

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 24, 2010

The Regents of the University of California met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Present: Regents Bernal, Blum, De La Peña, Gould, Island, Kieffer, Lansing, Lozano, Makarechian, Marcus, Nunn Gorman, O’Connell, Pérez, Reiss, Schilling, Stovitz, Varner, Wachter, Yudof, and Zettel

In attendance: Regents-designate Cheng, DeFreece, and Hime, Faculty Representatives Powell and Simmons, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Executive Vice Presidents Brostrom and Taylor, Interim Provost Pitts, Senior Vice President Dooley, Vice Presidents Beckwith, Duckett, Lenz, and Sakaki, Chancellors Birgeneau, Block, Blumenthal, Desmond-Hellmann, Drake, Fox, Kang, Katehi, White, and Yang, and Recording Secretary Harms

The meeting convened at 10:00 a.m. with Chairman Gould presiding.

UPDATE ON CAMPUS INCIDENTS, DAVIS, IRVINE, AND SAN DIEGO CAMPUSES

[Background material was mailed to Regents in advance of the meeting, and copies are on file in the Office of the Secretary and Chief of Staff.]

Interim Provost Pitts reminded the Regents that last November he presented the first systemwide Annual Accountability Sub-Report on Diversity at the University of California. At that time, he highlighted the need for action to improve diversity on the campuses; he expressed deep frustration with the University’s continuing lack of change.

Dr. Pitts observed that there are substantial structural barriers to increasing the number of African American students on the campuses; only seven percent of California’s high school graduates are African American, about 25,000 students. In addition, regardless of graduation rates, not all graduates are eligible for UC. He stated that the University must work to enlarge the pool of eligible students by focusing its K-12 efforts on students who have the least support and by striving to make them UC-ready. Dr. Pitts stated that the University will soon remove the barrier of some standardized tests and expand the number of potential students through the “entitled to review” process that will begin in 2012. He noted that President Yudof also had asked the Academic Senate to recommend revisions to the general policy on comprehensive review.

Dr. Pitts remarked that the University must reach out to those who have successfully completed the application process and encourage them to enroll at a UC campus. This outreach is particularly important because these students are highly desirable and have many other

educational options, including private institutions that offer attractive financial aid packages. He echoed President Yudof's appeal to alumni and supporters to raise private scholarship funds for students from underrepresented minority populations.

The more difficult challenge for the university, said Dr. Pitts, is campus climate. Once students are enrolled at a UC campus, the environment that surrounds them must nurture their success. He observed that the campuses have many programs and services that are focused on building community, many of which have existed for decades, and yet the campuses continue to witness racially and culturally insensitive acts. He stated that the entire University community must respond without delay to hate-fueled incidents and speech. Dr. Pitts noted that the Regents' Study Group on University Diversity recommended a systemwide climate survey of students, staff, and faculty; he intends to develop that survey immediately and use UC San Diego as a pilot site. A diversity coordinator is to be hired to work with campus diversity staff, keep the President regularly informed, and disseminate best practices among the campuses.

Dr. Pitts closed by noting that the campus climate problems did not emerge suddenly and will likewise not disappear immediately. The University must be vigilant and constant in its efforts to protect diversity, and cannot use the current lack of funds as an excuse for lack of progress. It must improve and actively demonstrate its commitment to diversity and tolerance.

Chancellor Katehi expressed heartbreak regarding the recent actions of hatred and intolerance at the Davis campus, especially in light of Davis' reputation as an environment of civility and respect. She noted that it was particularly painful to have the shameful activities take place on the eve of the twentieth anniversary celebration of Davis' Principles of Community. Chancellor Katehi shared examples of some exceptionally malicious acts, including the carving of a swastika into the door of a Jewish student's dorm room in late February, the painting of four more on campus in early March, and the carving of an additional six swastikas into a residence hall bulletin board the previous week. During the last weekend in February, the Lesbian, Gay, Bisexual, and Transgender (LGBT) Resource Center was defaced with derogatory and malicious graffiti. At the request of the Center, the Chancellor allowed the graffiti to remain on display during the entire day so that the community could see the extent of the damage. That same day, the LGBT Resource Center brought the community together in a standing-room-only town hall meeting to denounce hate-based activities and to commit to having a campus where all students feel safe and respected. Chancellor Katehi informed the Regents that the police department responded quickly to each report and is working with the F.B.I. to vigorously investigate the incidents. The police have urged anyone with information to call the department or the 24-hour tip line. The campus will seek prosecution of those responsible to the full extent of the law, including penalty enhancements for hate crimes.

