

The Regents of the University of California

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

January 24, 2018

The Academic and Student Affairs Committee met on the above date at UCSF – Mission Bay Conference Center, San Francisco.

Members present: Regents De La Peña, Elliott, Lansing, Mancía, Monge, Ortiz Oakley, Pérez, and Tauscher; Ex officio members Kieffer and Napolitano; Advisory members Graves and White; Chancellors Christ, Leland, Wilcox, and Yang; Staff Advisor Main

In attendance: Secretary and Chief of Staff Shaw, Provost Brown, Senior Vice President Gulbranson, Vice Presidents Brown, Budil, Ellis, and Holmes-Sullivan, Chancellor Blumenthal, Deputy General Counsel Woodall, and Recording Secretary McCarthy

The meeting convened at 1:05 p.m. with Committee Chair Pérez presiding.

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

Upon motion duly made and seconded, the minutes of the meeting of November 15, 2017 were approved.

2. **ENDORSEMENT OF RECOMMENDATIONS OF THE ACADEMIC VERIFICATION TASK FORCE**

The President of the University recommended that the recommendations of the Academic Verification Task Force, as shown in Attachment 1, be endorsed.

[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 Pérez recalled that he had asked at the prior meeting that it be clarified that the recommendations of the Academic Verification Task Force would become policy following Regents' approval. He asked if Regents' approval would have that practical effect. Provost Brown answered in the affirmative.

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

**3. APPROVAL OF PROFESSIONAL DEGREE SUPPLEMENTAL TUITION FOR A GRADUATE PROFESSIONAL DEGREE PROGRAM AT THE MERCED CAMPUS**

The President of the University recommended that the multi-year plan for charging Professional Degree Supplemental Tuition (PDST) for the Master of Management graduate professional degree program at UC Merced be approved. Effective upon approval of the multi-year plan, PDST is established for the program and the maximum annual PDST levels for the five-year period specified in the program’s multi-year plan can be assessed (as shown in Display 1).

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**DISPLAY 1: Proposed Professional Degree Supplemental Tuition Levels for AY 2018-19 through AY 2022-23\***

Master of Management Merced	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
Resident PDST Level	\$20,000	\$21,000	\$22,050	\$23,152	\$24,308
Nonresident PDST Level	\$20,000	\$21,000	\$22,050	\$23,152	\$24,308

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\* The amounts in the display reflect the maximum PDST levels to be assessed, effective as of the academic year indicated. Assessing PDST levels less than the level indicated in the display requires approval by the President with the concurrence of the Chancellor. PDST levels may be assessed beyond the period covering the program’s approved multi-year plan but not in excess of the maximum levels specified in the final year. Assessing PDST levels greater than the amounts in the display requires Regents’ approval of a new multi-year plan.

[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.]

Provost Brown thanked the Committee for considering this proposal for Professional Degree Supplemental Tuition (PDST) for a new Master of Management (MM) at UC Merced separately from a large number of other PDST requests that would be heard at the next meeting. Regents’ approval of this proposal was sought at the current time because this entirely new program needed an approved funding model in place in order to make offers of admission and financial aid in early spring, as well as other preparations for a successful fall program launch. This one-year MM program would confer a Master of Management degree as part of UC Merced’s new Management of Innovation, Sustainability, and Technology (MIST) program and would be the first graduate professional degree program offered by UC Merced. Provost Brown expressed his view that UC Merced’s proposal satisfied every requirement of Regents Policy 3103: Policy on Professional Degree Supplemental Tuition, including demonstrating a well-justified rationale for the proposed PDST level, a strong commitment to financial aid, clear goals related to diversity, and meaningful consultation with students and faculty.

Chancellor Leland explained that UC Merced’s new one-year MM program would be unique within UC and like very few programs in the nation. As distinguished from a Masters of Business Administration (MBA), often for working professionals moving into management, the MM program would provide early exposure to management concepts and practices for recent bachelor’s degree graduates from all disciplines. The MM would have a strong focus on practical training and was designed to develop managers and leaders with

deep knowledge in their areas of expertise and a broad foundation of practical management skills. The goal of the MM program is to make recent graduates from any major more competitive through targeted graduate management education.

