

The Regents of the University of California

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

September 18, 2019

The Academic and Student Affairs Committee met on the above date at Luskin Conference Center, Los Angeles campus.

Members present: Regents Anguiano, Elliott, Kieffer, Lansing, Ortiz Oakley, Sures, and Weddle; Ex officio member Pérez; Advisory members Stegura and Gauvain; Chancellors Larive, Wilcox, and Yang, and Interim Chancellor Brostrom

In attendance: Assistant Secretary Lyall, Chief of Staff and Special Counsel Drumm, Provost Brown, Vice President Brown, and Recording Secretary Li

The meeting convened at 1:20 p.m. with Committee Chair Anguiano presiding.

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

Upon motion duly made and seconded, the minutes of the meeting of July 17, 2019 were approved.

2. **PART II OF THE ANNUAL ACCOUNTABILITY SUB-REPORT ON DIVERSITY – HEALTH SCIENCES**

[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 presentation was a response to Chair Pérez’s concerns about the lack of diversity in the Schools of Optometry, Veterinary Medicine, and Pharmacy during the May 2019 meeting. Three deans from these schools would report the immediate actions taken; the goals, aspirations, and metrics for measuring progress; and accountability for short- and long-term outcomes.

Vice President Nation stated that the unique history and challenges of each major health profession must inform the University’s strategies for improvement for students and faculty. There was an additional imperative for diversity in the health professions, because the lack of linguistic and cultural competence was creating barriers to health care for the State’s underserved communities, which included rural communities, the inner cities, San Joaquin Valley region, and the Inland Empire. These competencies strengthen relationships and improve patient satisfaction. Workforce diversity would expand access, reduce disparities, and expand and enhance research in areas of need. Through UC, California has led the nation in the retention of medical students and residents. Challenges linked to improving diversity included the lack of leadership accountability and engagement;

insufficient institutional support and financial investment; lack of diversity in admissions and hiring committees, the lack of training in mitigating unconscious bias; and challenges stemming from Proposition 209. UC Health had a strategic goal to improve the diversity of students and faculty across the health sciences. A task force, chaired by UCSF Vice Chancellor of Diversity and Outreach Renee Navarro and including representatives from the seven major health professions, would provide a final report with recommendations to Dr. Nation and the Executive Vice President of UC Health. The report would be disseminated to and discussed with the deans to identify best practices, effective policies, and metrics for measuring improvement.

Dean of the UC Berkeley School of Optometry (Berkeley Optometry) John Flanagan expressed his deep commitment to improvement of diversity and inclusion in the profession and noted that Berkeley Optometry was the only public optometry school in California. He planned to introduce initiatives that would address outreach, access, affordability, and opportunity. Berkeley Optometry had 268 Doctor of Optometry students, 12 percent of whom were underrepresented minorities (URM). This was higher than the national average of ten percent but did not represent the state's population. The School was 62 percent Asian and 82 percent women, and, in the last three years, it has increased the admission of URM students by 60 percent. Three percent of the 81 clinical faculty were URM. Berkeley Optometry had 104 faculty members and no URM minorities among its 23 Senate faculty. Of the seven Senate faculty searches, only the most recent search had two African American and four Hispanic applicants. These searches also led to the hiring of five women, three Asians including one Indian Asian, and one Hispanic faculty member. Mr. Flanagan's goals were to reduce the barriers to student and faculty applicants; ensure the incorporation of best practices in recruitment; attract applicants who aspire to work in underserved communities and ensure these employment opportunities; and increase clinical faculty salaries. He would hold himself accountable by working with campus leadership, such as Vice Chancellor for Equity and Inclusion Oscar Dubón and Associate Vice Provost Angelica Stacy, and UC Health as a committed member of its Diversity and Inclusion Task Force (Task Force). Mr. Flanagan shared some immediate actions that Berkeley Optometry was taking. OptoCamp, now in its 15th year, was a summer residential program that aimed to recruit first-generation science, technology, engineering, and mathematics (STEM) students. It had a record number of participants and African American registrants in 2019. Participants received scholarships and a program application fee waiver. Over the past five years, an average of 23 percent of first-year students were OptoCamp alumni, and over 90 percent of OptoCamp alumni were accepted into optometry programs nationwide. In 2019, faculty voted to eliminate the Optometry Admission Test (OAT) and Graduate Record Examinations (GRE) requirements. The School planned to reduce application fees and has introduced holistic admissions, implemented a single interview day, and deemphasized grade point average. All students now received a minimum scholarship of \$5,500 per year. Berkeley Optometry had the highest first-year State school tuition but the lowest graduating debt due to these scholarships. Its 2018 strategic plan prioritized doubling Graduate Opportunity Program entrance scholarships. The School would use targeted advertising to capture all potential job applicants, and it has established a network of community clinics, primarily in Federally Qualified Health Centers (FQHCs) in the Bay Area, such as West Oakland.