Chancellor Katehi explained that the Campus Council on Community and Diversity met in an emergency session to consider how to confront these types of incidents and to ensure a campus climate that recognizes the importance of tolerance. The Council was asked to identify actions that would need to be taken in order to declare UC Davis a hate-free campus. The campus intends to add a standing committee that will include representatives from the Davis Hillel House and Blacks for Effective Community Action (BECA). This committee will review the many actions proposed by the LGBT Resource Center and by Davis' Black Student Union. She

expressed eagerness to receive the Council's recommendations; in the interim, the campus is launching a special year of speakers and events to affirm its Principles of Community. The first speaker, on April 8, is Jim Leach, chairman of the National Endowment for the Humanities. The Chancellor noted that Mr. Leach will bring his 50-state tour, "Civility in a Fractured Society," to UC Davis. On April 13, the campus will publicly reaffirm its Principles of Community with a re-signing of the document at the annual Soaring to New Heights celebration. In conjunction, the campus has recently launched a highly interactive online course designed to show the value of these principles. The campus is investigating how to integrate the program into the curriculum, and how best to engage faculty, staff, and students. Chancellor Katehi invited the Regents to visit the website and share their assessment of it with her.

The Chancellor informed the Regents that campus representatives have sought the counsel of the Anti-Defamation League in San Francisco, met with the executive director of the Davis Hillel House, and met in the Governor's office with rabbis from the Simon Wiesenthal Center of Los Angeles. She stated that she is looking forward to joining the rabbis at the Museum of Tolerance this spring and that she hopes to be accompanied by student leaders who would bring back insights from the Museum's much-respected educational programs. In addition, the campus is exploring the possibility of a residency with the playwright/director of *The Laramie Project*. *The Laramie Project* is a play based on Laramie, Wyoming residents' reactions to the hate-crime murder of gay college student Matthew Shepard. The campus is investigating projects that share personal testimonies of survivors of, and former perpetrators of, organized hatred. Chancellor Katehi stressed that she will continue to look intensely for opportunities to make Davis truly a hate-free campus. She committed to keeping the President informed regarding future recommendations and activities.

Chancellor Fox acknowledged that most of the recent heinous activities had taken place on the San Diego campus. She explained that she would focus her discussion on the future actions of the campus to embrace diversity. The Chancellor remarked that UC San Diego values diversity and that a vast majority of the campus community has been working hard to make the campus more inclusive. The Chancellor said that the campus was appalled by the overtly racist incidents that took place in February, and that the individuals who were responsible must be condemned in the strongest possible way. Chancellor Fox expressed distress at recounting the incidents, which included a party that mocked Black History Month, a program on the campus' closed-circuit television that used racial slurs, and the discovery of racially charged symbols on campus. The Chancellor stressed that these actions could not be interpreted as a joke or as satire; they were a betrayal of the campus' most precious values and principles. She informed the Regents that the campus will quickly pursue disciplinary actions and criminal charges within the constraints of law and due process. Despite the vileness of the acts, Chancellor Fox said she was heartened by how the external and campus communities rallied to condemn racism in all forms.

The Chancellor stated that she recognizes the need to ensure freedom from fear on campus. The senior leadership at UCSD has worked closely with students, staff, and faculty to define common actions that will improve campus climate by enhancing diversity on campus and in the curriculum. She informed the Regents that she and the co-chairs of the Black Student Union recently signed a joint statement affirming their productive and wide-ranging conversation about how their common goals can be reached. All participants have committed to work together for

the benefit of the entire campus. The Chancellor said that the campus has begun already to prioritize the items that the students deemed the most important for their success. Chancellor Fox expressed pride in the conduct of the San Diego students, noting that the campus response to the activities did not result in any arrests, property damage, or violence.