UC Merced Provost Thomas Peterson advised that the initial target audience for the MM program would be recent UC Merced graduates. The program would be geared to provide a broad base of management skills to high-achieving students seeking to become leaders and managers from any undergraduate discipline. UC Merced is a Hispanic Serving Institution and the most diverse UC campus; its undergraduates are 53 percent Latino/a; 58 percent from underrepresented minority groups; 72 percent first-generation college students; and two-thirds Pell Grant recipients. In drawing from that population, the MM program would achieve and maintain a diverse student body from the outset. The campus planned to admit a first cohort of 20 students in fall 2018 and increase that number to 100 students within five years.

Mr. Peterson cited the strong interest of the local business community and public sector leaders from the San Joaquin Valley and Silicon Valley in hiring MM graduates, given the skills that would be taught in the program. The MM program was financially seeded by a generous gift from the Gallo family, who had been among the strongest supporters of UC Merced's efforts to engage its students in key Central Valley business and industry opportunities. Graduates would have marketable skills that would put them at a competitive advantage by incorporating management content and real world experience through project-based curricula, including a capstone experience.

Management Professor Paul Maglio explained that the MM curriculum would expose students to fundamental disciplines generally involved in management across a wide range of businesses, public agencies, and other organizations. It would be taught using an innovative cohort model that would put together students seeking careers in for-profit, not-for-profit, and the public sector, in a setting in which values that guide corporate profitability are blended with values that guide resource stewardship. The project-based curriculum that would focus on issues particular to UC Merced's location was developed in consultation with academic and business leaders, who had given unequivocal support for the MM program.

Mr. Maglio stated that the campus set the initial PDST at \$20,000, which would increase five percent per year over the five-year span of the proposal. The required return to student aid bolstered with externally funded fellowships would ensure affordability and accessibility. At least 33 percent of PDST funds would go to student aid and the campus intended to meet all admitted students' financial need. Need-based fellowships would be awarded from the PDST and other sources, leveraging loans and other scholarship funding as much as possible. Fee revenue would be used for student financial aid, and for other program-related operating expenses, including expanded support for industry networking and job placement services. During the first few years of the program, fee revenue would not quite cover expenses; the campus would provide the necessary funding.

Regent Ortiz Oakley asked how the MM program would be different from a traditional MBA program and if the campus envisioned demand for the MM being only from the Central Valley. Mr. Maglio said that while initial recruitment focus would be on the Central Valley, he anticipated demand from across California. The MM would be a 12-month program to keep student cost low, and aimed to fill the perceived need of supplying bachelor's degree graduates with extra capabilities in areas of management, teamwork, and job skill experiences. Traditional MBA programs are longer, and generally offer a specific set of topics. The MM program would cover these topics in less depth, but would offer real world, project- and team-based work experiences with external partners.

Regent Ortiz Oakley asked if the Graduate Record Examination (GRE) would be required. Mr. Maglio said the program would not require the GRE or the Graduate Management Admissions Test. Admissions would be based on students' grade point average, letters of recommendation, and interviews.

Regent Ortiz Oakley asked if there were any other MM programs. Mr. Maglio responded that there were similar programs, some with different titles. This type of program is particularly popular in Europe. Regent Ortiz Oakley expressed his view that the program's challenge would be to differentiate itself from an MBA program. He reminded the campus of the importance of measuring UC professional degree programs' diversification of their student body and faculty, and demonstrating that they were providing their students with quality credentials. He suggested revisiting UC Merced's MM program in the future to review its progress.

Regent-designate Graves asked how the program would recruit diverse faculty and diverse students. Mr. Peterson affirmed that UC Merced strives to reach the same level of diversity in its faculty as it has in its students. Throughout its faculty hiring, UC Merced has emphasized mechanisms to find the most diverse group of candidates. Regent-designate Graves encouraged the campus to reach beyond UC Merced to attract a diverse student body. He also said the student and faculty consultation process in the PDST proposal should be clear. Mr. Peterson affirmed that consultation with UC Merced students about their interest in the program was important in its development.

