

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

September 16, 2015

The Regents of the University of California met on the above date at the Student Center, Irvine Campus.

Members present: Regents Blum, Davis, De La Peña, Gorman, Gould, Island, Kieffer, Lozano, Makarechian, Napolitano, Newsom, Ortiz Oakley, Oved, Pattiz, Pérez, Reiss, Ruiz, Sherman, Varner, and Zettel

In attendance: Regents-designate Brody, Ramirez, and Schroeder, Faculty Representatives Chalfant and Hare, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, Chief Investment Officer Bachher, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Executive Vice President Stobo, Senior Vice Presidents Henderson and Peacock, Vice Presidents Budil, Duckett, Humiston, and Sakaki, Chancellors Block, Blumenthal, Gillman, Hawgood, Katehi, Leland, Wilcox, and Yang, and Recording Secretary Johns

The meeting convened at 8:30 a.m. with Chairman Lozano presiding.

**1. PUBLIC COMMENT**

Chairman Lozano 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. Dr. Ruchi Kapoor, resident physician at the UC Irvine Medical Center, drew attention to financial hardships faced by medical residents at UCI, including the high cost of living in California and student debt. Other UC residency programs provide subsidized housing, but not UCI. She emphasized the need for the institution to provide financial and other support for residents.
- B. Ms. Cindy De La Cruz, representing the Committee of Interns and Residents of the Service Employees International Union, urged the University to expedite the settlement of a contract that was being negotiated for UC Irvine medical residents.
- C. Mr. David McCleary, of United Auto Workers (UAW) Local 2865, representing graduate student workers, commended the Regents on the current language proposed for their Statement of Principles against Intolerance. The Statement would help eliminate bigotry on UC campuses. He alleged that structural racism at UC had resulted in dismal minority enrollment.

- D. Dr. Tracy Burns, resident at UCI Medical Center, and member of the Committee of Interns and Residents, urged the University to settle the contract for UCI residents, an action that would also benefit patients. In her view, negotiations had begun well but had not been productive since December 2014.
- E. Ms. Marie Gil discussed the difficulties faced by medical interns at UCI in trying to balance the demands of medical training, parking and housing costs, and family and household duties. She noted that other UC medical programs provide subsidies for residents' housing, and urged UCI to consider this.
- F. Mr. Jonathan Tolkin, UC Berkeley alumnus and president of the Tolkin Group, which is active in the development of downtown Merced, thanked the University for its involvement in the City of Merced and encouraged UC to pursue further development of amenities for students in downtown Merced.
- G. Mr. Roman Rivilis, of the Associated Students of UC Davis, discussed the importance of providing adequate student mental health services. He questioned the University's process for determining the level of need and matching services to needs.
- H. Ms. Rebecca Ora, of the UC Student Association (UCSA) and the Graduate Student Association at UC Santa Cruz, stated that some UCSC students could not afford campus housing but could not find off-campus housing. She asked the Office of the President to use discretionary funds for housing stipends for UCSC students.
- I. Mr. Mohsin Mirza, of the UCSA and the Associated Students of UC Santa Barbara, underscored the need for student mental health services. UC's services were currently unable to meet student needs. He criticized long wait times for students and lack of diversity in mental health services.
- J. Mr. Guillermo Rogel, a member of UCSA, expressed dismay about students' unmet needs for mental health services, housing, and food security at UC. Some UC Santa Cruz students were living in automobiles, friends' living rooms, and the forest.
- K. Ms. Ellen Wann, a doctoral student at UC Irvine, advocated for policies that encourage open communication between faculty advisors and graduate students, especially with regard to professional development and career planning. Graduate students are sometimes hesitant about attending UC professional development training events because of an advisor's active or implicit disapproval.
- L. Mr. Parshan Khosravi, president of the Associated Students of UC Irvine (ASUCI), asked that the Regents meet more frequently at undergraduate campuses. In the context of Regents meetings there should be more roundtable discussions with students, campus administrators, and Regents.

- M. Ms. Kristine Jermakian, executive vice president of ASUCI, asked UC to ensure that buildings where Regents meetings are held are accessible for persons with disabilities and that students are informed that they may attend Regents meetings, in order to encourage communication between students and Regents.
- N. Ms. Taylor Chanes, a member of ASUCI, expressed trepidation about the strong police presence at this Regents meeting, which she said increased her anxiety and might increase the anxiety of other students.
- O. Mr. Kurt Horner, of UAW Local 2865, commended the Regents for the current proposed language of the Statement of Principles against Intolerance. Previous iterations of this document contained language that, in his view, was intended to discourage advocacy for Palestine. He asked that the Regents maintain the current language in the interest of academic freedom.
- P. Ms. Dinah Muhammad, a student at UC Riverside and member of the California Public Interest Research Group (CALPIRG), described CALPIRG's activities and thanked the Regents for the University's divesting from coal and oil sands companies. She emphasized the need for the development of clean, renewable sources of energy.

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

Chairman Lozano welcomed student Regent-designate Marcela Ramirez to her first meeting and congratulated Regents Elliott, Ortiz Oakley, and Pérez on their confirmation by the State Senate. She noted that many questions put forth by State Senators during the confirmation hearings centered on enrollment issues. She stressed that the Regents were in accord with legislators' desire to increase the enrollment of California resident students. The Legislature had presented an ambitious goal for UC of enrolling 5,000 more California students for the next academic year, and the University was exploring ways to achieve this goal.