The Chancellor summarized the short and long-term initiatives the campus is undertaking. She noted that they are far-ranging and cover admissions, climate and culture, faculty recruitment and retention, curriculum, and identification of appropriate resources to ensure that students are successful. Clear responsibility has been assigned to vice chancellors who will be held accountable through their annual performance evaluations. Chancellor Fox informed the Regents that many underrepresented minority students are accepted to UCSD, but that they choose to attend elsewhere. In order to encourage more of these students to enroll, the campus is funding a student-led outreach effort for the undergraduate program. San Diego also will work to diversify the graduate student application pool. Chancellor Fox explained that UCSD admits more African American students than either UCLA or Berkeley, but that enrollment of these students continues to be small. Accordingly, yield will be a major focus of the new diversity efforts on campus. The Chancellor is establishing a commission to examine its climate and its diversity-related efforts. The campus' reporting system will be enhanced to ensure that students who experience bias incidents receive a prompt and professional response, and the opportunities for student cross-cultural dialogue will be expanded. UCSD has redoubled its efforts to raise funds for undergraduate scholarships and graduate fellowships for students with financial need. Chancellor Fox said that the campus is working with students to discuss details for creating African American, Native American, and Chicano resource centers.

UCSD has created a task force to identify and promote practices that enhance the recruitment, support, and retention of underrepresented faculty, and is implementing a recruiting strategy to ensure that all faculty searches adhere to best practices for identifying a diverse pool of candidates. Chancellor Fox explained that she would be reactivating faculty searches which had been put on hold due to the budget crisis. Six unfilled positions will be allocated to the African diaspora, indigenous studies, and California cultures. Three new faculty positions – to be filled over the next three years – will specifically enhance diversity. She stated that she is also working with interested faculty to establish a research unit related to African American, Chicano, and Native American communities. The campus has identified staffing for an African American studies minor and a Chicano/Latino arts and humanities minor, and the provosts are pursuing campus-wide diversity curriculum requirements for undergraduates. Finally, staff are identifying several places on campus for diversity-related art displays, and it hopes to make permanent the “Chicano Legacy” mural that is currently on temporary exhibit at Peterson Hall.

Chancellor Fox remarked that these efforts will complement ongoing efforts to promote diversity on campus and foster an open and welcoming environment. The campus is meeting with its alumni and leaders of the San Diego African American community to devise long-range action plans that will have a sustained effect on the diversity of the campus. She expressed appreciation for the opportunity to work closely with Special Advisor Edley and President Yudof on these efforts.

Special Advisor Edley remarked that, in his career, he has been involved directly or peripherally in many circumstances that are similar to the situation at UCSD. However, he has never been part of a group that had such extraordinarily talented individuals working on the problem, both on the part of University staff and on the part of the students. He informed the Regents that the students who would be sharing their experiences later in the meeting were a remarkable group of very capable and insightful individuals who are eager to play a role in changing campus climate.

Reflecting on his own past experiences as an underrepresented minority student, Mr. Edley related that he had always felt like a guest during his years in college and at law school. Likewise, he had not felt at home during his teaching career until he arrived at Berkeley. At Berkeley, he was impressed by the powerful sense of ownership the students of color felt about the campus and the law school. That sense of ownership and responsibility, which he had never before witnessed as a student or a faculty member, gives him hope for change at UCSD. Mr. Edley said that the unique situation at Berkeley is a direct result of the circumstances following the adoption of Proposition 209. At that time, the students of color were feeling very embattled and alienated and were forced to come together and develop a more intense sense of community. Over time, they and their allies came to play a dominant role in enlivening and improving the institution.