Regent Elliott asked for clarification of the target audience for MM program, since it would be within the School of Engineering. Mr. Peterson explained that the MM program would be incubated within the School of Engineering, since the initial size of the MM faculty would not justify the establishment of a separate school. Chancellor Leland added that the MM program would be highly multidisciplinary. Mr. Peterson reiterated that the MM program was open to students from any discipline.

Committee Chair Pérez asked if the School of Engineering would host the MM program temporarily or be its permanent location. Chancellor Leland responded that UC Merced, at its current stage of development, anticipated having a school of management with a multidisciplinary focus. The campus had been making target hires to build toward that school, but it would be several more years before UC Merced could establish a school of management. However, the MM program was ready to launch at the current time. She

emphasized the importance of recruiting widely from across UC Merced for the MM program. Regent Elliott commented that recruiting outside of engineering would help achieve diversity goals. Chancellor Leland agreed.

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

4. **REVISED AGREEMENT BETWEEN THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA INSTITUTE OF TECHNOLOGY FOR THE CALIFORNIA ASSOCIATION FOR RESEARCH IN ASTRONOMY**

The President of the University recommended that the Regents approve the Second Amended and Restated Agreement Regarding California Association for Research in Astronomy by and between California Institute of Technology and the Regents of the University of California, effective April 1, 2018 (the "Second Amended and Restated Agreement") and authorize the Chair of the Regents and the President, following consultation with the General Counsel, to approve and execute (i) the Second Amended and Restated Agreement and (ii) any modifications, addenda, or amendments (collectively, "amendments"), provided, however, that such amendments do not materially reduce the rights of the Regents or materially increase the obligations of the Regents.

[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.]

Provost Brown stated that this action item asked the Regents to approve the University's new contractual relationship with the California Institute of Technology (Caltech) for operation of the W. M. Keck Observatory (WMKO), which holds arguably the finest astronomical and astrophysical tools in the world. Under current contractual arrangements UC was to make the sole contributions to WMKO's operational costs until the value of those contributions matched the value of the original Keck gift to Caltech. That point would be reached by April 1, at which time a new contract needed to be in place for joint management of WMKO.

Chancellor Blumenthal, chair of the California Association for Research in Astronomy (CARA) board of directors, explained that CARA is a non-profit organization formed in 1985, a partnership between UC and Caltech, with a board of six directors, three each appointed by UC and Caltech. The purpose of CARA was to build and operate the two ten-meter Keck telescopes located on Mauna Kea, Hawaii. The land on Mauna Kea is rented for one dollar per year. Until recently, these were the two largest ground-based telescopes in the world. Many major discoveries have been made with the Keck telescopes, which throughout their 25 years have been consistently regarded on a per telescope basis as either the first or second most impactful telescopes in the world.

Chancellor Blumenthal attributed the Keck telescopes' success to three factors. First, the Keck telescopes have been the largest in the world. Second, both Caltech and UC, and particularly UC Observatories, created world-class instruments for the telescopes that

enable researchers to get the maximum possible data. Third, the astronomers who use the telescopes come from UC and Caltech and are among the most outstanding scientists in the world. The WMKO is an outstanding example of leveraging the UC system to do something collectively that no single campus could have done on its own.

Chancellor Blumenthal recalled the history of WMKO. UC conceptualized the telescopes and how they were made, but Caltech paid for the construction of the first Keck telescope in its entirety and two-thirds of the second Keck telescope, with the remaining one-third funded by the National Aeronautics and Space Administration. Since WMKO's inception, UC had paid all its operating expenses in excess of other funds, such as federal funds, received. Currently the UC expenses amount to about \$15 million per year, out of WMKO's total budget of \$23 million, including federal funding. It was conceived in the initial agreement that by April 1, 2018, the totality of the UC contributions would equal Caltech's complete monetary contributions. Thereafter, UC and Caltech would share WMKO's operating expenses equally. However, the previous agreement did not specify a number of relevant current issues.

