

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
MEETING AS A COMMITTEE OF THE WHOLE**

January 22, 2014

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

Members present: Regents De La Peña, Feingold, Flores, Gould, Island, Kieffer, Lansing, Makarechian, Napolitano, Pattiz, Reiss, Ruiz, Schultz, Sherman, Varner, Wachter, and Zettel

In attendance: Regents-designate Engelhorn, Leong Clancy, and Saifuddin, Faculty Representatives Gilly and Jacob, Secretary and Chief of Staff Kelman, Associate Secretary Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Provost Dorr, Executive Vice President Brostrom, Chief Financial Officer Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Allen-Diaz, Brown, Duckett, and Lenz, Chancellors Blumenthal, Katehi, Khosla, Leland, Wilcox, and Yang, and Recording Secretary McCarthy

The meeting convened at 8:40 a.m. with Chairman Varner presiding.

**1. PUBLIC COMMENT**

Chairman Varner explained that the Board had been convened as a Committee of the Whole in order to permit members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. Mr. Murray Morgan referred to President Napolitano's statement that UC would teach for California and research for the world. He encouraged her to reduce costs and student fees, and improve the quality of UC research and teaching. He said he had faced discrimination and had been put in jail.
- B. Ms. Summer Shafer, UC Riverside student and member of Fossil Free UC, commended the University for its commitment to sustainability demonstrated in its 2013 Annual Report on Sustainable Practices. Fossil Free UC strongly supports President Napolitano's carbon-neutrality goal and looks forward to working with UC administration to build campus support for this initiative, which could serve as a model for sustainability around the globe.
- C. Mr. Jacob Soiffer, UC Berkeley student and member of Fossil Free UC, expressed gratitude for President Napolitano's carbon-neutrality initiative. UC's actions will set an inspiring example for schools and governments across the nation. He asked that students, faculty, and staff be included in planning and implementation. He expressed appreciation for the reference to UC's investment practices in the 2013

Annual Report on Sustainable Practices and urged UC to examine the carbon footprint of its investment portfolio.

- D. Mr. Ophir Bruck, member of Fossil Free UC, expressed support for the sustainability measures UC has taken as reflected in its 2013 Annual Report on Sustainable Practices and commended President Napolitano for her carbon-neutrality goal. He noted the importance of including students in this effort and of aligning UC's investment portfolio with this mission.
- E. Ms. Vanessa Gonzalez, first-year UC Riverside student, advocated support for the California Modernization and Economic Development Act and finding new ways to fund UC. High tuition rates decrease the accessibility of the University for students.
- F. Ms. Tammi Rossman-Benjamin, UC faculty member and co-founder of the AMCHA Initiative, a non-profit organization dedicated to combating campus anti-Semitism, said she appreciated President Napolitano's opposition to a boycott of Israeli universities and scholars. She expressed concern about UC Davis, UCLA, and UC Riverside recently sponsoring events featuring Omar Barghouti, who she said was the founder of an academic boycott of Israel. Ms. Rossman-Benjamin said these events violated University policy and State law, and created a hostile environment for Jewish students. She urged the Regents to conduct a formal investigation into these events and make the results public.
- G. Ms. Gail Rubin, attorney, UC Berkeley alumna, and lay leader of StandWithUs in the Sacramento region, said that Omar Barghouti spoke at UC Davis the prior week, hosted by four academic departments. This and other events have become increasingly aggressive with racial slurs. Ms. Rubin stated that Jewish students had faced heckling and bullying, and some were physically blocked from entering a building on the Davis campus during a rally. She asked the Regents to enforce campus rules and to ask UC chancellors to host speakers with divergent viewpoints on the Middle East.
- H. Ms. Toni Dwiggin, UCSB alumna speaking in support of Fossil Free UC, recalled the 1969 Santa Barbara oil spill, which still ranks as the third largest oil spill in U.S. waters and helped spark the birth of the environmental movement. She said the use of fossil fuels is creating an ongoing disaster for the planet. She urged the University to divest from its investments in fossil fuel industries. Alumni have launched the group Alumni for Divestment.
- I. Mr. Jeff Huggins, alumnus of UC Berkeley and Harvard Business School, said the future of the earth's climate cannot be weighed against basis points of investment gains. No one country or industry has the right to destabilize the earth's climate and no institution should profit from those activities. He urged the University to divest from investments in the fossil fuel industry.