Mr. Edley remarked that dysfunctionality around issues of difference is not unique. It is systemic, not just to the UC system, but to the country beyond; it is part of human nature. In that light, the University should have realistic expectations about the ability of one community to solve all of its problems related to intolerance. These issues require constant vigilance and ceaseless effort. Mr. Edley stated that Chancellor Fox, students, and faculty created an effective list of initiatives to address the issue of diversity and campus climate. However, he noted, the San Diego campus has a history of decades of failure to implement and accomplish undertakings that previously have been identified. Mr. Edley stressed that the University must ensure that the implementation process is transparent and accountable. That transparency and accountability will form a substantial part of his report to the Chancellor and the President, and will include a systemwide, multi-constituency monitoring and advising capability. He stressed that elements of the process must be measurable.

Mr. Edley remarked that xenophobia is pervasive and has existed for hundreds of years. He stressed that it is important for the academic community to tackle the problem as it would a grueling academic challenge. Many of the issues can be researched and there is expertise to draw upon, such as the Community Relations Service of the U.S. Department of Justice, and the consulting and advisory services of the Office for Civil Rights in the U.S. Department of Education. Mr. Edley strongly encouraged the University as a whole, and the San Diego campus in particular, to take advantage of these resources and the information they can provide.

Mr. Edley informed the Regents that there would be tradeoffs involved in the implementation of the corrective actions in the allocation of resources, in administrative time, and in politics. He observed that the standard practices for hiring have failed to produce the desired cadre of faculty; therefore the University must determine if it is willing to pay the political price of changing the procedures to achieve the results it wants. The same question would apply to the hiring of staff and to student admissions. He stressed that if UC responds with "business as usual," then any

implementation will fail. In closing, Mr. Edley recalled that the First Amendment to the U.S. Constitution prohibits content-based regulation of speech; however, it does not prohibit the University from voicing strong public opinions on moral issues. He told the Regents that race and reconciliation issues are among the toughest problems that humankind faces, but that the University is an institution uniquely able to address them.

Regent Island thanked the Chairman and President for their earlier remarks expressing regret for the campus climate issues. He remarked that hate-based words and actions, regardless of their targeted population, have one intent, which is to wound. He extended his personal apology to every student who was affected by the recent events. Regent Island observed that the Board, albeit unintentionally, failed to provide a nurturing environment for those students. He offered the view that the University's admissions practices must be changed to successfully address the issue. He blamed the current admissions processes for the lack of diversity, and subsequent intolerance, on the campuses. He remarked that if the faculty are unwilling to make the necessary changes to the admissions policies, the Board should make the changes itself. Regent Island stated that the low numbers of underrepresented minority students on the campuses enabled the actions of intolerant groups and individuals. He expressed confidence in President Yudof's ability to address the challenges of the situation; however, he cautioned that the Board must be diligent and pursue the necessary courses of action. He observed that California is now a majority-minority state. The majority of public high school graduates are Latino, but that diversity is not reflected on UC campuses. He acknowledged that work must be done at the K-12 level, and that Proposition 209 complicated the issue; however, he stressed that UC sets its own admissions criteria, and that its strict adherence to grade point averages (GPAs) and test scores had caused the current dilemma. He asked the faculty to create a system of admissions that is compliant with the law, that exercises the University's right to select students, but also produces a campus community that conveys a welcoming, nurturing, and supportive environment.

Regent Lansing observed that all Californians were horrified and ashamed by the recent incidents and shocked that they occurred within the UC system. She expressed her belief that hate crimes are the result of ignorance, and asked if the University could establish mandatory tolerance classes for all students. Chancellor Fox responded that UCSD is working with the Academic Senate to initiate such classes by fall. Regent Lansing underscored that the classes must be required of all students and suggested that K-12 schools should consider a similar approach in order to help address intolerance at a young age. Chancellor Katehi noted that UC Davis is working with its Academic Senate to determine ways to incorporate diversity education into its curriculum.