Therefore, a new agreement was negotiated, similar to the prior agreement, with the exception of four areas. The amount of net operating expenses for the two institutions would be based upon the current operations and in each subsequent year would be increased based upon the Consumer Price Index, with an agreement that the annual increase would never exceed six percent. WMKO's operating expenses would be reviewed every five years by its board of directors. Any additional increase in operating expenses would have to be approved by the presidents of both UC and Caltech.

The second major change involves decommissioning. The current lease, which extends to 2023, requires WMKO to pay for the decommissioning of the telescopes. The revised agreement specifies that UC and Caltech shall annually provide \$250,000 to be placed into a special fund set aside for the ultimate decommissioning of WMKO. The third major change is the inclusion of provisions that would make it financially disadvantageous for either party to withdraw or default from the agreement. Withdrawal or default would not alleviate the obligation to provide for future decommissioning. Chancellor Blumenthal applauded the UC-Caltech WMKO partnership, which he anticipated would continue long into the future.

The fourth change is the establishment of the principle of an equal partnership with equal benefits. The partnership is not completely equal in at least one regard: Caltech owns the observatory, since that was a condition of the original gift from the Keck Foundation. Notwithstanding that fact, the revised agreement would treat both institutions equally to the greatest extent possible, requiring Caltech to continue to allow UC to use the observatory even if Caltech withdrew from the CARA board, providing equal observing time for both institutions, and providing equal benefit if Caltech should sell or lease any facilities.

Mr. Brown added that President Napolitano had carefully reviewed the contractual terms. Chancellor Blumenthal expressed appreciation to all those involved in negotiating this amended agreement.

Regent Ortiz Oakley commented on the public service provided by WMKO's assets entrusted to UC and Caltech. He encouraged UC to share those assets with as many Californians as possible, to stimulate their curiosity to give them the ability to experience this asset. Chancellor Blumenthal agreed.

Regent Lansing expressed support for this action, but advised that she would recuse herself, as she is a member of the Keck Foundation Board.

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

5. **BENEFITS OF THE UNIVERSITY OF CALIFORNIA UNDERGRADUATE RESEARCH EXPERIENCE**

[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.]

Provost Brown introduced this item that would highlight the many benefits of UC research in the education of its undergraduates through discovery and dissemination of knowledge. He noted the importance of UC graduate students to the undergraduate research experience.

Vice President Ellis commented on UC undergraduates' unique opportunities to work with faculty and postgraduate mentors on research projects. Talented UC undergraduates can make significant contributions to research teams and sometimes create new forms of intellectual property (IP). Undergraduate research also benefits UC, as its students serve as research ambassadors and can mobilize UC research to serve various communities. UC undergraduate research also benefits California and the nation by enhancing the diversity of the academic pipeline.

UC Santa Cruz Executive Vice Chancellor Marlene Tromp described undergraduate research as a high-impact experience that creates skills that contribute to a better-prepared workforce. Having a larger and more diverse group of undergraduates participate in undergraduate research enlarges the pool of prospective graduate students and faculty. Research opportunities tackling real world problems can lead to new IP, new services, new businesses, and new jobs. Undergraduate research across UC campuses is made possible partly by commitments from industry and foundation partners.

UC Santa Barbara Professor Anne Hudley described the benefits for undergraduates of attending a research university. Employers also benefit by hiring former UC undergraduate researchers. Undergraduate research creates a pipeline to increase diversity of its student body and faculty. In their roles as teaching assistants and research assistants, UC graduate students play a critical role in educating undergraduates and learn valuable teaching skills.

Undergraduates who participate in research do better academically, are more likely to graduate on time, and are more involved in their campus communities. Benefits of participating in research are even greater for underrepresented and first-generation college students, and research is made more accessible when embedded in courses. Undergraduates who participate in UC research develop greater self-confidence, independence, and a stronger work ethic, learn ethical standards, improve their communication skills, and feel a greater sense of accomplishment in college.

UC Santa Barbara doctoral student Iliana Flores described how her participation in undergraduate research enabled her to use her personal background beneficially and allowed her to further her interests, such as exploring issues facing her Latina community. Her undergraduate research enabled her to develop relationships with faculty and other scholars at several institutions, and experience personal and professional growth. As a community college transfer student, participation in undergraduate research provided her and other students from underrepresented communities opportunities and exposure to the previously unfamiliar larger world of academic research.

