

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

July 20, 2016

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

Members present: Regents Brody, De La Peña, Gould, Island, Kieffer, Lozano, Makarechian, Napolitano, Ortiz Oakley, Pattiz, Pérez, Ramirez, Reiss, Schroeder, Sherman, Varner, and Zettel

In attendance: Regents-designate Lemus and Mancina, Faculty Representatives Chalfant and Hare, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Compliance and Audit Officer Vacca, 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 Brown, Budil, and Humiston, Chancellors Block, Blumenthal, Dirks, Gillman, Hawgood, Khosla, Leland, Wilcox, and Yang, Acting Chancellor Hexter, and Recording Secretary McCarthy

The meeting convened at 8:35 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. Ms. Julia Schemmer, second-year UC Riverside student, expressed concern about food and housing insecurity of some UC students.
- B. Mr. Lawrence Le Blanc, UC San Diego master's degree student, stated that UC students were too vulnerable to possible campus gun violence. He advocated for required faculty and staff training in responding to active shooter incidents, installation of firearm discharge sensor microphones on campus rooftops, campus-wide siren alarms, and a cell phone alert system.
- C. Ms. Vivy Li, third-year UCLA student, called attention to problems of college affordability for middle-class and international students, many of whom do not qualify for financial aid. She cited increasing housing costs and survey results indicating widespread food insecurity among UC students.
- D. Mr. Michael Skiles, president of UCLA's Graduate Students Association, addressed possible changes to UC's Professional Degree Supplemental Tuition (PDST) policy. He expressed his view that changing the comparison standard for

PDST to include private as well as public institutions would lead to excessive tuition increases, which could reduce diversity in UC's professional degree programs and the ability of the programs' graduates to engage in public interest internships and employment.

- E. Mr. Drew Story, UC Riverside Ph.D. student, urged the Regents to accomplish the University's mission in a sustainable manner. He expressed concern about student food insecurity, student debt, and UC's wasting water and energy.
- F. Mr. Jason Rabinowitz, secretary/treasurer of Teamsters Local 2010, urged the Regents to pay UC workers a living wage. He stated that real wages of UC's represented clerical employees have been driven down 24 percent over the past two decades and that studies show that 93 percent of Teamsters Local 2010 members are not paid enough to afford basic necessities of life.
- G. Ms. Gloria Rios, member of Teamsters Local 2010 and administrative assistant at UC Berkeley for 20 years, cited her struggles to afford the cost of living in the Bay Area with its high housing and increasing food prices. She also expressed concern about food insecurity among UC students.
- H. Ms. Mia Beasley, member of Teamsters Local 2010 and UCSF employee, said she struggles to find affordable housing and urged the Regents to pay UC employees living wages.
- I. Ms. Catherine Cobb, president of Teamsters Local 2010, expressed her view that UC treats its essential administrative support and clerical workers, who are currently in contract negotiations, unjustly. She said the Teamsters favor guaranteed wages, rather than merit-based raises, which she said were influenced by favoritism. She cited members' reports that they cannot afford basic necessities of life even though they work full time for UC.
- J. Mr. Christopher Moylan, high school science teacher, urged the Regents to add earth science to the UC "a-g" subject requirements, as the California Department of Education has mandated that high school students would be tested on the Next Generation Science Standards, which include earth science, within a few years.

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

Chairman Lozano congratulated Regent Ortiz Oakley, who was named the next Chancellor of the California Community Colleges. She welcomed alumni Regents-designate Lemus and Mancina, and Staff Advisor Valdry, and thanked Faculty Representative Hare for his valuable contributions to Board discussions.

Chairman Lozano highlighted this meeting's main agenda items. The Regents would consider a proposal to restructure Board operations to make it a more effective, transparent, and strategic body. The basic goal of the proposal would be to enable the

Board and its committees to have more meaningful participation in University deliberations and to make better-informed decisions. It would also allow the Board to focus its attention on the critical strategic issues facing the University.

The Regents would also consider changes to the Regents' policies on Senior Management Group (SMG) members' outside professional activities. While there are a number of benefits to the University when SMG members engage in outside professional activities, the Board's goal is to ensure transparency and that the primary commitment of UC's SMG members is to their UC responsibility, and to strengthen protections against conflicts of interest or the appearance of conflicts of interest.

The Regents would also hear about UC students' access to nutritious food. Chairman Lozano commended President Napolitano's commitment of resources to address this critical issue.

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

President Napolitano commented that the University has been working hard to incorporate the 5,000 additional California students that would be enrolled in the fall. This effort involved academic planning, housing and dining, and all other aspects of student life. She affirmed the University's commitment to provide the high-quality education and student experience that Californians expect. More than 9,000 additional California resident freshmen were offered admission to UC for fall 2016, an increase of more than 15 percent over the prior year. UC also offered more than 23,000 California Community College (CCC) students transfer admission to UC, an unprecedented increase of more than 14 percent.