Chairman Lozano outlined some of the topics to be discussed at this meeting, including the governance of UC Health and the performance of the University's endowment, pension, and working capital. She drew attention to the fact that in recent months, the University had sold its direct holdings in coal mining companies and firms focused on oil sands development. In the meeting the following day, the Regents would discuss the Statement of Principles against Intolerance. Chairman Lozano emphasized that the Statement reflected core values of the University: respect, inclusion, academic freedom, and the free and open exchange of ideas.

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

President Napolitano began her remarks by indicating that increasing California resident enrollment and reducing the average time to degree are priorities for the University. These issues need collaborative study and discussion before any policy decisions are

made. She noted that there had been substantive and productive discussions with State government leaders over the summer.

Despite the vagaries of ranking system criteria, it is clear that UC outranks all other public university systems in the U.S. UC campuses dominated the recent *Washington Monthly* rankings. For the sixth year in a row, UC San Diego ranked first, while UC Riverside, UC Berkeley, and UCLA were among the top six. At the same time, six UC campuses placed in the top 11 in the *U.S. News and World Report* ranking for public universities. The previous week, U.S. President Obama had announced the release of an expanded college scorecard including data on college costs accrued by families of different income levels and on salaries earned by college graduates. According to the scorecard, the average annual cost to UC undergraduates at every campus is less than the national average. Ten years after graduation, UC alumni generally earn a higher median income than the national average.

President Napolitano highlighted the important role of UC research and UC efforts to expand economic activity in California and elsewhere. Currently the University is home to 27 incubators and accelerators, including the Institute for Innovation at UC Irvine. The previous year, UC research led to more than 85 start-up companies and nearly 1,800 new inventions. Companies founded to commercialize UC technologies generated \$14 billion in revenue. The California Initiative to Advance Precision Medicine, an important public-private enterprise, seeks to develop more precise patient therapies by integrating clinical, genomic, environmental, and socioeconomic data. The previous month, the Initiative funded two projects. One project, the California Kids Cancer Comparison, led by UC Santa Cruz researchers, would establish a networking system that matches cancer therapies to individual children, based on genetic characteristics, with the hope that genomic analysis can help identify alternative therapies for children whose cancer is not cured by standard treatment. The second project, led by a UCSF researcher, focuses on DNA sequencing for rapid diagnosis, in particular for patients hospitalized with acute infectious diseases, using a single test for all pathogens, whether virus, bacterium, fungus, or parasite. The need for a genetic sequencing test like this one is urgent and apparent.

President Napolitano congratulated Vicki Ruiz, professor of history and chair of Chicano/Latino studies at UC Irvine, who had received the National Humanities Medal from President Obama. Professor Ruiz has collected the voices and histories of Chicana/Latina women who have fought for civil and labor rights, has mentored doctoral students, and was the first Latina historian inducted into the American Academy of Arts and Sciences.

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

Faculty Representative Hare recalled that his predecessor, Mary Gilly, had spoken to the Regents during the past year about the importance of research and the rigorous review that UC faculty undergo, among other subjects. The quality of UC faculty was demonstrated by the latest UC Accountability Report. UC faculty have won 62 Nobel

Prizes and 67 National Medals of Science. Almost 600 UC faculty are members of the National Academy of Sciences and more than 500 are members of American Academy of Arts and Sciences.

The path to becoming a UC faculty member is not quickly or easily trod; it usually requires a long apprenticeship of graduate study and postdoctoral research. Most Ph.D. students spend five or more years in graduate school. During this time they often work as teaching assistants, bringing their experience in research directly to undergraduate students. When hired at UC, new assistant professors have often had two postdoctoral appointments of about three years' duration each.

Mr. Hare emphasized that pay for this academic apprenticeship is low. Graduate student stipends average approximately \$22,000 a year, and postdoctoral researchers receive about \$43,000 annually. Relative to professional degrees in business or health care, the apprenticeship for academic positions is longer and salaries are lower. Many students who begin academic Ph.D. programs, including students from low-income families or underrepresented groups, may be lured away from this path by higher salaries that can be earned in the private sector.

In considering new faculty hires, the University seeks evidence of innovative research, teaching ability, and the potential for additional and novel research to come. For faculty, the reasons for pursuing an academic career path include the opportunity to pursue research and transmit enthusiasm for the pursuit of knowledge to students. Historically, UC has provided faculty with stable resources to guarantee these opportunities. That guarantee, over a full career, is undeniably the reason behind UC's excellence. Generally, UC faculty have not used their positions as stepping-stones to better-paying positions elsewhere. Instead, most UC faculty spend over 30 years at the University and retire from UC.

Mr. Hare cautioned that the current political climate threatened to undermine the continued development and retention of outstanding faculty. It is possible to hire adjunct professors and temporary lecturers at lower cost, but this would not contribute to maintaining UC's status and reputation as a great public research university. The most recent study of total remuneration for faculty showed that UC faculty salaries continue to fall below market comparators. The study was completed before it became known that UC would be obliged to change its retirement options for the second time in three years. Any reduction or loss of quality in the competitiveness of faculty salaries and the economic welfare of retired faculty would have consequences for UC's ability to retain distinguished faculty in the future. He urged the Regents to consider not only the budgetary cost of future retirement options, but their impact on faculty recruitment and retention.

The meeting adjourned at 9:30 a.m.

Attest:

Secretary and Chief of Staff