

The Regents of the University of California

COMMITTEE ON EDUCATIONAL POLICY

March 19, 2014

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

Members present: Regents Feingold, Flores, Gould, Island, Kieffer, Reiss, and Ruiz; Ex officio members Lansing, Napolitano, and Varner; Advisory members Engelhorn, Jacob, Leong Clancy, and Saifuddin; Staff Advisors Barton and Coyne

In attendance: Regents De La Peña, Makarechian, Schultz, Sherman, and Zettel, Faculty Representative Gilly, 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 Andriola, Beckwith, Brown, Duckett, Lenz, Mara, and Sakaki, Chancellors Block, Blumenthal, Desmond-Hellmann, Drake, Katehi, Khosla, Leland, Wilcox, and Yang, and Recording Secretary McCarthy

The meeting convened at 9:30 a.m. with Committee Chair Reiss presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of January 22, 2014 were approved.

2. AMENDMENT OF REGENTS POLICY 5201: POLICY ON FUNDRAISING CAMPAIGNS

The President of the University recommended that Regents Policy 5201: Policy on Fundraising Campaigns be amended, as shown in Attachment 1.

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

Senior Vice President Dooley explained that the proposed amendment would update the limits for authority to initiate fundraising campaigns. These limits were last updated in 1993, since then inflation had changed the fundraising environment. The amendment would raise the limit under which campuses could initiate a campaign without the Regents' approval from \$50 million to \$250 million, reflecting the current fundraising environment. This change would give campuses the flexibility to initiate the public phase of campaigns at a campus or donor event.

Mr. Dooley added that the amendment would also remove the requirement that the Regents approve any campaign that involves the solicitation of real property or funds for the purchase of real property. This authority would be delegated to the President of the University. The capital projects would continue to be brought to the Regents, but the President would be given the authority to approve fundraising to support a particular capital project. Any campaign in excess of \$250 million involving the solicitation of real property would continue to come to the Regents for approval.

Student observer Vanessa Garcia, fifth-year UC San Diego student, commented that this amendment would increase the campuses' ability to initiate fundraising campaigns with fewer required bureaucratic approvals. Campus-based fundraising efforts are essential to maintaining the quality, accessibility, and affordability of UC, particularly considering tuition increases and cuts to State support for financial aid in recent years. Students should benefit directly from campus fundraising through increased financial aid, campus-specific grants and scholarships, or tuition rollbacks.

Committee Chair Reiss added that gaining Regents' endorsement for fundraising can increase public support and encouraged the campuses to continue to seek Regents' support for their fundraising efforts. Regent Lansing expressed support for the amendment, which would increase the campuses' autonomy and responsibility.

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

3. **UNIVERSITY OF CALIFORNIA CAMPUS CLIMATE STUDY**

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

Committee Chair Reiss recalled that approximately four years prior, campus climate committees with participation from students, faculty, and staff had been created by the Regents, by each campus, and by the Office of the President in response to some hateful acts on a few UC campuses. The University has a zero tolerance for such acts. The Campus Climate Study (Study) that would be discussed revealed that 24 percent of respondents reported that they had personally experienced exclusionary, intimidating, and/or hostile conduct; nine percent of respondents said that this conduct interfered with their ability to work or learn. Three percent of respondents reported that they had experienced unwanted sexual contact. Committee Chair Reiss commented that, in order to be able to take corrective action, the campuses would need to examine the underlying data about the 24 percent of UC respondents overall who said they had experienced exclusionary conduct. She noted that some campus climate committees are more active than others, which she attributed to the chancellors' commitment. She emphasized the importance of creating a safe environment for students, staff, and faculty.

In the past week, President Napolitano had issued a new UC policy regarding sexual harassment and sexual violence, updating UC's existing policy consistent with federal

policy. At a future meeting, the Committee would discuss the University's handling of sexual assaults and harassment, both in the treatment of victims and those accused, and in creating a climate that would help reduce the number of such incidents.

Provost Dorr introduced UC Berkeley Vice Chancellor for Equity and Inclusion Gibor Basri, who co-chaired the systemwide work team for the Study. Each of 13 UC locations had just received its final report from the consulting firm that conducted the study, although a few individuals at each location have had access to draft versions. The final reports were made public on this day, which was the first opportunity for staff, faculty, and students to begin to digest the reports and underlying data. Ms. Dorr commented that the publication of the reports concluded the Study, which was of unprecedented size and only part of UC's continuing effort at every campus and all locations to make its learning, living, and working spaces more inclusive and respectful.

Ms. Dorr defined campus climate as the experience and perceptions of individuals and groups, and the quality and extent of interactions among those various groups and individuals. A positive campus climate is associated with better student outcomes and better employee performance, supports UC's diversity and inclusion goals, and reflects the best that UC's individuals and groups can be to one another and the way all would like to be treated.