- J. Ms. Sarah Brownstein, co-director of Chabad of Davis, said that UC Davis students with whom she works report that they feel afraid to speak out about their Judaism because of an environment they feel is hostile. Ms. Brownstein said that a sukkah at UC Davis had been vandalized and the University discouraged setting up another one. She urged the University to enforce campus rules that protect the safety and freedom of speech of all students.
- K. Ms. Johanna Wilder, UC Santa Cruz alumna and StandWithUs campus coordinator, characterized a recent talk by Omar Barghouti as anti-Semitic. She asked the Regents to publicly condemn bigotry; review the appropriateness of professors' using public resources and offering course credit for events she characterized as promoting a private political agenda; and sponsor an event or lecture that would present a viewpoint that she said would be more accurate.
- L. Ms. Sofie Karasek, UC Berkeley student, said she had been sexually assaulted in February 2012. She spoke in support of the State's audit of UC Berkeley and UCLA. She and eight other students filed a federal complaint against UC Berkeley for violating their right to a safe campus environment. Ms. Karasek expressed her view that UC Berkeley's policies cover up sexual assaults. She stated that a student who has been assaulted is unable to find out whether her assailant was disciplined and has no right to have the crime investigated. This problem is widespread across the nation. Ms. Karasek urged the Regents to take a stand against sexual violence on college campuses and to implement changes students have suggested and submitted to the Associated Students of the University of California Student Advocate's Office.
- M. Mr. Ronald Cruz, attorney and organizer for the Coalition to Defend Affirmative Action, Integration, and Immigrant Rights and Fight for Equality by Any Means Necessary (BAMN), said students injured in the November 2011 UC Berkeley campus protests had received a favorable U.S. District Court ruling, which he said would keep former Chancellor Birgeneau and others as defendants in the lawsuit alleging police brutality and violation of free speech. Mr. Cruz said that BAMN would continue to advocate for campus protestors and for the removal of President Napolitano.
- N. Mr. David Douglass, UC Berkeley student and BAMN national organizer, expressed BAMN's solidarity with American Federation of State, County and Municipal Employees (AFSCME) Local 3299. He stated that BAMN demands the immediate removal of Janet Napolitano as President.
- O. Mr. Justin Cheong, BAMN national organizer, spoke against the appointment of President Napolitano because of her record on immigration and deportation of undocumented immigrants. He said the UC president should be an educator with a history of defending academic freedom and diversity.

- P. Ms. Kathryn Lybarger, president of AFSCME Local 3299, expressed disappointment at the ongoing 20-month contract negotiations with AFSCME, which represents some of the University's lowest-paid workers. She stated that AFSCME had made concessions on more than 30 of the 40 contract articles, including pension reform. AFSCME asks for staffing safeguards, which she said have already been granted to other bargaining units, to protect AFSCME members, students, and patients from preventable injuries. AFSCME also asks for the same across-the-board wage increases already granted to other bargaining units. Ms. Lybarger stated that AFSCME members perform the most physically demanding work. She announced that the service unit would conduct a strike vote on February 11-13 and the patient care unit would vote on whether to hold a sympathy strike.
- Q. Ms. Yolanda Jackson, unit service coordinator at UCSF Benioff Children's Hospital and member of AFSCME Local 3299, said that the greeter position in her department had been eliminated and security guards were moved downstairs, so Ms. Jackson has to perform both her coordinator job and security duties. Waiting patients sometimes line the hallway because there is insufficient staff to clean the children's rooms.
- R. Mr. Ed Wilson, Lawrence Berkeley National Laboratory employee and AFSCME Local 3299 member, stated that hardworking UC employees are not being treated fairly. Contract negotiations have been ongoing for 20 months and AFSCME has made concessions. Many departments are understaffed and employees are overworked. He urged the Regents to treat UC employees with respect.
- S. Ms. Taneisha Morales, UC Davis food service worker and single mother of four, said that, even though she works full time, her children qualify for free school lunches and she qualified for a State-subsidized energy assistance program because of her low income. She stated that the Regents should be ashamed that a full-time University employee must rely on such programs. Ms. Morales added that she works hard and is committed to her work.
- T. Mr. Arnold Meza, UC employee, said that the lower paid UC employees are treated as second-class citizens, even though they are loyal to the University. He urged the University to negotiate a fair contract with AFSCME.
- U. Ms. Alex Choate, external vice president of statewide affairs for the Associated Students, UC Santa Barbara and board member of the UC Student Association, expressed her support for reinvigorating the California Master Plan for Higher Education. She advocated including other UC stakeholders, such as legislators, alumni, students, and faculty, in this conversation.
- V. Ms. Leah Rowell, who said she spoke on behalf of State Senator Leland Yee, expressed solidarity with AFSCME. She stated that, as a public institution funded