Chair Pérez noted the lack of diversity outcomes from OptoCamp and distinguished activity from action. He asked when the School realized that intervention was needed and what should yield real outcomes. Mr. Flanagan acknowledged the statistics and accepted the School's history. Prior to joining UC Berkeley as dean five years ago, Mr. Flanagan expressed his concern about diversity in his interview for the position. OptoCamp has been reemphasized in the last five years. Since 2016, URM first-year entrants increased from eight percent to 14 percent, and Mr. Flanagan was working to continue that upward trend. He looked forward to working with Regents, the system, and UC Health, noting that his commitment to diversity was why he was the only dean in the Task Force. Mr. Flanagan was confident that diversity would improve and hoped to report it in five years. Chair Pérez responded that he knew the difference between inherited problems and differences made, citing the example of the beginning of Chancellor Khosla's tenure at UC San Diego. Chair Pérez underscored the lack of African American and Latino Senate faculty.

Regent Lansing asked how many URM students practiced in underserved communities after graduation. She observed a trend of URM students leaving underserved communities to practice elsewhere and suggested loan forgiveness or other incentives. Dr. Nation replied that, for medical schools, the Association of American Medical Colleges tracked such data and ranked states based on metrics such as access and in-state retention. California and Hawaii have led the nation in retention of graduates from public medical schools. Investment in medical school and resident education has fueled retention, and UC has kept most of whom it has trained in medicine. Dr. Nation believed that this was the case across the health professions. Regent Lansing differentiated staying in the state from serving the underserved. Dr. Nation responded that this was the mission of the Programs in Medical Education (PRIME) program. Regent Lansing asked whether UC had an existing loan forgiveness program for graduates who practice in underserved areas. Dr. Nation stated that, while some UC schools have mission-based scholarships, the State has recently made a \$300 million investment in loan forgiveness for physicians and dentists in underserved communities. Regent Lansing requested further presentations on this topic before this or the Health Services Committee.

Regent Ortiz Oakley noted that the Regents have continued to see data like this. He applauded Mr. Flanagan for eliminating the use of standard admissions tests but noted its continued use systemwide. He suggested discussing standardized testing in the future. Regent Ortiz Oakley asked how to engage leadership and where the accountability was. He stated that the Academic Senate, chancellors, and the Provost should be held accountable. He asked what was needed to change these numbers. Mr. Flanagan responded that he trusted in the Task Force, which was asking these difficult questions. The Task Force would likely conclude that additional funding would be needed to address these issues.

Noting Berkeley Optometry's success with graduate students, Interim Chancellor Brostrom asked how the School could direct more of those students into the professoriate. Mr. Flanagan replied that optometry was a primary healthcare profession that was mostly community-based and well distributed compared with specialty care. He believed that being in communities was the best way to attract people from those communities into the program and encourage them to return to serve those communities, hence the effort in

joining nine FQHCs in the Bay Area and some initiatives in the Central Valley. The School's National Institutes of Health (NIH) training grants were renewed. Berkeley Optometry's Ph.D. training program, now in its 46th year, had the National Eye Institute's largest training grant in the country, which would hopefully open Berkeley Optometry to more students. The school also received NIH funding for summer research, which would hopefully entice students into pursuing an academic career.