The diversity and the academic excellence of these entering students continue to improve. The number of California resident freshman applicants from historically underrepresented groups grew from 34.6 percent the prior year to 37.8 percent of the total number of admitted California freshmen, and from 32.2 percent to 34.7 percent for CCC transfer admittees. In the past 15 years, the percentage of new UC freshmen whose weighted high school grade point averages (GPAs) were 3.8 or above increased by more than 15 percent, to nearly 70 percent of the entering class. Nearly one-quarter of the entering freshman class had Scholastic Aptitude Test combined mathematics and reading scores of 1400 to 1600, up nine percent since 2005. In that same time period, the number of CCC transfer students with GPAs of at least 3.6 increased by ten percent. These statistics reflect both the opportunities UC offers to California students and the chance for UC to thrive by growing more diverse and academically distinguished.

Much of these data can be found in the 2016 UC Accountability Report. The executive summary of the Report highlights powerful data about UC's education mission and illuminates the impact of the University's research and public service missions. The Report communicates the critical role that UC graduate students play in conducting research and producing groundbreaking discoveries, and contains a map depicting the

impact of UC research across the state, such as the \$4.3 billion in research activity that generates jobs in California communities.

The President confirmed that the University's work in preventing and dealing with sexual violence, sexual assault, and sexual harassment continues unabated. She anticipated receiving a revised report regarding faculty issues from the Working Group at the end of the current month and would update the Board at a future meeting.

President Napolitano reported the sad news of the loss of three members of the UC community. At UCLA on June 1, Associate Professor William Klug, a beloved researcher and teacher, was lost in a shooting at his office. Professor Klug was praised equally by colleagues and students. On July 1, UC Berkeley rising sophomore Tarishi Jain was lost in a terrorist attack by Islamic militants in Bangladesh. She was a talented student who intended to major in economics and who held a committed passion to make a positive difference in the world. The previous week, Nicolas Leslie, a UC Berkeley rising junior, was killed in a terrorist attack in Nice, France. Nicolas was an environmental science major, who had joined more than 80 fellow UC students at the UC Berkeley's European Innovation Academy and who was dedicated to making a more environmentally sustainable world. Three other UC students were injured in that attack. The loss of these members of the UC community reverberated painfully through the entire University and President Napolitano extended heartfelt condolences to their families and loved ones.

President Napolitano assured the Regents and the public that crisis response remains a constant top priority of University leadership. All UC campuses conduct regular training simulations, often in conjunction with law enforcement and public safety agencies. The University also works actively under the leadership of its Office of Risk Services to maintain its systemwide readiness to address any crisis that could emerge. The University has extensive protocols in place to ensure the safety and security of its students, faculty, and UC community members when there are terrorist attacks or natural disasters abroad, including medical evacuation and security evacuation resources, which can deploy emergency response services throughout the world at a moment's notice, real-time web-based communications with all UC registered travelers regarding any conditions including security incidents and civil unrest. A UC risk management dashboard allows UC risk personnel to see the location of UC registered travelers at any given time and to communicate with them regarding their safety. In light of the recent tragedies and the changing environment of violence and global unrest, UC was conducting a fresh review of its protocols to ensure the safety of its students, faculty, and staff.

Chairman Lozano extended heartfelt condolences to the families and friends of those lost.

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

Faculty Representative Hare focused his final comments to the Board as Chair of the Academic Senate on the problem of funding a selective, high-quality, public university out of the public treasury if the public is not prepared to pay more for quality. When he

became a UC faculty member in 1984, UC's systemwide student-faculty ratio was about 17-to-one; that ratio was currently 21-to-one. UC Riverside's student-faculty ratio was currently 29-to-one, having more than doubled from 14-to-one in 1990.

These changes have affected the quality of education that Mr. Hare and his colleagues have delivered in ways he said were quite visible to UC faculty. UC faculty have less contact with students than before. Many professors have moved away from essay or short answer tests to machine-scored multiple choice tests, because class sizes have increased, but the time to grade examinations has not. The faculty continues to oppose any reduction in teaching laboratories or other means for students to obtain practical experience in their fields. Mr. Hare said he was unable to say that UC offered its current students the same quality of education as it offered their parents.

Mr. Hare described changes in how much the University is funded for each student. In 1985, approximately 5.5 percent of the State's General Fund expenditures were allocated to UC, compared with the current 2.8 percent. Since 1985, the State's portion of expenditures per student declined in inflation-adjusted dollars, from about \$20,000 to \$7,780, more than a 60 percent reduction. The increase in student tuition and UC contributions over the same time period made up less than half of that reduction, leaving the per student average expenditure to decline, in inflation-adjusted dollars, more than \$5,500 from about \$24,410 to \$18,900. At this rate of decline, all State support for instruction at UC would end in 2035.