by taxpayer dollars, UC should improve its treatment of low-wage workers and arrive at a fair contract with AFSCME.

- W. Ms. Nadia Conrad-Huayta read a statement by State Assemblymember Tom Ammiano expressing support for AFSCME workers. His statement acknowledged the financial constraints under which UC must operate and urged a fair settlement of contract negotiations.

## 2. **REMARKS OF THE CHAIRMAN OF THE BOARD**

Chairman Varner reported that Governor Brown had appointed four Regents. The Governor re-appointed Regents Blum and Pattiz, and former Regent Lozano. All three have outstanding records of service to the University and their reappointment would give much-appreciated continuity to the Board. In addition, Governor Brown appointed Richard Sherman of Pacific Palisades, Chief Executive Officer of the David Geffen Company. Mr. Sherman has served on boards of numerous businesses and many philanthropic companies, and is a welcome addition to the Board of Regents. Chairman Varner thanked Governor Brown for these appointments, which require confirmation by the State Senate.

Chairman Varner also thanked the Governor for making higher education a high priority in his 2014 budget, which includes a five-percent increase for UC and a \$50 million competitive grant available to all three segments of California public higher education to increase accessibility for all of California's students. Chairman Varner said the Board looks forward to working through the budget process with Governor Brown and the Legislature to address all of UC's needs and academic priorities.

This meeting would include an update on both State and federal funding, and the continuing financial challenges the University faces in its effort to rebuild academic quality and meet mandatory cost increases. California State University Chancellor White and California Community Colleges Chancellor Harris would join President Napolitano for a discussion about reinvigorating the California Master Plan for Higher Education. Chairman Varner thanked President Napolitano for her leadership in bringing these leaders together to strengthen UC's collaboration with the other two segments, which all share the same goals of making higher education accessible and affordable for all California students.

Chairman Varner noted that the Board was using an electronic format for its agenda materials for the first time at this meeting and thanked Associate Secretary Anne Shaw for her effort in this sustainability measure that would save paper, printing, mailing costs, and staff time.

## 3. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Napolitano stated that she had the honor of joining more than 100 other higher education leaders, including several UC chancellors, for a White House College

Opportunity Summit hosted by President Obama, who spoke about the challenges facing the nation's institutions of higher education and the consequences the nation would face if those challenges are not met. President Napolitano summarized three main impressions. First, UC is not alone; the complex structural issues of reduced State support, a need to increase capacity, and issues about diversity face institutions of higher education around the nation, particularly public universities. Second, the stakes could not be higher. If the United States is to carry on as a global leader, its educational infrastructure needs an injection of fresh thinking by its leaders and more support from those it serves. Third, the University of California, because of both its breadth of mission and its history of achievement, is well positioned to provide leadership.

As a first step, UC must have its own house in order. In order to advance UC's mission to teach for California and research for the world, President Napolitano has launched seven major initiatives in the past few months. In addition, she announced that the UC Office of the President (UCOP) would keep its budget flat for the 2014-15 fiscal year. To accomplish this while absorbing mandatory costs, such as pension contributions, cuts would be made of up to 6.5 percent in some areas. A priority-based budget process covering the next two years would be undertaken that, when combined with the ongoing efficiency review and in consultation with the campuses, would determine the appropriate size and roles of the Office of the President. Starting immediately, there would be an overall cap on staffing at UCOP at its current level. Any replacement positions would be subject to prior approval by the President or her designees, and departments would be required to develop staffing plans that address future needs and attrition. Any use of outside consultants or independent contractors would require prior approval. In addition, overall travel by the Office of the President would be reduced ten percent.