Dean of the UCSF School of Pharmacy Joseph Guglielmo stated that UC had two schools of pharmacy, at UCSF and at UCSD, out of the 13 schools in California. The number of pharmacy schools nationwide had grown while there were fewer chain drugstore employment opportunities, which has led to the application rate to drop substantially over the last decade. This year's incoming class at UCSF had four black and 11 Latino students in class of 125. In 2018, the UCSF School of Pharmacy was approximately 11 percent URM. As a benchmark, he reported that UCSD had seven percent, University of Southern California had eight percent, and University of the Pacific had five percent URM last year. He credited UCSF for its Professionalism, Respect, Integrity, Diversity, Excellence (PRIDE) values, for which he has been evaluated annually by Chancellor Hawgood and has received feedback from Vice Chancellor Navarro. Every five years, Mr. Guglielmo has also received a stewardship review that included a diversity element. Current diversity efforts at the School of Pharmacy have primarily been fiscal support, outreach, and curricular transformation. UCSF's intensive, one-year post-baccalaureate program has helped a diverse pool of students become more competitive when applying to health profession schools. Of the 41 students who have completed this program, which costs at least \$35,000, 33 were admitted to the School of Pharmacy. In 2018, the School gave a \$7,500 stipend to each post-baccalaureate student, and this year, the stipend has doubled to \$15,000. Given that 70 to 75 percent of School of Pharmacy students have come from UC and about five percent from California State University (CSU), the School has expanded its outreach to CSU, particularly Fresno and San Francisco. Outreach has also expanded at UC Merced and UC Riverside. The School of Pharmacy transformed from a curriculum of four years, three quarters per year to one of three years, four quarters per year to mitigate the high cost of living in the Bay Area, which was single biggest reason students have given for not attending UCSF. The School now had a holistic admissions process with no standardized exam, opting instead for interviews, life experiences, and written statements, as well as deemphasizing grade point average. There were significant student scholarships. In terms of faculty diversity, there were two URM faculty in basic sciences, and this was an issue across all schools at UCSF. One clinical department had 19 percent URM faculty. To address this, UCSF recently hired a tenure-track basic science URM faculty member who would also oversee diversity in basic sciences. Fellowships have proven to be a very good pipeline to the clinical department.

Regent-designate Stegura asked about the cost of the post-baccalaureate program. Mr. Guglielmo replied that the Schools of Pharmacy, Dentistry, Medicine have participated in the program, which offered basic science, chemistry, biology, and other subjects. The program did cost upwards of \$35,000, so stipends were created to reduce the burden. Regent-designate Stegura noted that the cost itself seemed like a hurdle to attracting low-income students. Mr. Guglielmo acknowledged this issue and stated that the three other

schools had committed to supporting this UC Berkeley program.

Regent Ortiz Oakley asked whether a pipeline program like Kaiser's could be created. Mr. Guglielmo responded that the School had an 86 percent acceptance rate, and virtually all who did not choose UCSF cited financial reasons. The School has been aggressive in pursuing development opportunities, but most health professions outside of medicine have had more difficulty drawing substantial philanthropic support. Regent Ortiz Oakley suggested integrating this need into campus campaigns. He also suggested that UC take the lead in developing meta-majors, programs of study toward certain careers. UC should introduce career pathways to communities of color.

Chair Pérez asked why the chain pharmacy employment issue was a disproportionate barrier for URM students. Mr. Guglielmo cited the national reduction of available jobs and that major chain pharmacies in the Midwest, for instance, no longer hired full-time pharmacists. This has further discouraged an already declining applicant pool but was not specific to URM applicants. The provision of drugs was now primarily mail-order. Chair Pérez stated that pharmacists could shift to professional consultation and echoed Regent Ortiz Oakley's suggestion of creating pathways. Industry changes did not explain the lack of adequate representation. Chair Pérez suggested considering partnerships.

Regent Reilly asked how many URM students participated in the post-baccalaureate program and whether it was considered a success. Mr. Guglielmo replied that 75 percent were URM and that the program was the School's most successful diversity tool. Regent Reilly asked whether the 33 students admitted to the School were also 75 percent URM, and Mr. Guglielmo responded in the affirmative.

UC Davis School of Veterinary Medicine Dean Michael Lairmore stated that, following national efforts, there were 17.4 percent URM students nationally, up 134 percent since 2005. The Association of American Veterinary Medical Colleges (AAVMC) identified underrepresentation by gender, race, ethnicity, socioeconomic status, education, and geography. Asian students, for instance, were underrepresented in veterinary medicine. The School of Veterinary Medicine was among the top three schools nationally for URM students, jumping from 30 percent in 2012 to 41 percent in 2019. The School had 20.5 percent URM faculty; it was in the top third in URM tenured faculty and top in URM non-tenured faculty, indicating recent hiring successes. The School's goal was to mirror the demographics of the state. In 2015, a new Director of Admissions was hired to focus on diversity and inclusion, leading community outreach, K-12, and undergraduate pipeline programs such as the Summer Math and Science Honors Academy and Veterinary Medicine Exploration Academy. For over 25 years, the Summer Enrichment Program (SEP) has provided career and admissions guidance to undergraduate students; 30 URM students have been admitted to the School through SEP. As one of two veterinary medicine schools in the state, UC Davis has reached out to all UC and CSU campuses, as well as undergraduate feeder programs, with National Institutes of Health-funded programs and partnerships with CSU, Fresno and UC Merced. The School created a seminar series in community dialogue, and online certificate training program, and training in principles of community, which included cooperating with students to create successful diversity