While UC had previously surveyed groups of staff or faculty at its different locations, a larger climate survey had been recommended by several groups. Former President Yudof decided to commission such a study and Rankin and Associates, Consulting (Rankin) was selected to conduct the systemwide, total population climate survey. Rankin, having conducted many similar surveys for institutions of higher education, had a databank of survey questions. The UC Campus Climate Study is by far the largest of its kind ever in the nation, involving students and employees of UC's ten campuses, including its medical centers, Lawrence Berkeley National Laboratory, the Office of the President, and the Division of Agriculture and Natural Resources. From a total UC population of 386,000 people in 13 locations, 104,000 completed the survey. Rankin produced 14 separate reports, each consisting of about 150 pages of text with supporting data tables and 125 pages of data tables. In addition to separate reports for each location, there is one report for all 13 locations combined. The summary report provides major information about the climate survey, the consultant's executive summary for the UC system as a whole and for each of the 13 locations, information about what UC and its 13 locations have done to improve campus climate, and what they plan to do now that the consultant's report is widely available.

Based on a preliminary review of part of the consultant's report, Ms. Dorr related that the overall results of UC's campus climate survey were similar to those of other universities that Rankin had surveyed. In general, the majority of people who responded to the survey were comfortable with the climate at their locations, generally had a positive feeling about their locations, and reported relatively few negative experiences. In general, members of minority groups were less positive and more likely to have had negative experiences. Overall, the 13 UC locations were more similar to one another than

different; all were doing well, but could do better, and all locations want to improve their climate.

Ms. Dorr presented some systemwide responses to specific survey questions. In answer to a question about how comfortable individuals were overall with the climate at their location, 78 percent of respondents were comfortable or very comfortable; seven percent were uncomfortable or very uncomfortable; 14 percent were neither comfortable nor uncomfortable. Although the proportion reporting feeling comfortable was substantial, there was clearly room for improvement. She emphasized UC's desire to be best in providing a comfortable climate.

Survey data from subpopulations demonstrated the need for further improvement. A lower percentage of faculty and staff reported being comfortable than undergraduate and graduate students. A lower percentage of persons who are underrepresented minorities reported being comfortable than persons who are white or Asian American. A lower percentage of persons who are lesbian, gay, bisexual, or queer were comfortable than persons who are heterosexual. A lower percentage of persons with disabilities reported being comfortable than persons with no disability. Roughly equal percentages of persons who self-identified as being Muslim, Christian, Jewish, or with no religious affiliation reported feeling comfortable with the climate at their locations. The climate survey asked participants to identify a great many personal characteristics and the consultant's report covers all those that had a sufficient sample size.

Ms. Dorr observed that 24 percent of respondents said they had personally experienced "exclusionary, intimidating, offensive, and/or hostile behavior" at their location. Of those, 16 percent said the exclusionary behavior had not affected their ability to work or learn; nine percent said it had. Each location would study the data underlying these responses in order to understand more clearly where such behaviors were occurring and how to reduce such incidents. A higher percentage of underrepresented minorities reported exclusionary incidents than whites or Asians, and underrepresented minorities were much more likely to attribute such incidents to race or ethnicity. A higher percentage of staff reported experiencing exclusionary behaviors than students or faculty.

Mr. Basri discussed what various UC locations have done to improve campus climate and what they would do now that the results of the Study were available to them. He noted that UC Berkeley was the first campus to create his position of Vice Chancellor for Equity and Inclusion, but all campuses have made efforts to improve campus climate. UC Berkeley spent more than a year developing a strategic plan for equity, inclusion, and diversity, and providing a healthy and engaging campus climate emerged as one of the campus' top goals. The campus developed a multicultural education program, with courses, trainings, and other educational opportunities for students, faculty, and staff, including educating facilitators who can deliver these materials to their own units. Specific climate issues have been uncovered, which the campus has tried to address. For example, the undocumented student program at UC Berkeley was currently seen as a national model. Mr. Basri reported that undocumented students were much more comfortable with the climate at UC Berkeley than they had been four years prior. Similar

programs have been developed or enhanced for students of color and students with disabilities. Governance and accountability structures have been examined and the campus has conducted its own climate surveys.

Mr. Basri observed that UC Berkeley, along with every other UC campus, experiences climate incidents. When an incident occurs, the primary campus effort is to promote civil dialogue and understanding among all on campus. When campus protests occur, the campus works with involved groups to promote rules of engagement. On occasion, opposing groups have been brought together to agree in advance on rules of engagement that the groups themselves want to follow. Climate complaints are investigated. Incidents of graffiti or vandalism are addressed immediately, an investigation is conducted, and, for public incidents, campus leadership up to and including the Chancellor makes a statement, usually acknowledging free speech, but emphasizing principles of community such as inclusion and tolerance.