UC Santa Cruz undergraduate student Martin Lopez described his background as a first-generation college student and his experiences participating in research in his field of astrophysics. He first participated in the UC Santa Cruz Lamat program, a summer research program for community college students that provided an introduction to computational astrophysics. In 2017, UC Santa Cruz researchers played a key role in a scientific breakthrough at the frontier of astrophysics, the first observation of the merger of two neutron stars. Mr. Lopez was able to be in that exciting environment. His journey showed the importance of investing in opportunities for first-generation and underrepresented college students, to make education accessible and affordable.

Regent Ortiz Oakley emphasized the importance of bringing together UC and the California Community Colleges (CCC), which have many students hungry to participate in research, but who may not understand how to access opportunities at UC. He recalled that when he was Superintendent-President of the Long Beach Community College District, UC Irvine developed programs to introduce Long Beach transfer students to UC research. Regent Ortiz Oakley asked how these opportunities could be expanded throughout the state. His impression was that some UC campuses reach out to CCCs more than others. UC campus partnerships with CCCs are a natural way to increase diversity of UC undergraduates, graduate students, and faculty.

Ms. Tromp said she had worked to build partnerships among UC Santa Cruz faculty and CCC faculty, which proved effective in helping CCC students make the transition to UC. She noted that the success rates of UC's CCC transfer students were higher than at other universities. She agreed with the importance of expanding UC – CCC partnerships.

Mr. Brown commented that these efforts were often shepherded by undergraduate deans and their staffs, and often had too little systemwide exposure. Mr. Brown's office would support such efforts and work to expand them.



Regent Mancía commented that the successes of these presenters and others should be celebrated and shared with the community. UC undergraduate research would be showcased as part of UC's 150th anniversary celebration on February 26 in Sacramento.

Committee Chair Pérez asked for confirmation that UC Merced had the highest percentage of undergraduates involved in research. Chancellor Leland said that percentage was quite high and was consistently ranked by UC Merced students as an aspect of their education that they most value. As UC Merced grows, its challenge would be to maintain that level of opportunity. She noted that strong pipeline programs provide early experiences that spark students' interest.

Committee Chair Pérez noted the impact of UC Santa Cruz' transfer students' experience on its local CCCs. It would be important for UC to emphasize the importance of its research, not just for its faculty, but also for its graduate and undergraduate students, as part of its public partnership. He asked if the diversity of the presenters of this item was generally reflective of the diversity of undergraduates engaged in research systemwide and if that diversity would affect the pipeline for UC graduate school and faculty.

Ms. Hudley commented that work was being done in this important area, but there was room for more growth. She stressed the importance of embedding undergraduate research in curriculum.

Regent Monge asked if programs were widespread through which undergraduates create seminars that they facilitate and teach in partnership with UC faculty. Such programs can make curriculum more relevant to students' interests. Ms. Hudley expressed support for expanding such programs for both undergraduates and graduate students. UC Santa Barbara established an Undergraduate Mentorship Program, with 12 positions.

Committee Chair Pérez asked Mr. Brown for a future presentation on campus programs that foster student input on campus research and course development, such as UC Berkeley's longstanding DeCal Program of student-run courses. Mr. Brown commented that campus undergraduate deans would like more information about best practices of other UC campuses. Regent Monge added that UC Irvine has a UTeach program and UCLA has its Undergraduate Student Initiated Education program.

Staff Advisor Main asked about the impact of staff on undergraduate participation in UC research, since staff are student advisors. Ms. Tromp commented that UC Santa Cruz had been very successful in helping first-generation college students become academically engaged and achieve a high graduation rate, and that staff play a key role in supporting these students' academic success. A robust student affairs division is critical. Ms. Hudley added that UC Santa Barbara offers a series of classes on an introduction to the research university, with sections focused on particular groups such as international students, transfer students, or its Promise Scholars. Mr. Brown agreed with the importance of staff in supporting student success.

