

The Regents of the University of California

**COMMITTEE ON EDUCATIONAL POLICY**

September 15, 2010

The Committee on Educational Policy met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Members present: Regents Cheng, Island, Johnson, Kieffer, Lansing, Lozano, Marcus, Pattiz, and Reiss; Ex officio members Gould, O’Connell, Yudof, and Zettel; Advisory members Mireles and Simmons; Staff Advisors Herbert and Martinez

In attendance: Regents Blum, DeFreece, De La Peña, Hime, Makarechian, Maldonado, Ruiz, Schilling, and Varner, Regents-designate Hallett and Pelliccioni, Faculty Representative Anderson, Secretary and Chief of Staff Griffiths, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Provost Pitts, Executive Vice Presidents Brostrom and Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Beckwith, Duckett, Lenz, and Sakaki, Chancellors Birgeneau, Block, Blumenthal, Desmond-Hellmann, Drake, Fox, Kang, Katehi, White, and Yang, and Recording Secretary McCarthy

The meeting convened at 9:45 a.m. with Committee Chair Island presiding.

Committee Chair Island commented on Chancellor Block’s remarks regarding the UCLA Anderson School of Management’s proposal on self-sufficiency, which was discussed in the preceding meeting of the Committee of the Whole. While Committee Chair Island noted that he did not intend to foreclose consideration of new ideas, he urged the Board to maintain control of its oversight of the structure of the University, particularly with regard to concepts that would fundamentally change its character.

1. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of July 14-15, 2010 were approved.

2. **REMARKS OF THE PROVOST**

Provost Pitts stated that his priorities for the University are to sustain academic excellence, to focus on students and access, and to deliver new knowledge through research.

Dr. Pitts congratulated the campuses for their achievements in the recent *Washington Monthly* rankings. UC San Diego, UC Berkeley, and UCLA were ranked first, second, and third; UC Davis and UC Santa Barbara were in the top 11. In *U.S. News and World*

*Report's* rankings of public universities, UCLA and UC Berkeley were the top two, and UC's Association of American Universities (AAU) campuses comprised six of the top eleven schools. UC Riverside and UC Santa Cruz are steadily improving their rankings. In the Shanghai Jiao Tong University international rankings, all of UC's AAU campuses plus UC San Francisco were in the top 50; UC Berkeley ranked second, behind only Harvard; UCLA, UC San Diego, and UC San Francisco were in the top 20; UC Santa Barbara, UC Irvine, and UC Davis were in the top 50.

Dr. Pitts reported on the effect current economic conditions have had on UC's faculty. For the first time since the Great Depression, there was an overall annual one percent decline in the number of systemwide, ladder-ranked faculty, because of a significant reduction in the number of new hires. Only UC Merced is currently expanding its faculty. At the same time, the number of lecturers has increased by three percent overall. Campuses are leaving faculty positions open and using lecturers, a trend that Dr. Pitts hopes would reverse as the economic situation improves.

Dr. Pitts addressed recruitment and retention of faculty. The University successfully retained 75 percent of 250 faculty members specifically identified as necessary to retain. The success rate for recruiting new faculty was also 75 percent of 300 cases. Dr. Pitts pointed out that these figures were fairly close to UC's normal success rates in these areas, but cautioned that he does not know how recruitment and retention will be affected in the next several years. He stressed that these success rates are evidence of the University's strong effort to maintain its excellence. Dr. Pitts noted that the Regents are aware that the lag in faculty salaries is a serious concern.

### 3. **CAMPUS PRESENTATION, RIVERSIDE CAMPUS**

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

Chancellor White made the campus presentation for UC Riverside. He thanked the Regents for the opportunity to present "UCR 2020," the campus' strategic plan for the next ten years, developed under the leadership of Executive Vice Chancellor and Provost Rabenstein. Chancellor White also thanked Associate Chancellor Giorgio and Assistant Executive Vice Chancellor Kidder for their expert help, as well as more than 140 faculty members, staff, students, and alumni who participated in the development of the strategic plan. Many stakeholders submitted feedback on the plan through Academic Senate committees, town hall meetings, focus groups, electronic input, and other avenues. Chancellor White noted that this strategic plan would guide UCR in its development through the subsequent ten years, as it joins the ranks of pre-eminent research universities.