Regarding her tuition reform initiative, President Napolitano reported progress toward developing recommendations for a new tuition policy. Positive and productive meetings with Governor Brown's administration have been instrumental. Regarding her initiative to support graduate students and postdoctoral scholars, the President said that questions regarding faculty diversity require attention to diversity among graduate students and postdoctoral scholars. Accordingly, President Napolitano has identified \$10 million in one-time funds that were currently being distributed in support of initiatives involving graduate students and postdoctoral scholars.

Regarding undocumented students, President Napolitano remarked that campuses have been notified of their respective portions of funding to provide support to help meet the special needs of undocumented students. Specialized training would be provided for staff members at the student resource centers that deal with undocumented students. President Napolitano said she would meet again in the upcoming week with students who represent the undocumented student population.

President Napolitano stated that the first two actions of her efficiency review initiative involved expense reporting and reimbursement. Suggestions submitted by UC staff members would play a major role in helping UC demonstrate that it is doing its part to increase efficiency and keep costs down.

Regarding sustainability, UC would take a proactive step on water conservation by reducing potable water consumption at least 20 percent by 2020. The Office of the President and the campuses are working in conjunction toward the ambitious goal of becoming the first public research university in the world to reach carbon neutrality by 2025. UC will do its part to address sustainability and conservation measures facing California as a whole.

Regarding technology transfer, common sense ideas with the potential to accelerate and enhance the transition of UC-developed technology to the market are being collected across the system. As part of this process, UC has been reaching out to the private sector. Findings and recommendations would be presented to the Board at a future meeting.

President Napolitano discussed an initiative to increase UC's connection with Mexico through new and existing collaborations in areas from academic affairs to UC Health. She met with Mexico's Consul General in San Francisco and would be speaking with Mexico's Ambassador to the United States Eduardo Medina-Mora in the near future to discuss this partnership. She expressed gratitude to Chairman Varner and Regent Ruiz for their support of this effort.

President Napolitano addressed UC's labor relations. Since the November Regents meeting, the University has signed four new contracts with five bargaining units. She expressed the University's commitment to long-term agreements with labor within the University's financial parameters that were developed with campus leadership. The goal is to have both a good, fair working environment and the stability that allows University management to plan effectively.

President Napolitano reported that Senior Vice President Stobo had convened an important day-long meeting in late November with all UC medical school deans, hospital directors, chancellors, and other leaders of UC's medical enterprise. The meeting was productive, yielding three immediate initiatives that Dr. Stobo would address at this meeting. Going forward, UC Health will be treated systemically, rather than in a campus-centered manner, to better leverage its size.

President Napolitano stated that her office is taking necessary steps to heed the clear call of the Independent Investigative Report on Acts of Bias and Discrimination Involving Faculty at the University of California, Los Angeles (Moreno Report) regarding diversity issues that arose at UCLA and have systemwide implications. The President and the chancellors have agreed on an immediate course of action and she would send a letter to the chancellors in the upcoming week confirming the additional steps they would undertake in the coming months to address the important issues raised by the Moreno Report and the follow-up Academic Senate – Administration working group report.

Regarding her initiative on the transfer process, President Napolitano met with transfer students two weeks prior to gain their feedback about the transfer experience. The transfer action team would present its recommendations at a future Board meeting. This initiative would be the focus of a conversation that afternoon with California State

University Chancellor White and California Community College Chancellor Harris, an opportunity to discuss the California Master Plan for Higher Education and its implications today. The Master Plan is more than 50 years old and this is a different California, but the purpose the Master Plan served in 1960 remains relevant to what UC offers the nation. UC leads the nation in surmounting many obstacles that hinder public universities and colleges in other states, including expansion of the institution's mission beyond original goals, and costly duplication. As a result, UC is far ahead of its counterparts in the United States and around the world in educating vast numbers of young people. However, unless issues of capacity and affordability are addressed meaningfully and soon, UC will not be able to continue this mission. President Napolitano said she was greatly encouraged by Governor Brown's proposed budget, but, in light of the challenges UC faces, she viewed it as the starting point for a conversation about the future of public higher education in California. In the current admission cycle, the number of freshmen applications to UC rose for the tenth straight year; more than 183,000 students applied for freshmen or transfer admission, approximately equal to the enrollment of the entire University. These applicants deserve the same fair chance at an excellent public university education as those who preceded them. Accessibility, affordability, and quality must be maintained. She quoted former President Clark Kerr, who said the promise of the University is the "equality of opportunity." This is true for all of California public higher education and would be the spirit in which the three leaders of California public higher education would meet later that day.