Regent Reiss applauded the tremendous courage of students who work in an environment that does not reflect their identity and that can be hostile. She thanked President Yudof for his swift response to the hate-based incidents and congratulated him on his selection of Special Advisor Edley to work with him. Regent Reiss acknowledged that intolerance is a global problem, and that UC must be a world leader in changing the culture of hatred. She stressed that the Regents must commit themselves to increasing the diversity of the student body, the staff, the faculty, and the Board. She said she was pleased that Speaker Pérez was able to attend this, his first meeting as a Regent, and thanked him for his earlier comments. Regent Reiss informed the Board that Governor Schwarzenegger recently pledged that, should more State dollars be identified, his first

priority would be to reinstate Cal Grant funding, which is critical to the University's diversity efforts. She entreated the Speaker to protect funding for higher education, remarking that UC's underrepresented students are those most at-risk when classes are cut and enrollment is curtailed. Regent Reiss stated that the Regents would commit to making UC a leader in showing the importance of diversity and tolerance.

Regent Bernal informed the Board that the discussion was one of the most difficult he had experienced as a Regent. He remarked that it is very important to hear from the students, and expressed appreciation for the upcoming presentation by Victor Sanchez and the UCSA. He stated that although Proposition 209 does constrain UC, the ability to ensure a healthy campus climate is within the control of the University. He observed that a hostile climate affects students' transition to college, their sense of well-being, and their academic outcomes. Regent Bernal stressed that the University needs to protect its student services and ethnic studies programs and increase its funding for student-initiated outreach – all of which are vital to the success of disadvantaged students. He stated that the University had engaged in a great deal of discussion, but had initiated very little action regarding diversity. He expressed confidence in President Yudof's commitment to sustained action and to maintaining the momentum for change. He reminded the Regents that very similar commitments to change were voiced after Muslim students were harassed following the September 11 attacks in 2001; however, there was no follow-through and no changes were implemented. He pointed out that UC has issued dozens recommendations regarding diversity and that the University needs to reexamine them and hold the campuses and the administration accountable for their swift implementation.

Regent Nunn Gorman expressed her support for the students at UC San Diego and directed her comments to them. She informed the students that she is a parent of two African American UC students, one at Irvine and one at Berkeley. She underlined her concern, and the concern of other parents, for the students' safety, well-being, and opportunities for academic advancement. She told the students that the Board was outraged by the recent events and was committed to ensuring that students are safe, that they are able to meet their academic goals, and that they are able to complete their UC education.

Faculty Representative Simmons said that he was appalled by the intolerable behavior on the campuses. However, he disagreed with Regent Island's comments about admissions standards. He reminded the Regents that he had been a faculty representative at the time the Regents changed the admissions requirements to discontinue affirmative action. He stated that the Regents' actions at that time created a hostile environment at UC, and that the University has been struggling ever since to overcome it. Mr. Simmons insisted that the current admissions policy does all that it can to address UC diversity in the face of Proposition 209. He informed the Regents that the policy does not rely only on test scores and grades. He agreed with President Yudof that a holistic review of the admissions process would be valuable, but cautioned that the intolerance issue was too deep to be addressed merely through admissions policies. He invited Regent Island to attend a meeting of the Board of Admissions and Relations with Schools and share his ideas of how to structure the admissions process to achieve more diversity. He voiced his strong support for diversity University-wide, and said that the pressing issues to consider are the campus environments, providing financial aid, and providing an affordable system. He urged the University to work as a whole to increase campus diversity.

Regent-designate Cheng informed the Regents that on the night a noose was found in the UCSD library, he called some of his friends in student government. In the background he could hear students crying. As a student of color, and as a gay student, Mr. Cheng was deeply moved by the pain of the students. He acknowledged that the University has many reforms it can undertake in admissions, in yield, and in the curriculum. However, he remarked, the reforms could not be described as “new”; they have been needed for many years and are only discussed when issues related to intolerance spiral out of control. He urged the University to conduct annual campus climate surveys to give an accurate depiction of the types of hostile behavior that underrepresented students experience on a daily basis. Otherwise, the experiences will continue to be unreported to the campuses but will exacerbate UCSD’s off-campus reputation as a site hostile to underrepresented minority students.