Chancellor White pointed out that UC Riverside, a young, land grant campus in only its sixth decade, has established a strong foundation of academic achievement. He noted that two UCR faculty members received Guggenheim Fellowships and two were recently elected to the National Academy of Sciences.

Chancellor White reported that UC Riverside's enrollment has increased 58 percent since 2000, to more than 20,000 students in the current fall quarter. The undergraduate population has grown 60 percent and the graduate enrollment has grown 50 percent. Professional graduate school enrollment remained flat at one percent of total enrollment during the decade, an indication of UCR's need to increase this part of its student body.

Chancellor White stated that UC Riverside is a national exemplar for student diversity, reflecting the campus' strategic intent. In the fall of 2009, underrepresented groups constituted more than 37 percent of the undergraduate population. Chancellor White expressed pride that UCR has both the highest absolute number and percentage of African American students in the UC system, at nearly eight percent, as well as the highest absolute number and second highest percentage after UC Merced of Chicano/Latino students. In 2007, UC Riverside was named a "Hispanic Serving Institution."

Simultaneously, UC Riverside is improving its academic profile. Chancellor White noted that during the prior fall's admissions, for the first time UC Riverside did not use the referral pool, except for some openings in its School of Engineering.

Chancellor White pointed out that UC Riverside graduates its students of color at virtually the same or better rate as its overall graduation rate. Six-year graduation rates for various ethnic groups differed by only a few percentage points and UC Riverside was recently named a national leader in African American and Latino graduation rates by The Education Trust. Chancellor White stated UCR's goal of raising its overall graduation rate, while ensuring the rate remains consistent across racial and ethnic groups.

Chancellor White reported that *U.S. News and World Report* ranked UC Riverside fourth in the nation and first in the state for diversity, and 41st overall for public universities. Based on recruiting and graduation rates of low income students, *Washington Monthly* ranked UCR 10th in the nation for social mobility, meaning that UCR's low income students far exceeded their predicted success rate. *The Princeton Review* rated UC Riverside 96 out of a possible 99 for its environmental practices and academic offerings. The Shanghai Jiao Tong University international rankings, which will be released September 16, 2010, reflect UC Riverside's ascendancy on the world scene.

Chancellor White commented on UC Riverside's contribution of more than \$1 billion annually to the economy of the region and the state, through research, teaching, and community involvement. UCR is the largest employer in the City of Riverside and the tenth largest in the inland Southern California region, with more than 4,900 jobs, including those held by student employees. Over the last decade, UC Riverside has invested nearly \$1 billion in construction activities.

Chancellor White recalled the Regents' visit to UCR's 1,100 acre campus for their March 2009 Board Meeting. Students enjoy a welcoming climate created by the UCR faculty. Research and creative activities lend vibrancy and energy to the campus. UCR is committed to the agricultural sciences, from citrus breeding to plant genomics.

Chancellor White added that UC Riverside aspires to an even higher level of excellence. He enumerated UC Riverside's overarching strategic goals in the areas of academic excellence, access to the University, diversity, and engagement. In the important area of academic excellence, UCR's first major strategic goal is to achieve the profile of an Association of American Universities (AAU) member. Specifically, UCR would work to increase its current \$86,000 per faculty member level of federal research expenditure to the AAU comparator funding level of \$150,000 per faculty member. UCR would also like to increase its citation impact rate from its current 4.85 to 5.10. Approximately 13 percent of UCR's students are at the graduate or professional level; its goal is to have 20 percent of students in graduate or professional schools, consistent with the recommendation of the UC Commission on the Future. UCR's graduation rate is currently 68 percent, which compares favorably with its comparators' rates; however, UCR would like to raise its graduation rate to 75 percent. In this connection, UCR is becoming more selective in its admission practices.

Chancellor White discussed UC Riverside's second strategic goal of enhancing access and opportunities for its students. For undergraduate students, UC Riverside is continuing to become more selective in its admissions criteria, practicing heightened enrollment management, utilizing improved academic advising to ensure student success, expanding its highly successful first-year learning communities, and encouraging more students to participate in undergraduate research opportunities.

In order to meet its goal of having 20 percent enrollment in professional or graduate schools, Chancellor White stated that the campus would need to provide more support for graduate students, including more fellowships and training grants. In addition, UC Riverside plans to add new professional schools and to expand some existing graduate and professional programs. Chancellor White thanked the Regents for their support of the new School of Public Policy, which is currently delayed because of the State funding situation.

