newsom proposed \$15 million in his January budget to support UCSF Fresno.

Interim Chancellor Brostrom thanked Assemblymember Gray for championing the University and advocating for a \$33 million agriculture technology initiative shared by UC Merced and California State University, Fresno.

Committee Chair Leib thanked the presenters and added that the Regents were eager to help address the healthcare crisis in the Central Valley.

The meeting adjourned at 5:05 p.m.

Attest:

Secretary and Chief of Staff