#### 4. **REMARKS OF THE CHAIR OF THE ACADEMIC SENATE**

Faculty Representative Jacob commented on the most visible component of the University, undergraduate education. The Academic Senate has plenary authority to set conditions for admission, to prescribe course content, and to establish degree requirements. With its shared governance tradition of developing initiatives to improve undergraduate education, the Senate has good reason to engage in the current national conversation about the expectations and value of postsecondary education, including such issues as time to degree, access, diversity, the K-12 connection, and community college transfer. Mr. Jacob noted that these topics have been considered by the Senate for a long time; close attention should be paid to what has already been tested and found to work before leaping in new directions.

Mr. Jacob said it would be sensible to note ways that have proven effective in accomplishing the significant gains UC has made in graduation rates over the past 15 years, during which time UC's four-year graduation rate increased from 45 to 60 percent; the two-year graduation rate for transfer students grew from 30 to 50 percent. From 1990 to 2010, the two-year graduation rate for transfer students at UC Santa Barbara increased from 27 to 70 percent. He acknowledged that these changes were partly attributable to increased selectivity. However, the improved graduation rates were also a result of multiple collaborations between the administration and the Academic Senate, including careful examination of admission requirements, requirements that students make adequate progress toward degree, ongoing course redesign, cross-department collaborations to ensure that prerequisite classes include necessary content,

careful attention to scheduling, and providing access to key summer classes. These efforts constitute the regular workload of the undergraduate councils of the divisional Academic Senates and should inform UC's future efforts.

Mr. Jacobs added that educational experiences do not necessarily follow a straight, narrow path. Students study a wide array of subjects, change majors, and may need extra time to find and realize their dreams. These opportunities must be preserved and curricula should not be narrowed to speed students through prerequisites. Expectations for increased graduation rates must be flexible.

Over the past decade, the Academic Senate led a series of initiatives to update UC's admission policies and processes, moving generally from evaluating applicants only by grades and test scores to considering multiple aspects of applicants' preparation. To accomplish this, the Academic Senate Board of Admissions and Relations with Schools brought three major initiatives to the Regents: selection by comprehensive review with 14 criteria that require an applicant's accomplishments be judged in the context of opportunity; restructuring of eligibility to increase the pool of students who are guaranteed admission from four to nine percent of every California high school; and, in collaboration with former President Yudof, the expectation that all applications receive a holistic review. Each of these initiatives resulted from sustained deliberations, starting with the Academic Senate and deeply engaging the administration, and was based on the premise that the selection process must use every possible mechanism to identify students' talents. By a large margin, UC enrolls more first-generation students and Pell Grant recipients than any other selective public or private institution in the nation. Much of this progress would not be sustainable if UC reverted to the formulaic eligibility and number-driven admissions processes of the past.

Mr. Jacob cited renewed interest in K-12 pedagogy as California adopts the language arts and mathematics Common Core State Standards, based on a national vision of college and career readiness. The Academic Senates of UC, California State University (CSU), and the California Community Colleges (CCC) have already collaboratively incorporated these new standards into the "a-g" requirements for UC and CSU admission and in their joint statement of competencies expected of entering freshmen. Mr. Jacobs said that no university in the nation regularly reviews high school courses as UC does. Based on this collaboration between the Academic Senate and the administration, California was the first state in the nation to align its postsecondary preparation expectations with the Common Core State Standards through a faculty-led effort. It will take time to perfect this alignment. Mr. Jacob cautioned that a rush to establish accountability metrics to move students quickly through systems could derail these efforts to provide greater depth in student preparation.

Mr. Jacob stated that discussions about the transfer process have included articulation, the process by which a course taken at one campus is recognized as the equivalent of a specific course at another. Recently the Western Interstate Commission for Higher Education (WICHE) announced its Interstate Passport Initiative that would allow students to transfer three general education courses as a block across institutions in four states.