UC Riverside's School of Medicine is essential to both the health and the economy of the region. Chancellor White characterized the School of Medicine as the most crucial component of UCR's future development. He reported that significant progress has been made since the Regents' approval two years prior. UCR's partnership with UCLA, wherein students do their first two years of medical school at UC Riverside and their last two at UCLA, is currently entering its 36th year. In February 2010, Dr. G. Richard Olds joined UC Riverside as Vice Chancellor of Health Affairs and the founding Dean of the Medical School. Chancellor White indicated that the Health Sciences Research Building would open in October 2010. UCR has received financial support from both local and federal governments, as well as a Kaiser Permanente grant of \$10 million, contingent upon ongoing financial support from the State. Despite the Regents' request, UC Riverside has not yet received commitment for this funding from the State. Chancellor White stressed the importance of continued Regental support for the School of Medicine.

Chancellor White turned to UC Riverside's third strategic goal of increasing diversity. The UC "Annual Accountability Sub-Report on Diversity" indicated that 80 percent of African American students feel respected at UCR. Chancellor White noted that he has received reports from faculty of the dramatic influence of the campus' diversity on their scholarship and teaching. UCR's diversity has become a recruiting tool for outstanding faculty nationwide. UCR plans to continue to increase the diversity of its faculty, staff, and senior leadership who would, in turn, serve as role models for students.

Chancellor White spoke of UCR's fourth strategic goal of continuing UCR's long tradition of community engagement, from a regional to a global level. UC Riverside intends to focus on major issues affecting quality of life, such as education, economic development, agriculture, environment, athletics, art, and culture. Chancellor White elaborated that UCR would create new alliances with businesses, government, educational groups, and other civic organizations. UC Riverside has already taken a leadership role in the region and the state, and now intends to expand its efforts internationally.

Chancellor White discussed the current challenges of growth. He reported that UC Riverside is streamlining administrative functions and is seeking other ways to increase cost effectiveness. Ladder-ranked faculty outnumber administrative staff by more than two to one. An entire administrative division was eliminated, resulting in savings of one-half million dollars a year. UCR was cited last month by the Goldwater Institute for decreasing its ratio of administrators to students by 2.5 percent over the past 14 years, against the national average of a 39 percent increase.

Chancellor White reported that UC Riverside would soon seek Regental approval for its first comprehensive fundraising campaign. UCR has also launched a national marketing campaign to increase its visibility.

Regent Varner complimented Chancellor White for having brought UC Riverside into a new era of prominence. He noted that the Chancellor has forged relationships and collaboration with counterparts at California State University at San Bernardino, local community colleges, and private institutions. Regent Varner cited UC Riverside as an example of successful efforts which benefit both the University and the regional economy.

Staff Advisor Martinez commented on the high degree of loyalty, engagement, and sense of community among the staff at UC Riverside.

Regent Pattiz added his congratulations to Chancellor White for the ascendancy of UC Riverside. He asked how many students are involved in the medical school collaboration with UCLA. Chancellor White responded that there are currently 28 students in the UCR/UCLA Thomas Haider Biomedical Research Program, through which students complete their first two years of medical school in UCR's biomedical program then transfer to UCLA's School of Medicine. Pipeline programs leading to admission in this medical school program have increased its diversity. Eventually the

collaborative program would be replaced by a fully independent medical school at UC Riverside.

Regent Lansing echoed the congratulations to Chancellor White and noted that UC Riverside's campus is particularly welcoming. She expressed pride in UCR's diversity, which was apparent when she visited the campus. She especially praised UCR's atmosphere of tolerance and diversity during a time when some campuses have experienced hate crimes. Regent Lansing also expressed appreciation for the innovative, collaborative UCR/UCLA medical program. She noted UC Riverside's ability to promote diversity while fostering excellence.

Regent Johnson agreed that she feels UC Riverside's welcoming atmosphere whenever she visits. UCR's diversity is a model for the entire University. She asked Chancellor White what he thought was the main attraction for the diversity of the campus. Chancellor White responded that he believes that the faculty, staff, and student body come to UCR because they value diversity, as both a marker of excellence and as a way of achieving excellence. He noted that students' success stories travel back to their communities by word of mouth. He stated that some former Ivy League faculty at UC Riverside feel that working with a more diverse community has been empowering to their scholarship.