In response to Faculty Representative Simmons’ comments, Regent Island stated that the suggestion that UC’s current admission policies are acceptable is offensive. He stated that absence of a critical mass of African American students affects campus climate and allows intolerant individuals to feel that their actions are acceptable.

Chancellor Drake said that he had been asked to provide the Regents with insight regarding events at UC Irvine on February 8. To more clearly understand the context, the Chancellor explained that UC Irvine takes seriously its responsibility of helping students navigate their college years, and places a premium on values and civility. As an open campus, he said, UC Irvine occasionally becomes associated with issues and individuals that are not related to the University; the campus serves only as a venue. On February 8, several campus units, including the law school and the Center for the Study of Democracy, hosted a community-sponsored event that brought the Israeli Ambassador to the U.S., Michael Oren, to campus. Eight UC Irvine students and three UC Riverside students were part of an audience of more than 600 attendees, approximately 80 percent of whom were non-affiliated community residents.

The eleven students from Irvine and Riverside chose to disrupt the Ambassador’s speech. The campus had been forewarned that there could be a disturbance, and had contacted the parties presumed to be involved prior to the event; those individuals assured the campus that there would be no disruption. The moderator opened the session with a clear reminder of the civility expected. Nevertheless, soon after the Ambassador began to speak, he was shouted down. After the initial interruption, the audience members were urged to self-regulate their actions, observe the campus value of respect, and hold their comments until the end of the Ambassador’s remarks. The students did not heed the request, or any of the subsequent warnings and admonitions, and continued to disrupt the event. The campus is currently moving through the three-step process for responding to violations of the student code of conduct: the discovery process, the adjudication process, and the appeal process. The campus protects the rights of the students and ensures due process; if it is determined that a student has violated the code of conduct, sanctions consistent with the severity of the violation would be put in place. The Chancellor thanked the Board for the opportunity to provide a fuller context to the recent events at Irvine. He noted that in the aftermath this event, several members of the community, including leaders of student organizations and the Academic Senate, voiced their support of the administration’s approach.

President Yudof thanked Chancellors Katehi, Fox, and Drake and Special Advisor Edley for their efforts to work through the difficult intolerance issues. He offered his support in whatever way needed, but noted that the majority of efforts will have to take place on the campuses and will require the attentiveness of the campus staff.

Regent Lansing observed that the disruption between the Muslim and Jewish students at UC Irvine was not the first incident of its kind at that campus. She asked if the Israeli Ambassador finished his speech, and Chancellor Drake stated that he did. Regent Lansing stressed that hate-related behavior must be addressed by education and noted that UCLA recently started an Israeli studies program. She suggested that Chancellor Drake meet with staff from that program to discuss ways to create an environment that is more tolerant of different points of view. Chancellor Drake responded that he had engaged in conversations with the UCLA staff and appreciated their assistance. However, he stressed that a very small percentage of the UCI student body of 28,000 caused the disruption, and the overwhelming majority of the students work well together. He stated the campus will continue to build cohesion and tolerance within the student body.

President Yudof introduced UC Student Association (UCSA) President Victor Sanchez, and UCSD Black Student Union (BSU) Co-Chairs Fmann Keflezighi and David Ritcherson.

Mr. Sanchez acknowledged that the meetings that President Yudof held with UCSA representatives to address the intolerance issues at the UC campuses were productive. He emphasized that the remarks he and the other students would make would be part of an effort to give a student perspective to help the Regents realize the scale of the recent campus events. He voiced his support for the students under investigation at UC Irvine, and argued that their form of protest was not violent or hateful and that their First Amendment rights were not honored.

Mr. Sanchez recalled that the past few weeks had been tumultuous, and that UC is at an important crossroads with regard to campus racism, homophobia, and anti-Semitism. He stated that students' lives are being disrupted on a weekly basis, and strong actions are needed to address these incidents, which are not isolated. He expressed his belief that diversity has been touted as a University priority, but that the recommendations presented in a diversity report in 2005 had not been implemented. In addition, he observed that the recent fee increases and program cutbacks disproportionately affected students of color. Mr. Sanchez stated that the Board must look closely at policy decisions being made, and that it cannot continue to defer its responsibilities and ignore the students' grievances.