programming. Those involved in faculty searches must undergo unconscious bias training. The Veterinary Medicine Teaching and Research Center in Tulare has provided regional programs for preschool to high school students. UC Davis' Knights Landing free clinic provides outreach opportunities. A Latina faculty member was hired through a campus-wide diverse faculty recruitment effort, and an Office of the President initiative led to the recruitment of an African American female faculty member. Mr. Lairmore has participated in the Collaborative on Academic Careers in Higher Education and has met with campus leaders such as Vice Chancellor of Diversity, Equity and Inclusion Renetta Tull to review the School's data and metrics to inform strategy and integrate into campus-wide diversity efforts. Mr. Lairmore's annual evaluation, conducted by UC Davis Provost Ralph Hexter and reviewed by Chancellor May, has included diversity and inclusion questions that had bearing on his merit increases and continued employment. He thanked Dr. Nation for elevating these issues, and he looked forward to receiving the findings and recommendations of the Task Force. Mr. Lairmore concluded his remarks by sharing that he had been a first-generation college student from a working class family.

Committee Chair Anguiano asked about next steps. Dr. Nation stated that the Task Force, appointed in 2018, had been meeting and had subcommittees on students, residents, and faculty. A report with recommendations was expected by mid-June.

Regent Ortiz Oakley asked how much of Mr. Lairmore's performance review focused on his diversity efforts. Mr. Lairmore replied that it was a major pillar of his evaluation and that the School released an annual report on student recruitment and faculty metrics. Regent Ortiz Oakley suggested a meeting of discipline faculty from the three public higher education systems to create pathways for graduate programs with low URM participation, and administrators must determine incentives. Dr. Nation responded that the California Future Workforce Commission created a health education inventory that would be useful.

Committee Chair Anguiano thanked the deans but felt discouraged that what was presented were the most promising efforts. The Regents hoped the deans would return before the Committee following the deliberations of the Task Force.

3. **ANNUAL REPORT ON REGENTS POLICY 3501: POLICY ON STUDENT ATHLETES**

[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 explained that this was an information item concerning policy on administrative accountability, student life, as well as admissions, financial, injury, academic, and career support for student athletes. This report followed an annual survey of athletic directors, whose compensations were tied to the academic performance of student athletes. Provost Brown stated that athletic directors have confirmed that their protocols were in compliance with Academic Senate policy and National Collegiate Athletic Association (NCAA) guidelines. UC's most recent audit of admissions procedures has reinforced that coaches were not permitted to have contact with admissions personnel or

committees. Coaches could submit information on prospects to athletic directors. The authority to make admissions decisions was held by campus admissions offices.

Regent Ortiz Oakley asked about the athlete admissions policy. Office of the President Director of Undergraduate Admissions Han Mi Yoon-Wu replied that every campus had its own policy on the number of athlete admissions slots, and those details were in forthcoming campus audit documents. In response to a follow-up question by Regent Ortiz Oakley, Ms. Yoon-Wu responded that there was no systemwide policy.

Regent Kieffer asked whether there was a cap on such slots. Ms. Yoon-Wu stated that there was a cap on admission by exception but not for athletics. Regents asked whether athletes were included in the six percent admitted by exception. Ms. Yoon-Wu replied that they could be. The exception was for students who did not meet admission requirements, but athletes usually met admissions requirements. Regent Kieffer asked whether the six percent was set aside for certain categories of applicants. Ms. Yoon-Wu stated that four percent was for disadvantaged students and the rest was for nontraditional students. Regent Kieffer asked how often admission by exception was practiced, and Ms. Yoon-Wu replied it has been under two percent systemwide.

4. **ESTABLISHMENT OF A SCHOOL OF PUBLIC HEALTH, SAN DIEGO CAMPUS**

The President of the University recommends that Section 15 (a) of the Academic Units and Functions, Affiliated Institutions, and Related Activities of the University, as provided for in Standing Order 110.1, be amended as follows:

Additions shown by underscoring

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15. Professional Schools

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Public Health

- School of Public Health, at San Diego, with curricula leading to the degrees of Bachelor of Science, Master of Public Health, Master of Science, Master of Advanced Study, and Doctor of Philosophy.

[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.]

