

The Regents of the University of California

**COMMITTEE ON EDUCATIONAL POLICY**

May 18, 2006

The Committee on Educational Policy met on the above date at UCSF–Laurel Heights, San Francisco.

Members present: Regents Dynes, Island, Kozberg, Marcus, Parsky, Rosenthal, and Ruiz; Advisory members Coombs, Ledesma, Schreiner, and Brown, Staff Advisor Bell

In attendance: Regents Blum, Gould, Hopkinson, Juline, Pattiz, Preuss, Rominger, Schilling, and Wachter, Faculty Representative Oakley, Secretary Trivette, General Counsel Holst, Interim Treasurer Berggren, Acting Provost Hume, Senior Vice President Darling, Vice Presidents Broome, Foley, Gomes, and Hershman, Chancellors Birgeneau, Carnesale, Fox, Tomlinson-Keasey, Vandehoef, and Yang, Interim Laboratory Directors Kuckuck and Miller, and Recording Secretary Nietfeld

The meeting convened at 11:53 a.m. with Committee Chair Kozberg presiding.

**1. APPROVAL OF MINUTES OF PREVIOUS MEETINGS**

Upon motion duly made and seconded, the minutes of the meetings of January 18 and March 15, 2006 were approved.

**2. UC AND ITS LIBRARIES IN THE AGE OF AMAZON AND GOOGLE**

Acting Provost Hume observed that the stewardship of information ranks with the quality of the faculty and students as a prime determinant of the value of the University of California. He noted that the systemwide library faces enormous opportunities and challenges in the future. New technologies have been used to create a library of unique strength. Acting Provost Hume introduced University Librarian Greenstein and invited him to present his remarks on UC's libraries in the age of Amazon and Google.

University Librarian Greenstein explained that his role would be to describe the role of UC's libraries in an age that is dominated by Amazon and Google. In recent years, its libraries have been challenged on several levels to maintain and support the University's academic preeminence. Collections need to keep pace with the growth in U.S. book production and with the hyperinflation in the price of academic journals. Libraries need to collect materials in new formats that are vital to scholarship, including audio and video materials, and they must supply new materials to support new areas of inquiry referenced in campus strategic plans.

The response to these challenges has of necessity been a strategic collaboration to achieve efficiencies in order to support collection growth and service innovation in the interest of scholarship. The library employs three tactics to achieve these goals. The first is to act as a system. The shared digital collection takes advantage of the campuses' combined buying power. Acting together, the libraries pay \$27 million per year for the collection; acting separately, they would pay \$62 million. UC has built the largest digital library in the world, which was available in its entirety to UC Merced on its opening day. With the support of the faculty, the library has succeeded in reducing the cost of scholarly journals, resulting in an annual savings of \$5 million. These efforts have mobilized the global effort to make research publications freely available on the internet.

The current publishing system by which the faculty operate gives the copyright of their work to the publisher, forcing the University to buy back the article in order for students to have access to it. Mr. Greenstein reported that the Assembly of the Academic Senate, in recognition of this system, had called upon President Dynes to draft a policy under which faculty would routinely grant a limited license to the University.

A second tactic that the libraries use is to invest collectively in technology. Melvyl, the online catalog, gives everyone at UC access to the library's 34 million volumes, representing the largest research library in the world. Mr. Greenstein displayed several examples of articles and papers that are available through Melvyl. The newest central investment in technology will address one of the greatest information management challenges facing the University, digital preservation. Website pages on the internet typically last for only 23 days, except as they reside in a small number of archives. It is widely acknowledged that the future of science rests with the ability to collect and manage research data. Digital preservation is a vital component of what the National Science Foundation calls the research science infrastructure. The University's digital preservation repository permits faculty to enter the data they need to preserve.

The third tactic is an agreement by the campuses to do things in similar or standard ways, allowing the campuses to leverage each other's efforts. In August 2006, the University unveiled Calisphere, UC's free gateway to digitized primary resources that documents the history and culture of California. It was tailored to meet the needs of California teachers and their students. Acting as a system, the libraries have a variety of tactics to avoid costs and to improve service. As a consequence, UC has emerged as a global leader in scholarly publishing, digital preservation, and online academic services. These successes have bred new opportunities: UC was asked to become a founding member of the Open Content Alliance, which is scanning out-of-print books and making them available freely online. UC retains a digital copy of all of these books.

Mr. Greenstein recalled that Acting Provost Hume had recently convened an Information Technology Guidance Committee with a charge to recommend systemwide strategies for leveraging the \$1.6 billion that the University spends annually on information technology, excluding the national laboratories. The Office of the President is facilitating this

consultative planning process, which is in the information-gathering phase. The committee has interviewed faculty, students, and staff across the campuses and has found an interest in reducing redundancy. There is a willingness to address these challenges and a need for leadership support from the Office of the President.

In response to a question from Regent Marcus regarding the role of the Regents with respect to keeping the University on the cutting edge of digital library technology, Mr. Greenstein pointed out that while there are many opportunities to ensure that the work of faculty and students is widely available, there may be a need to review some of the University's policies with respect to issues such as patents and intellectual property to encourage open access to research results.

Regent-designate Coombs asked for an estimate of the time that would be required to digitize all of the archives in the system and the resources that would be needed to accomplish this objective. University Librarian Greenstein responded that a method is under consideration that would permit the library to scan at a much faster rate. There is great demand for access to UC's libraries from the private sector.