**6. UPDATE ON UC CENTER IN SACRAMENTO**

[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.]

Provost Brown introduced this update on the UC Center in Sacramento (UCCS), one of UC's systemwide academic programs offering an outstanding opportunity for UC undergraduates to learn from California's civil servants. Since its inception in 2003, UCCS had educated future leaders for California and disseminated knowledge generated by UC scholars to policy-makers to help inform public policy conversations. UCCS is administered by UC Davis on behalf of the UC system.

UCCS Director Richard Kravitz cited the critical dual mission of UCCS: to prepare UC undergraduates to be California's future leaders and to share knowledge to enhance public policy-making. UCCS supports its diverse, talented undergraduates through a structured program of experiential and formal academic learning, combining placement in a public service internship with coursework in politics and policy. Currently, about half of UCCS students are Pell Grant recipients. All UCCS students complete a capstone research project in which they apply skills learned in the classroom to a policy problem relevant to their internship.

Dr. Kravitz reported that in 2013 UCCS undertook a strategic envisioning process, with a resulting report that called for a modest increase in resources to support expanded student enrollment, enhanced student experience, and more robust knowledge sharing. These additional resources had led to progress. Over the past four years, UCCS doubled its undergraduate enrollment; developed a more integrated academic curriculum; offered new courses in health, environmental, and education policy; solicited new sources of extramural support; created new forums for knowledge sharing; and created various collaborations with UC campuses.

UCCS aspires to several goals over the upcoming three years. First, UCCS intends to continue increasing its undergraduate enrollment toward full capacity estimated at 200 students per year, which would require additional scholarship support. The President's Public Service Fellowships and Health Justice Scholars Award have helped, but more would be needed. Second, UCCS would continue to augment its undergraduate course offerings by adding specialized policy electives. Third, UCCS would expand opportunities for graduate students, such as a possible graduate student in residence program. Fourth, UCCS would address its need for student housing. UCCS current housing is inconvenient and inadequate for future needs. A UCCS housing task force is exploring options. Fifth, UCCS would find improved ways to disseminate UC research. Sixth, UCCS intended to increase its staff and would seek new funding through grants, public sector contracts, and philanthropy.

Chancellor May commented that UC Davis, which manages UCCS on behalf of the UC system, was working to identify the best opportunities and initiatives to expand UC's presence in Sacramento. This would require the public support of the Regents and

commitment of additional resources to develop UCCS further. He noted the timeliness of encouraging UC students to pursue careers in public policy.

UC Davis would also be pursuing Aggie Square, to create a broader presence in Sacramento by building private-public partnerships for economic gains and innovation. UC Davis' health system were already well-respected in Sacramento. UC Davis had already established a working relationship with Sacramento Mayor Darrell Steinberg. A working group from UC Davis and the mayor's office was charged with developing recommendations by April 1 for potential sites, potential City and State funding, and better transportation options between UC Davis and Sacramento. Chancellor May had created an internal Aggie Square working group to develop recommendations for academic programs, research activities, business partnerships, translational activities, real estate and facility options, and career and internship possibilities. He envisioned Aggie Square as a live, learn, work, play environment conducive to collaboration, and offering opportunities to create synergies between UCCS and Aggie Square.

Chair Kieffer emphasized the importance of UCCS and his view that it should have its own building and student housing. UCCS offered an outstanding opportunity for UC to take advantage of its system of ten campuses and the size of the state. He supported expanded thinking about UCCS, including systemwide philanthropic support with building naming rights, and with student internships leading to permanent positions in the State Legislature. This effort would require systemwide support and could lead eventually to large numbers of UC students serving in the State government.

Committee Chair Pérez expressed strong agreement with Chair Kieffer's comments. UC presence in Sacramento was currently outpaced by the University of Southern California and the California State University (CSU) system. He noted that the Assembly Fellowship Program, the California Senate Fellows Program, and the Executive Fellowship Program were all CSU institutions.