With the release of the Study's location reports, the UC Berkeley community, along with all the other UC locations, would begin to digest the large amount of data. Each location had a few personnel who could access the Study's full set of underlying data. At UC Berkeley, presentations about the Study's results would be made to 20 or 30 campus groups, whose questions would be collected. A dialogue would be initiated with these groups regarding what actions they would like to see the campus take from their point of view. UC Berkeley was considering creating still more opportunities for students, staff, and faculty to learn about living in a diverse world. Incentives would be created for acting according to the campus' principles of community and inclusion. For example, an innovation grants program would support proposals to further these goals. A constant larger goal would be to increase the numbers of underrepresented minorities. Mr. Basri emphasized that the ethic of respect for others and inclusion of all is a fundamental value of the University of California. He thanked the Office of the President for providing such a coherent and widespread source of data. It is the task of all UC locations to examine the data carefully and take action.

Chairman Varner emphasized the importance of using the Study to implement specific and timely actions, and to communicate the efforts being taken.

Regent Island congratulated Mr. Basri on the contribution he has made in his position as Vice Chancellor for Equity and Inclusion. Regent Island questioned whether the Study's response rates were sufficient to ensure the validity of its conclusions. For example, the overall response rate at UCLA was 22 percent. Regent Island also asked what efforts were made to encourage participation in the Study. Mr. Basri responded that a number of different efforts were made at all UC locations to encourage participation, including providing prizes and a lengthy communications campaign. Response rates varied by location and the consultant would have preferred at least a 30 percent response rate at all locations. Mr. Basri acknowledged that, as participation falls below the desired rate, confidence in the data diminishes slightly. There are reasons to believe the results are generally valid. Several UC locations have conducted their own more limited surveys

with which the results of the Study are consistent. Also, response rates for subgroups are similar, indicating that the views from one subgroup to another were not skewed.

Regent Island expressed concern that the relatively low response rates could yield an inaccurate view of campus climate. He commented that it would be beneficial to have a campus climate study every three or four years, yielding a body of evidence over time. It would be preferable to have had a higher response rate, particularly from undergraduate students. Mr. Basri agreed that higher response rates are always preferable, but noted that different response rates are achieved on different surveys. The University of California Undergraduate Experience Survey (UCUES) occurs every other year and asks a few questions similar to those in the Study. Results of UCUES and the Study were quite comparable. Committee Chair Reiss agreed with Regent Island that it would be worthwhile to repeat the Study every few years. Those groups with lower response rates could be encouraged more actively to participate.

Staff Advisor Barton added that workload is one component of climate and was one of the most frequently expressed concerns of staff. Increasing workloads over the past few years have had an effect on staff morale.

Chancellor Blumenthal said he welcomed the Study, which provided an opportunity to move forward constructively with the interesting work that UC Santa Cruz has been conducting over the past few years through its Advisory Council on Campus Climate, Culture and Inclusion. One UCSC program offers staff a diversity and inclusion certificate at the completion of eight free courses about diversity; this program has been very popular among staff and has now been extended to UCSC faculty. UCSC conducted its own undergraduate and graduate student climate survey in 2011, for which the response rate was 31 percent for undergraduates and 49 percent for graduate students. As a result of the graduate student survey, UCSC's Advisory Council on Campus Climate, Culture and Inclusion developed a set of recommendations that had been implemented. Recommendations from the undergraduate survey were being finalized and would be put in place shortly. Chancellor Blumenthal said he looked forward to being able to compare the results of the Study with UCSC's earlier survey to see what, if any, changes have taken place and to use the Study's survey of staff and faculty, who had not been included in the campus' survey. He noted that systemwide the Study indicated less satisfaction among staff and he recommended paying particular attention to that area.

Regent Flores commended the Study and asked whether campuses would receive programmatic or other support from the Office of the President for efforts to improve climate, particularly for underrepresented minorities and lesbian, gay, bisexual, and transgender groups, whose need was indicated systemwide in the Study. Ms. Dorr responded that each location would examine its report, identify two or three areas for improvement that can be measured, establish a plan by the end of the calendar year, and then work to execute its plan. The Office of the President would serve the function of bringing together representatives from each location to share practices in improving campus climate. The Office of the President has programs intended to increase diversity and promote greater inclusion, and there could be further systemwide efforts. The Office

of the President has built an interface for the data, and would train and approve two personnel from each UC location to perform additional analyses.