Regarding current enrollment increases of 5,000 additional California undergraduates in fall 2016 and 2,500 more in each of the two following years, Mr. Hare pointed out that these new students are not supported at the full marginal cost since the State is not contributing its historic share of \$10,000 per student. The University had to make cuts elsewhere to fund the current additional undergraduates and would need to do so again. The addition of 10,000 undergraduates is equivalent to adding half of a medium-sized campus. Even the full marginal cost of instruction per student would not include the necessary classrooms, teaching laboratories, and housing.

Mr. Hare maintained that the University must consider what kind of education it is providing as it expands enrollment, asking if students would be well-served if the quality of a UC education cannot be maintained. In addition, he said the reduced value of the 2016 retirement plans may put greater pressure on UC's already uncompetitive salaries in recruiting and retaining top-quality faculty. He expressed his view that the salary gap between UC and its competitors should be addressed.

In closing, Mr. Hare affirmed that the Academic Senate stood ready to contribute to a solution to UC's fundamental funding problem. However, that solution must begin with an acknowledgement of the consequences of the cuts in State funding.

5. ANNUAL REPORT OF THE COUNCIL OF UC STAFF ASSEMBLIES

President Napolitano introduced Greta Carl-Halle, chair of the Council of UC Staff Assemblies (CUCSA), for its annual report. Ms. Carl-Halle stated that CUCSA provides a voice for policy-covered staff by advocating for staff inclusion in systemwide committees. Incoming CUCSA chair Rejeana Mathis discussed the 2015 Staff Engagement Survey conducted by CUCSA in collaboration with the Office of the President's Department of Human Resources. CUCSA delegations were working closely with senior administrators to create action plans to improve employee engagement.

Incoming CUCSA chair-elect Lina Layiktez discussed the CUCSA Health and Wellness Workgroup, which reviewed systemwide wellness programs. The Workgroup supports a healthy workforce culture, which provides safe working conditions, strong leadership support, and promotes health policies. CUCSA recommends that every campus hire at least one wellness coordinator. Vice President Duckett would lead systemwide wellness efforts and would work with all locations on their wellness programs.

Ms. Carl-Halle reported that the CUCSA Staff Veterans Workgroup was formed to review UC's role with regard to U.S. military veteran employees. The Workgroup reviewed each UC location's resources and services available to staff who are veterans, and reviewed best practices of other public universities nationwide and private industry. CUCSA found that many campus services for veterans exist, but their focus is on UC student veterans. This Workgroup addressed issues related to veterans reentering the workforce and found it difficult even to determine the number of employees who are veterans on each campus or systemwide, as many new hires choose not to self-identify as a veteran. CUCSA advocates that UC develop a systemwide veteran strategy, update the language on UC's employment application and Voluntary Self-Identification of Race, Ethnicity and Veteran Status form, rework its job descriptions to help veterans translate their military skills to civilian terms, and create a mentorship program and social/networking groups for staff who are veterans.

Ms. Mathis offered some comparisons of the results of the 2015 Staff Engagement Survey with the prior 2012 survey. There was no change in whether staff feel their performance is fairly evaluated and a slight increase in whether staff feel their pay matches their performance. The most significant decrease in favorable responses was in whether staff feel their contributions are recognized, an issue the CUCSA's Performance Management Workgroup was tasked with addressing. The Workgroup's key recommendations were that that UC ensure transparency in the performance management process through standardized practices; require mandatory performance management training for supervisors; establish a unified approach to service awards systemwide; and that CUCSA continue to administer the Employee Engagement Survey to assess the broad impact of performance management efforts.

Ms. Layiktez stated that organizational change management had the lowest approval rating in the 2015 Staff Engagement Survey, indicating staff's impression that UC does not manage change well. Staff can be used as a valuable asset in the change process

through implementation of change management strategies. CUCSA's Change Management Workgroup recommended that UC ensure that change management tools and practices are incorporated into initiatives; train all employees in change management; make UC Learning Center training available to all employees; create custom training for employee groups; create a communication strategy for all change; and establish a Center of Excellence to help leaders with change management.

Ms. Carl-Halle reported that CUCSA's 2016 Outstanding Senior Leader Award was presented to UC Santa Cruz Associate Chancellor Ashish Sahni. Ms. Mathis added that CUCSA awarded the Kevin McCauley Memorial Outstanding Staff Award to four outstanding UC staff. Ms. Layiktez said that the UC Division of Agriculture and Natural Resources would join CUCSA in the upcoming year.

Regent Pérez suggested possible revisions to language used for veterans to self-identify and that could be more inclusive of current members of the National Guard.

The meeting adjourned at 9:30 a.m.

Attest:

Secretary and Chief of Staff