Mr. Jacob stated that this admirable WICHE initiative to improve the transfer process had been pioneered in California two decades ago, when the three segments of public higher education through the Intersegmental Committee of Academic Senates created the Intersegmental General Education Transfer Curriculum (IGETC), a more comprehensive block of general education courses in six areas. This curriculum is updated regularly by the UC, CSU, and CCC Academic Senates; the prior year an alternative version of IGETC was added for students planning to major in science, mathematics, or engineering. Newer national developments are being built on the California model. As the state develops metrics for evaluating higher education, Mr. Jacobs emphasized that accomplishments such as these must be recognized. As undergraduate education is reviewed in the context of improved economic circumstances that may support innovations, close attention should be paid to what has already been effective for UC. New approaches must be considered in the renewed conversation about the direction of California higher education, but they should be examined deliberatively and informed by UC's successes achieved by the Academic Senate's decades of collaboration with the administration and with the other segments of public higher education.

The meeting recessed at 9:50 a.m.

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The meeting reconvened at 3:10 p.m. with Chairman Varner presiding.

Members present: Regents Blum, Brown, De La Peña, Feingold, Flores, Gould, Island, Kieffer, Lansing, Makarechian, Napolitano, Pattiz, Reiss, Ruiz, Schultz, Sherman, Varner, Wachter, and Zettel

In attendance: Regents-designate Engelhorn, Leong Clancy, and Saifuddin, Faculty Representatives Gilly and Jacob, Secretary and Chief of Staff Kelman, Associate Secretary Shaw, General Counsel Robinson, Provost Dorr, Executive Vice President Brostrom, Chief Financial Officer Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Allen-Diaz, Brown, Duckett, and Lenz, Chancellors Block, Desmond-Hellmann, Drake, Katehi, Leland, Wilcox, and Yang, and Recording Secretary McCarthy

5. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY OF CALIFORNIA STUDENT ASSOCIATION**

Chairman Varner introduced University of California Student Association (UCSA) President Kareem Aref, third-year UC Riverside student.

Mr. Aref commented that the Governor's proposed 2014-15 budget did not fully fund the University, and expressed UCSA's support for the Regents' request for additional funding in order to reinvest in UC's educational quality. Students currently pay a larger portion of UC funding than the State does. Mr. Aref commended President Napolitano's efforts to collaborate with the leaders of the other two segments of California public

higher education, and said that he is collaborating with the leaders of their student associations.

Mr. Aref updated the Regents on UCSA's current campaigns. The focus of its Jobs! campaign is to ensure that graduate and professional students are trained for careers that could be outside of academia. UCSA is surveying all UC campuses to determine availability and effectiveness of existing services. This campaign would extend into the following academic year with the goal of ensuring that necessary job resources following best practices are available to graduate and professional students on all campuses.

UCSA's California Modernization and Economic Development Act campaign supports establishment of a 9.5 percent oil severance tax that would provide \$300 million annually to each of the three higher education segments and K-12. He urged the Regents to support this alternative method of funding UC. UCSA's Fossil Free UC campaign focuses on divesting UC's investments from fossil fuel companies and investing in sustainable energy companies. The Invest in Graduation Not Incarceration, Transform Education (IGNITE) campaign supports passage of two bills. SB 649 would allow possession of certain controlled substances to be charged as a misdemeanor rather than a felony. AB 420 would reduce the school-to-prison pipeline by limiting K-12 expulsions for "willful defiance." UCSA also supports Senate Constitutional Amendment 5 that would allow public higher education institutions to use affirmative action in admission decisions. Mr. Aref urged the Regents to support these efforts.

In light of the suicide of a UC Berkeley student this fall, UCSA is currently reviewing student mental health services, particularly the limit on the number of counseling visits on various campuses. For example, Mr. Aref said UC Riverside limits counseling visits to eight per year, which is insufficient for students who need help.

Regarding negotiations with the American Federation of State, County and Municipal Employees, UCSA urges both sides to come to an agreement after 20 months of negotiating.

Mr. Aref expressed UCSA's hope that new Regents would be individuals with experience in higher education.

The meeting adjourned at 3:20 p.m.

Attest:

Secretary and Chief of Staff