Mr. Ritcherson asked that all of the students in the audience who travelled to attend the meeting stand and be recognized. He stated that they should feel comfortable and welcomed on campus and that the Regents were accountable to them. He stated that UC San Diego is home to increased racial tension because of the recent events, and that it did not provide a safe environment for students of color. He explained that the students had created recommendations for improving campus climate at UCSD and that the administration must be willing to work with them. He reminded the Regents that he and the other students were sacrificing time from their spring break to try to convince the Regents of the seriousness of the situation on the campuses and the need for them to take direct action.

Ms. Keflezighi stated that changing the admissions policy alone is not going to solve the problem of campus climate at UC San Diego. She affirmed that, regardless of their admission rates, African American students would continue to avoid UCSD due to the hostility expressed toward black students on campus. She remarked that the achievement of a critical mass of black students would not change the campus climate, but would merely increase the number of students subjected to hate-based language and action. She observed that students of color would not be celebrating the campus' upcoming fiftieth anniversary due to the unwelcoming and disrespectful atmosphere at UCSD. She reiterated Mr. Ritcherson's view that the proposals Chancellor Fox read to the Board were generated by the students, not by the campus staff. She recalled that the students had asked UCSD for funding for student-initiated outreach in September, and that the campus only reluctantly agreed to fund it in response to the recent hate-based activities.

Mr. Ritcherson reminded the Regents of the 2003 recommendations of Professor Walter Allen's report on diversity at UCSD, none of which were implemented. In 2006, the San Diego Chicano/Latino Concilio conducted a campus climate survey at UCSD which also included recommendations for change. In 2007, a committee on historically underrepresented minority groups and yield brought forward recommendations similar to the previous two studies. Mr. Ritcherson asked why none of the recommendations had been implemented. He observed that in 2009, the Black Student Union wrote a report on African American yield that incorporated the recommendations of those reports and supplemented them with suggestions for student-initiated efforts, which were adopted following the hate crimes on campus. He expressed his belief that the University only reacted when it received negative publicity and that it has been motivated to mask the problem at UCSD rather than solve it.

Ms. Keflezighi remarked that when students met with President Yudof a week and a half previously, he stated that anything that cuts students off from their educational goals is unacceptable. The UCSD climate, she said, has not been conducive to her studies since her first arrival on campus. She informed the Regents that she was the only black student in her residence hall and was often the only black student in a lecture hall of 300 students. She emphasized that the students had read all of the University-generated diversity reports, and the discovery that campus climate has been an ongoing struggle since the campus' inception was extremely frustrating. She stated that the students, and not the campus, have been doing the work of recruiting and retaining underrepresented students, and that the Regents must ensure that the UCSD administration would cooperate with them to improve yield and campus climate. She explained that the students and faculty generated the small percentage of African American students who did choose UCSD. She remarked that word-of-mouth is powerful, and that the recent news coverage is going to negate all of the efforts she and other students had put into recruitment. She stressed that faculty have routinely asked for updates regarding the diversity recommendations, and that they received no response from the campus. She expressed her belief that the administration at UCSD does not feel that the benefits of diversity are worth the costs associated with promoting it.

Mr. Sanchez remarked that the administrative structure at UCSD is diffused, resulting in confusion and paralysis when incidents arise. He said that the campus has no experts in diversity, inclusion, or equity. He remarked that the campus does have a Chief Diversity Officer, but that she was not at the Board meeting and that she has not made any comments at any of the Black

Student Union meetings of the past month. He urged the Regents to read the BSU's recommendations and work with the students to change the campus climate.

Mr. Sanchez observed that the Board has begun to realize the extent of the campus climate problems throughout the system and how deeply it affects the students. He stressed that the students needed to see direct action. He and Mr. Ritcherson thanked the Board for their time and attention.