Chancellor Khosla stated that UC San Diego was planning a unique School of Public Health that would be transformative for UCSD. It had undergone significant review by the Academic Council and the Office of the President (UCOP). The School would be managed through UCSD Health Sciences but connected to the entire campus. It would also focus on gender equity in health, especially women's health, and its impact on public health in the U.S. and other countries. The School, funded by a \$25 million gift from Nicole and Herbie Wertheim, and would hire a significant number of full-time equivalents (FTEs).

Associate Vice Chancellor for Health Sciences Douglas Ziedonis referred to the four

criteria for establishing any new school at UC outlined in the presentation materials. Climate change, population health, mental health, and technology were some of the new issues informing the need for a new School of Public Health, which would create a pipeline to address the shortage of public health workers. San Diego County had unique public health issues at the U.S.-Mexico border. There would be 30 faculty FTEs at the School, as well 100 faculty from the School of Medicine or joint department or school appointments with \$160 million in research and \$15 million in National Institutes of Health (NIH) funding. UCSD has received support from the Schools of Public Health at UC Berkeley and UCLA, and it would continue partnerships with California State University and San Diego County Public Health. The School would add no new cost to UC San Diego.

Interim Chair of the Department of Family and Public Health Cheryl Anderson stated that UCSD could not build a world-class School of Public Health without considering diversity, and improvement was needed. The Bachelor of Science in Public Health (BSPH) was 43 percent URM, 52 percent were Pell Grant recipients, and 44 percent were first-generation. Diversity numbers were lower at the graduate level, so the new School would create a platform for increasing diversity across the campus and within the program.

Committee Chair Anguiano asked for clarification regarding the projected enrollment growth of the BSPH. Ms. Anderson clarified that this degree would grow by 100 students per year. This growth was benchmarked according to current capacity, graduation rates, and student experience. The student body would grow with more resources and philanthropic support.

Regent Ortiz Oakley asked what measures would be taken at beginning of this program so that it would not encounter diversity issues in the future. Ms. Anderson replied that the School planned to create curricula around guiding principles of eliminating health disparities and creating health equity, which would likely attract students and trainees wishing to address these issues. UCSD planned to leverage pipelines from high school and elementary school through a partnership with that UCSD engineering school that was working with local school districts. Dr. Ziedonis added that he had met with the UCSD Intertribal Resource Center regarding recruiting more Native American Students to the BSPH. The BSPH was also a great pathway to UCSD's graduate public health programs. Chancellor Khosla stated that enhancing diversity was a deliverable and expectation that UCSD would communicate to candidates for dean of the School. He was excited about how the School would be structured given the disparity in women's public health. He was confident in the team and its commitment.

Regent Kieffer asked how the School would relate to San Diego County Public Health and about student placement after completing the program. Dr. Ziedonis responded that UCSD was meeting routinely with County public health leaders. The School would address the County's concerns regarding health, public health, and work force development. Regent Kieffer asked whether there would be an advisory group that includes County leaders. Ms. Anderson responded in the affirmative. The School would have a community advisory board with County and industry leaders. With regard to student placements, capstone and practicum opportunities would be required for accreditation, and UCSD was considering a

campus-level initiative for distance education and placements. Regent Kieffer asked whether goals would be set regarding placement. Ms. Anderson said that a goal would be set. UCSD was looking for practicum opportunities within UC Health, the County, and other public agencies that would lead to placements. Exchange opportunities with UCSD Health Sciences International were also being considered.

Committee Chair Anguiano asked about the School's research goals. Dr. Ziedonis stated that the School would rank eighth in NIH funding. Chancellor Khosla was encouraging cross-campus partnerships in data science, technology, and machinery. Climate change and its mental health consequences would be significant areas of focus. Junior faculty had grant writing support groups. Each of the School of Engineering's six departments had a representative in the School of Public Health's internal advisory group.

Interim Chancellor Brostrom asked about the synergy between new and existing programs in terms of curriculum, faculty, and research. Ms. Anderson replied that, though the School's earliest opportunity for accreditation was 2023, it only needed to add a Ph.D. program and a concentration to its master's degree program. The Ph.D. program would likely focus on climate change, the medically underserved, health at the U.S.-Mexico border, and wireless and mobile technologies, and these were areas of growth from research and academic perspectives. Dr. Ziedonis added that UCSD envisioned students from the Schools of Medicine and Public Health taking courses and working together, and it viewed population health from a campus and community perspective.

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

The meeting adjourned at 2:55 p.m.

Attest:

Secretary and Chief of Staff