Regent Ruiz thanked Chancellor White for the new course he has set for UC Riverside.

Committee Chair Island embraced the prior comments of Regent Lansing and Regent Johnson, noting that UC Riverside is a real world laboratory for cooperation and growth among diverse groups without sacrificing excellence. Regent Island commented that this path of using diversity to achieve excellence should be emulated throughout the University.

#### 4. **PROPOSED PUBLIC PHASE OF FUNDRAISING CAMPAIGN, DAVIS CAMPUS**

The President recommended that the proposal of the Davis campus, jointly with the UC Davis Foundation, to conduct a campuswide, comprehensive fundraising campaign, with a goal of \$1 billion to support Davis' students, faculty, and programs with strengthened endowment, capital, and current-use funding, be approved, subject to the condition that each capital project has been or would be approved at the appropriate time in accordance with Regental policy.

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

Executive Vice President Brostrom noted that, under Regental policy, the Regents must approve any public fundraising campaign of \$50 million or more. He stated that UC Davis was seeking approval of the public phase of its first comprehensive campaign with the goal of raising \$1 billion while engaging over 100,000 donors. The proceeds

would be used to support a wide array of research, teaching, and public service activities. The campaign's goals mirror the academic goals of UC Davis. Mr. Brostrom noted that, although raising philanthropic support in the current environment is difficult, the need for such support has never been greater. He stressed the importance of Regental support for the campaign, which UC Davis hopes to launch on October 22.

Chancellor Katehi asked for approval of the public phase of the first UC Davis comprehensive campaign. She noted that philanthropic support has been critical for UC Davis' development into a comprehensive university. She said that, while the campus is most grateful for past support from the State, it is clear at the present time that the campus must attract additional resources in order to fulfill its land grant mission and to advance among the nation's top research universities. The campaign must involve UCD's own constituencies of faculty, alumni, and the community.

Chancellor Katehi pointed out that the priorities of the campaign would focus on those of the campus. Both internal and external campus groups worked during the past year to create "UC Davis: Vision of Excellence," a strategic framework for the campus' future. UC Davis' mission includes providing educational opportunities for its students, creating breakthrough knowledge, and driving economic development in the region and the state. The broader UC Davis community must be engaged to reach these goals.

Chancellor Katehi noted that UC Davis has enjoyed benefits from its donors throughout its history. She announced the current campaign's goal of raising \$1 billion in philanthropic support from more than 100,000 donors. The campaign's primary emphasis would be on raising funds to support students, staff, faculty, educational programs, and facilities.

Chancellor Katehi reported that the campus has raised \$583 million out of its \$1 billion goal, with contributions coming from more than 70,000 donors. In addition to a \$100 million grant from the Gordon and Betty Moore Foundation, UC Davis has raised more than \$100 million during each of the past four years. In the past year alone, the campus raised \$112 million.

Chancellor Katehi stated that the purpose of the \$100 million grant from the Gordon and Betty Moore Foundation was to create the Betty Irene Moore School of Nursing, development of which is well under way. The campaign also has raised \$85 million of the goal of \$120 million for Project You Can, a UC systemwide effort to raise \$1 billion for student support.

Chancellor Katehi thanked the large group of fundraisers involved in the campaign, including members of the Campaign Cabinet, the UC Davis Foundation Board, and the UC Davis Alumni Board.

Chancellor Katehi noted UC Davis' recent successes, including accepting its best student cohort, graduating its largest number of students, and receiving close to \$685 million in research funding. For the first time, *U.S. News and World Report* recognized UC Davis as

one of the top ten public research universities, *Washington Monthly* ranked UC Davis sixth in supporting social mobility, and *Sierra Magazine* named UC Davis 16th in the nation for its commitment to environmental sustainability.

Chancellor Katehi said that, should she receive Regental approval, the public phase of the campaign will be announced.

Regent Blum noted that he has spent time at UC Davis in connection with his Center for Developing Economies. He complimented Chancellor Katehi for being proactive in that effort, developing programs between UC Davis and UC Berkeley in the area of rural poverty. He noted she has accomplished a great deal in a short time at UC Davis.