Chairman Gould thanked the students for taking the time to talk to the Regents and for their honesty and courage. He expressed the Board's profound disappointment and regret for the recent activities and stated that the Regents have the responsibility to move forward and address the issues. He committed to work with the President on improving campus climate and agreed with Mr. Edley that it would be an ongoing responsibility to monitor, examine, and improve how UC treats people of color.

President Yudof expressed his appreciation for the students' constructive ideas and commended their ability to reach beyond their anger to provide tremendous assistance in resolving the climate issues on the campuses. He remarked that he would be meeting with Mr. Edley to determine the monitoring process and balance between campus activities and systemwide activities. He stressed that the University must identify concrete objectives and the means by which they would be monitored. He stated that he would like progress reports every three months. He thanked the students for their hard work in a situation where their patience has been sorely tried.

Regent Blum remarked that the history of reports not being implemented is intolerable. He noted that the administration of the University has improved since President Yudof was hired, and that it needs to also be improved at the campus level. He expressed extreme remorse at the events that transpired on the campuses and stressed that none of the Regents would support an institution where people are harassed and threatened. He encouraged the students to come to future Regents meetings if they feel the University is not effectively addressing the campus climate problems.

Regent Lozano stressed the importance of the programs that are going to be put in place and the need for measurement, reporting, and accountability. She emphasized that the Regents are responsible for the stewardship of the University and asked the students to hold them accountable. She recommended that the Regents take active responsibility for the problem of campus climate and determine a way to frequently measure and evaluate progress. She encouraged the students to hold the Regents, and not just the Office of the President, accountable for any lack of progress or shortfalls in going forward with this problem.

Regent Pérez reinforced the students' comments regarding the severe impact of these occurrences on underrepresented minority students and the serious impediment they pose to the success of those students. He stated that when a campus has an extremely deficient proportion of underrepresented students, its ability to provide a truly effective learning environment is undermined. He noted that some of the Ivy League schools recognize that a diverse student body improves everyone's educational experience, and focus their efforts accordingly. He acknowledged that the underrepresented students at UC are put through additional hurdles of recruiting and retaining students and improving yield rates in a hostile environment, which

detracts from their primary mission of getting an education. He asked the Regents to keep these factors in mind when considering their response to the problem of campus climate. Regent Pérez further stressed that the campus-based leadership must likewise be aware of that burden when creating their responses.

Regent Pérez noted that the recommendations brought forward by the students were tremendous, but that the University should not limit itself to those activities alone. He recalled that when he was an undergraduate student at Berkeley, he participated in recruitment, and that today he is still working to convince parents that UC can be a safe, welcoming, and nurturing environment. However, the events at UC San Diego pose a significant challenge, and the University needs to ensure that it does everything possible to supplement the work of the students and create a more supportive environment to successfully enroll greater numbers of underrepresented students.

Regent Pérez stated that the Regents must also ensure that the code of student conduct is not limited to the immediate physical borders of the campuses. He noted that when a low proportion of students live on campus, the campus community is broader than the actual physical campus space. The rules and expectations of conduct must encompass the broader campus community. The Regents must address that consideration as they move forward.

Regent Bernal requested that the President create a list of recommendations from previous diversity reports and inform the Regents about progress on them and a timeline for any actions that still need to take place. The list should also include an assessment of any needed resources to put those plans into action. President Yudof remarked that he is working with the students to determine the best way to monitor progress both systemwide and at the campuses. He stressed that he is open to any ideas that are effective and measurable.

Staff Representative Abeyta remarked that the campus staff have been extremely engaged with the students and that they have exerted a great deal of effort to try to address the campus climate issues. He stated that the shortfalls in the State budget have had unintended consequences in reducing the staff available to help underrepresented minority students feel welcome and inform them about supportive programs and services.

Chairman Gould noted the importance of Mr. Abeyta's comments and said that if UC cannot attract and retain the diverse talent that is available to it, the future of California will suffer.

The meeting adjourned at 12:00 p.m.

Attest:

Secretary and Chief of Staff