3. **EDUCATION ABROAD PROGRAMS: TRAVEL ADVISORY POLICY REVIEW**

Acting Provost Hume reported that a work group had addressed the issue of how to help UC students in countries where the Education Abroad Program has been suspended. He stated his intention to distribute a summary of the group's work. The work group found that there is no compelling argument to work against the advice of the State Department. It believes that it may be possible to assist students to study in areas where the EAP is not active.

4. **PROGRESS REPORT FROM THE UC SYSTEMWIDE STUDENT MENTAL HEALTH COMMITTEE**

The report from the UC Systemwide Student Mental Health Committee was deferred to a future meeting.

5. **RESOLUTION OF APPRECIATION, TRUSTEES OF CAMPUS FOUNDATIONS AND BOARD MEMBERS OF CAMPUS ALUMNI ASSOCIATIONS**

The President recommended that the following resolution be adopted to express appreciation on behalf of The Regents to the trustees of the campus foundations and the board members of the campus alumni associations:

WHEREAS, over the past ten years, private support of the University of California has grown from \$607 million to \$1.2 billion, a record unmatched by any university in the nation; and

WHEREAS, the need for additional private support will continue to grow in the coming years in order to maintain the excellence of the University and preserve opportunities for students and the people of the State of California; and

WHEREAS, success in this area requires the active participation and involvement of alumni and non-alumni volunteers; and

WHEREAS, the trustees of the ten campus foundations and the board members of the nine campus alumni associations have been essential to the success of the University's private support efforts and public involvement in communities throughout California; and

WHEREAS, these alumni board members and foundation trustees are individuals of both great personal accomplishment and dedication to the University, who bring to it a wealth of experience and professional expertise as well as contribute generously of their time and considerable talents as goodwill ambassadors and selfless volunteers on the University's behalf; and

WHEREAS, the officers, board members, and trustees of the University's alumni associations and campus foundations will continue to be at the forefront of the many successful fundraising campaigns that will be necessary to maintain the quality of the University;

NOW, THEREFORE, BE IT RESOLVED that the Regents of the University of California extend their sincere appreciation to the trustees of the University of California campus foundations and the board members of the campus alumni associations for their loyal and generous dedication to the University and those it serves, and for the advancement of the University through their philanthropic endeavors and enthusiastic advocacy;

AND BE IT FURTHER RESOLVED that a suitably inscribed copy of this resolution be presented to the trustees of the campus foundations and the board members of the campus alumni associations as an expression of the Regents' enduring gratitude for their continuing and extraordinarily successful efforts on the University's behalf.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board.

## 6. CASE STATEMENT ON FUNDING FOR DEVELOPMENT AND ALUMNI EFFORTS

Regent Rominger recalled that a Case Statement for the Support of Alumni Relations, a proposal of the University of California Alumni Associations (AAUC), had been distributed to the Regents. The AAUC leadership represents a collaborative effort among its officers, the volunteer presidents and executive directors of each association, and the alumni relations staff in the Office of the President. More than 70 percent of UC graduates remain in California. It is safe to say that there is not a single industry or component of the state's society that has not benefitted from participation by UC's alumni.

Regent Rominger referred to the study that was presented to the Committee by Grenzenbach Glier & Associates which found that UC is under-investing in alumni relations relative to peer institutions. The case statement calls for a collaborative effort between campus staff and volunteers at the campuses and at UCOP.

Regent Juline reported that the case statement contains the following findings:

- UC is not cultivating students in their role as future alumni.
- There is a lack of data on what UC graduates did while they were in college and what they are doing after college.
- Alumni relations strategies and functions would be more effective if they were coordinated at a campus-wide level through the collaborative efforts of all constituents.
- UC must face the fact that the diversity of its alumni poses a significant challenge, but one which must be addressed.
- There is valuable information that is not captured because alumni relations information systems are deficient.

The AAUC believes that certain steps must be taken as part of an action plan, the first being to enhance the student experience. It encourages the formation of multi-disciplinary campus strategic task forces that would develop ways in which alumni may contribute to the quality of the student experience. Research shows that typically alumni are only contacted when they are being asked to make a contribution. It is proposed that UC develop and implement more effective, coordinated, and regular communications with all alumni. More resources are needed to enhance these communications. A marketing plan should be implemented that focuses on the expectations and benefits of lifetime support of the University. Regent Juline explained that comments from students had demonstrated that they do not understand that the people of the State of California have given them a substantial scholarship. Students need to develop a sense of responsibility to pay the citizens back for that support. A

valuable action step would be to enhance the visual identity of the alumni associations on their campuses through the alumni centers. Systems should be developed that underlie the collaborations discussed above. Regent Juline observed that the alumni are the University's greatest untapped resource. The AAUC is seeking the support of the Regents for the proposed action plan.

In response to a question from Regent Schilling, Regent Juline explained that the AAUC hopes that the University's leadership, with the support of the Regents, would direct more attention and resources to the opportunities that have been outlined in the case statement.

Regent Marcus recalled that, as Chair of the Special Committee on Regents' Procedures, he had made the suggestion that a Alumni Committee of The Regents be established.

Regent-designate Coombs reiterated the sentiment that the alumni represent a vast, untapped resource. Everyone should recognize that the 1.4 million alumni are a source of advocacy for the University. He urged students to take advantage of the many resources offered by the alumni associations that are available to them, including scholarships and mentorships.

The meeting adjourned at 12:30 p.m.

Attest:

Secretary