Regent Schilling asked how Chancellor Katehi is bolstering UC Davis' fundraising staff. Chancellor Katehi responded that a critical part of the fundraising effort is to make connections between current students and alumni. If students are thankful for their college experience, they would return to help the University provide similar experiences for students who follow. She hoped the current campaign would help provide the environment for UC Davis' alumni to stay connected with their alma mater.

Vice President Brostrom added that the Office of the President provides approximately \$7 million to the campuses for support in broadening their networks of donors. He expressed pleasure that UC Davis' campaign is focusing on increasing the number of involved donors, since he sees this as a major deficiency in UC's fundraising. He noted that private universities often have donor rates of 40 to 60 percent of alumni, while UC's donor rate is less than 20 percent.

Regent Schilling asked if the campaign had considered establishing an endowment for fundraising. Regent Katehi responded that, while this idea had been discussed, it was not a focus of the current campaign. The major goals of this campaign correspond with UC Davis' most pressing needs, such as scholarships, fellowships, and support for research. She acknowledged that development of a high-level, consistent fundraising staff would be crucial to continued success in fundraising.

Vice President Brostrom noted that the primary support source for fundraising comes from endowment cost recovery, which has been raised from 15 basis points to 45 basis points.

Chairman Gould congratulated Chancellor Katehi for her leadership and the remarkable success of UC Davis.

Regent Zettel complimented both Chancellor Katehi and Chancellor White on their presentations and their extraordinary leadership. She commended their programs' use of volunteers to help create a culture of giving, which has been lacking at public universities in the past.



Regent Hime, alumni Regent from UC Davis, noted the exciting energy that Chancellor Katehi has brought to the Davis campus.

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

5. **AMENDMENT OF REGENTS POLICY 4400: UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT POLICY**

The President recommended that Regents Policy 4400: University of California Diversity Statement be amended to include "gender identity" as shown on Attachment 1.

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

Provost Pitts stated that the Assembly of the Academic Senate added the term "gender identity" to the list of various differences included in its Diversity Statement. Dr. Pitts recommended adoption of this language in the Regents' policy.

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

The meeting adjourned at 10:40 a.m.

Attest:

Secretary and Chief of Staff

**Additions shown by underscore**

**Regents Policy 4400: POLICY ON UNIVERSITY OF CALIFORNIA DIVERSITY STATEMENT**

*Adopted September 20, 2007*

RECOMMENDED TO THE UNIVERSITY OF CALIFORNIA BY THE ACADEMIC SENATE OF THE UNIVERSITY OF CALIFORNIA

*Adopted by the Assembly of the Academic Senate May 10, 2006*

*Endorsed by the President of the University of California June 30, 2006*

*Adopted as Amended by the Assembly of the Academic Senate April 22, 2009*

*Endorsed as Amended by the President of the University of California August 17, 2010*

The diversity of the people of California has been the source of innovative ideas and creative accomplishments throughout the state's history into the present. Diversity – a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, gender identity, socioeconomic status, and geographic region, and more.

Because the core mission of the University of California is to serve the interests of the State of California, it must seek to achieve diversity among its student bodies and among its employees. The State of California has a compelling interest in making sure that people from all backgrounds perceive that access to the University is possible for talented students, staff, and faculty from all groups. The knowledge that the University of California is open to qualified students from all groups, and thus serves all parts of the community equitably, helps sustain the social fabric of the State.

Diversity should also be integral to the University's achievement of excellence. Diversity can enhance the ability of the University to accomplish its academic mission. Diversity aims to broaden and deepen both the educational experience and the scholarly environment, as students and faculty learn to interact effectively with each other, preparing them to participate in an increasingly complex and pluralistic society. Ideas, and practices based on those ideas, can be made richer by the process of being born and nurtured in a diverse community. The pluralistic university can model a process of proposing and testing ideas through respectful, civil communication. Educational excellence that truly incorporates diversity thus can promote mutual respect and make possible the full, effective use of the talents and abilities of all to foster innovation and train future leadership.

Therefore, the University of California renews its commitment to the full realization of its historic promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity. The University particularly acknowledges the acute need to remove barriers to

the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented.

<http://www.universityofcalifornia.edu/regents/policies/6032.html>