Committee Chair Pérez expressed concern about decreasing diversity in the UCCS student body over the past few years, noting a one-fourth decrease in the percentage of Asian or Asian American students in the program, and a one-third decrease in the percentage of Latino/a students, and a 40 percent decrease in the already low percentage of African American students. He also said the program's speakers highlighted in the presentation failed to align with discussions in the Sacramento community and the changing demographics of the decision-makers with whom UC was attempting to build relationships. As more robust philanthropy is contemplated, the program's affordability must be considered. Unfunded internship programs are unrealistic options for many first-generation or low-income students. The UCCS program should be recast with more support to be much larger and more significant.

Regent Lansing recalled that one purpose of this Committee was to identify areas in which the Regents could act. Since the Committee seemed to agree in their support for expanding UCCS, Regent Lansing suggested having further meetings of a small group to pursue

development of a robust UCCS funded internship program. UC students and UCCS interns would be the best communicators of UC's message to the Legislature and the Governor.

Regent Mancia added that participants in UCCS would be the future leaders of California and offered the services of the Alumni Associations of the University of California (AAUC) in this effort. Dr. Kravitz said that he had been invited to make a presentation to the next meeting of the AAUC.

President Napolitano agreed with the support for UCCS expressed by the Committee and viewed it as a special opportunity. She would assemble a small internal working group to put together a plan to expand UCCS, including what financial support would be needed. That plan would be brought back to the Committee for its input and review.

7. **UPDATE ON IMPLEMENTATION OF RECOMMENDATIONS OF THE TOTAL COST OF ATTENDANCE WORKING GROUP**

[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.]

Provost Brown stated that education should not be unnecessarily costly and provided a brief update on the implementation of the important recommendations of the Total Cost of Attendance Working Group. Work had begun on all eight recommendations, with four assigned to the Education Financing Model Steering Committee, a longstanding systemwide group with campus, UC Office of the President (UCOP), student, and faculty representation. The other four recommendations were being implemented by UCOP. An additional issue raised by this Committee was the use of data to coordinate and simplify students' eligibility for various kinds of support. Mr. Brown's office was working with UC campus staff to explore this area.

Regent-designate Graves asked for a follow-up presentation regarding progress on the Total Cost of Attendance Working Group's recommendation to expand the use of multi-year financial aid awards, including more information about the UC Santa Barbara pilot program, data on outcomes for those students, and how the program could be expanded to other campuses.

Regent-designate Graves asked that students and staff be invited to the planned systemwide summit on UC student housing needs.

Regent Ortiz Oakley pointed out the Working Group recommendation that Regents should get affordability information before taking action on items that would raise the total cost of attendance, such as a tuition increase. Committee Chair Pérez agreed that information about affordability and total cost of attendance should be presented to the Regents, and more appropriately to the full Board than to the Academic and Student Affairs Committee, before Regents are asked to vote on a tuition increase.

8. **DISCUSSION OF FUTURE ITEMS FOR THE COMMITTEE AND BOARD**

[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.]

This item was deferred. Chair Kieffer noted that suggestions for future items for consideration by the Committee and the Board could be communicated to him.

The meeting adjourned at 3:15 p.m.

Attest:

Secretary and Chief of Staff

**Academic Verification Task Force:  
Final Recommendations to Enhance Academic Verification**

1. The academic verification process will be used for no other purpose than confirming the qualifications of new students for admission to the University regardless of whether a campus anticipates meeting its undergraduate enrollment target for any given term.
2. All campuses will send at least two direct communications prior to the July 1 deadline.
3. Campuses will send notices via mail to the applicant's current postal address and/or attempt to make direct contact to encourage students to follow through on the final steps prior to enrollment.
4. The University will maintain at least a two-week grace period after published deadlines and send a minimum of two direct reminder communications prior to taking any action on new students who have not completed the steps to enrollment.
5. Campuses will consider alternative practices before withdrawing a student's admission, such as placing a hold on enrollment.
6. Campuses will review other indicators of students' enrollment commitment to assess their likelihood of enrolling in the fall and targeting any additional outreach efforts. These indicators could include, but are not limited to, participation in an orientation program, submitting a housing deposit, or registering for classes.
7. Notification of withdrawal of admission will include clear instructions and deadlines for appeals.