Regent Engelhorn commented that the preliminary Study results were not surprising, since they reflect society as a whole. UC could provide leadership in this area by emphasizing how the University community differs from society as a whole, for example by putting people from underrepresented minorities in visible leadership positions. He suggested having students complete future climate surveys in class to increase their rate of participation.

Regent-designate Saifuddin thanked Ms. Dorr and Mr. Basri for their work on this important Study. She commented that, in addition to relations among various groups of students, relations between students and the administration also contribute to campus climate. Incidents of conflict between students with differing opinions should not be seen as an opportunity for administrators to express their political views. She emphasized the importance of the administration's providing support as widely as possible for the many different student groups.

Regent-designate Leong Clancy asked whether the Study data would show the relationship between the each location's responding sample and its overall demographics. Mr. Basri said that a table in each location's report shows the number in each responding subpopulation and its percentage of that location's overall respondents. Ms. Dorr noted that the University cannot collect data on many of the Study's subgroups such as religious preference, because of privacy issues. Committee Chair Reiss said it would be helpful to have data that are available on the size of subgroups at each location.

Regent Feingold asked how the results of UC's Study would compare with those of other large public universities. Ms. Dorr responded that, although Rankin had performed such analyses for many other colleges and universities, those reports were not publicly available. UC, on the other hand, has made its Campus Climate Study public. There is no general comparison available.

Regent-designate Leong Clancy suggested that reviewing UC's progress on campus climate issues could be a function of the Office of Ethics, Compliance and Audit Services. She also proposed including young alumni in the Campus Climate Study. Mr. Basri agreed that it would be interesting to survey recent alumni, but expanding the survey scope would depend on resources. Alumni surveys have been conducted in the context of fundraising.

Regent Lansing expressed her appreciation for the presentation and the Study, which she viewed as a beginning in achieving UC's climate goals. She looked forward to each location's examining its data and developing ways to lower the percentage of those who feel uncomfortable, ideally to zero. UC strives for a welcoming environment for all. She expressed hope that the Board would be kept informed of efforts to improve campus climate and that this would become a regular report. Committee Chair Reiss agreed,

adding that it would be helpful to have a presentation from each location, including a report of what is being done to help each population subgroup.

Student observer Vanessa Garcia commented that she had experienced firsthand the repercussions of an offensively themed UCSD student off-campus party that mocked Black History Month in the winter of 2010. A string of racist incidents at UCSD in 2010 caused students to mobilize together to urge the University to enact a series of policies and institutional changes related to campus climate. Ms. Garcia recalled her fellow students relating negative experiences and demanding necessary resources to support underserved and underrepresented communities. She expressed her belief that these incidents motivated former President Yudof to form the President's Advisory Council on Campus Climate, Culture, and Inclusion and the initiation of the Campus Climate Study in 2012. She commended the University for taking action systemwide. The Study would provide valuable insights into the daily experiences of students, faculty, and staff. UC must continue to strive to improve campus climate. She encouraged the Academic Senate to require a diversity component in undergraduate, graduate, and professional programs, and the Regents to request development of a campus climate, culture, and inclusion training program for all UC employees.

The meeting adjourned at 10:35 a.m.

Attest:

Secretary and Chief of Staff

Additions shown by underscoring; deletions shown by strikethrough

REGENTS POLICY 5201: POLICY ON FUNDRAISING CAMPAIGNS

1. Fundraising campaigns are defined as organized efforts to solicit gifts and grants for any University purpose from multiple private sources such as individuals, firms, corporations, groups, and/or foundations. This Policy applies to all forms of fundraising campaigns for the benefit of the University whether conducted by the University, Campus Foundations, University Support Groups, or individuals or organizations outside the University. The Policy does not apply to instances when family or friends of a deceased person announce that contributions may be sent to the University in lieu of other remembrances.
2. The President shall submit for ~~review and recommendation~~ endorsement by the Committee on Educational Policy any proposal:
 - a. ~~for the public phase of a fundraising campaign with a goal of \$50,000,000 (\$250,000,000) or more;~~
 - b. ~~for a campaign which involves the solicitation of real property or funds for the purchase of real property.~~
3. The President is authorized to approve all other fund-raising campaigns, including the initial phases of campaigns with goals of ~~\$50,000,000~~ \$250,000,000 or more, provided that fundraising campaigns for support of capital improvement projects shall be approved only if the project has been approved for inclusion in the Capital Improvement Program.
4. The conduct of all fundraising campaigns shall be subject to the following conditions:
 - a. All fundraising activities shall conform with established University programs and policies.
 - b. Fundraising activities shall not obligate the University to expend funds in excess of budgeted items.
 - c. A capital improvement project shall be subject to completion of the environmental review process in accordance with the California Environmental Quality Act and subsequent approval of the site and design of the project.