

# THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

September 4-6, 2019

The Regents of the University of California met on the above dates at the UCLA Lake Arrowhead Conference Center, 850 Willow Creek Road, Lake Arrowhead, California.

Members present: Regents Anguiano, Blum, Cohen, Elliott, Estolano, Kieffer, Leib, Napolitano, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Sures, Um, Weddle, and Zettel

In attendance: Regents-designate Mart, Muwwakkil, and Stegura; Faculty Representatives Bhavnani and Gauvain; Chancellors Block, Christ, Gillman, Hawgood, Khosla, Larive, May, Wilcox and Yang and Interim Chancellor Brostrom; Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Brown, Executive Vice President and Chief Operating Officer Nava, Vice President Brown, Interim Vice President Gullatt, and Interim Vice President and Chief Financial Officer Jenny.

The meeting convened at 2:45 p.m. with Chair Pérez presiding.

## 1. PUBLIC COMMENT

There were no speakers wishing to address the Regents.

## 2. COMMENTS OF THE CHAIR OF THE BOARD

Chair Pérez welcomed the Regents, Regents-designate, Chancellors, and Faculty Representatives to the retreat, and extended a special welcome to the newest Regent, Janet Reilly. He noted that the goals of the retreat are to discuss the University's top priorities and long-term goals, the progress that has been made since the last retreat, and to assess how the Board is functioning. He thanked the retreat planning committee, particularly Regents Anguiano and Park, for their work.

## 3. IMPLICIT BIAS

Devon Carbado, UCLA's Honorable Harry Pregerson Professor of Law and former Associate Vice Chancellor of BruinX for Equity, Diversity and Inclusion, gave a presentation on implicit bias, emphasizing that because implicit bias derives from automatic processes that the brain uses to organize information about the world, we are not likely to be able to change our biases. Therefore, we should focus on countermeasures that address systematic exclusionary structures. For instance, measuring progress on diversity, engaging departments in thinking critically about their processes, making such data public and holding them accountable for progress will make equity, diversity and inclusion efforts part of the University's culture.

The meeting recessed at 5:00 p.m.

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The meeting reconvened at 8:35 a.m. on September 5, 2019.

Members present: Regents Anguiano, Blum, Cohen, Elliott, Estolano, Guber, Kieffer, Leib, Napolitano, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Simmons, Sures, Um, Weddle, and Zettel

In attendance: Regents-designate Mart, Muwwakkil, and Stegura; Faculty Representatives Bhavnani and Gauvain; Chancellors Block, Christ, Gillman, Hawgood, Khosla, Larive, May, Wilcox and Yang and Interim Chancellor Brostrom; Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Brown, Executive Vice President and Chief Operating Officer Nava, Vice President Brown, Interim Vice President Gullatt, and Interim Vice President and Chief Financial Officer Jenny.

#### **4. PUBLIC COMMENT**

There were no speakers wishing to address the Regents.

#### **5. CHALLENGES AND OPPORTUNITIES FOR THE UNIVERSITY OF CALIFORNIA**

Ted Mitchell, President of the American Council on Education (ACE), gave a presentation on the challenges and opportunities facing higher education in California and the nation. Challenges include demographic shifts, changes in the world of work, rising inequality, state disinvestment, an assault on the fundamental principles of higher education and declining faith among the public in the benefits of a college education and in our institutions.

Mr. Mitchell reported on a recent survey that ACE conducted in which half of adults reported that “higher education is headed in the wrong direction.” The reasons for this negative evaluation included cost, lack of workforce preparation, a sense that colleges and universities are money-making endeavors and the availability of better and more flexible alternatives such as online courses and short-term programs in the for-profit educational sector. He posed the question, what should universities do in the face of these challenges?

Mr. Mitchell suggested that universities should focus on their cost structure and explore ways to deliver general education more efficiently. In addition, universities should implement strategies that help students graduate in a timely manner, such as smoothing transfer pathways, predictive interventions, and transferring credits that students have accumulated at other institutions. Focusing on student engagement with faculty and with the world of work is important. Finally, universities should integrate lifelong learning and continuing education into the campus mission to meet the needs of non-traditional students and growing demand for specific skills relevant to the rapidly changing world of work.

In closing, Mr. Mitchell stated that the University of California is a national and international treasure that stands well above its peers on several measures, including providing a quality education for a diverse population, research and development and in serving as an engine of social mobility. While UC should continue to address how it can do better, higher education needs UC to provide leadership and model how to make progress in the face of such dire challenges.

**6. THE UNIVERSITY WE WANT: UNDERGRADUATE EDUCATION**

Christopher Cabaldon, Mayor of West Sacramento and a Professor of Public Policy and Administration at California State University, Sacramento, introduced a session on the goals of the University of California vis-à-vis undergraduate education. He explained that Regents would engage in small group discussions about Undergraduate Education; Extension and Lifelong Learning; and Research and Graduate Education, focusing on the role of the Board in advancing the 2030 goals that the University has articulated. These goals include creating 200,000 more degrees by 2030 with a focus on degree completion and closing graduation gaps for Pell Grant recipients and underrepresented and first generation students, and investing in the next generation of faculty. He asked the breakout groups to focus on whether these are the right goals, the tools to achieve the goals, and revenue requirements.

The meeting recessed at 11:45 a.m.

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The meeting reconvened at 12:30 p.m.

There was further discussion, as reported by the breakout groups, about UC undergraduate education involved creative approaches to outreach, new delivery models for instruction, creating opportunities for degree completion, and innovative funding approaches such as regional partnerships with other institutions and with businesses.

**7. LIFELONG LEARNING: NEW CREDENTIALS, CONTINUING EDUCATION**

A panel comprising Chancellors Gillman and Khosla; UC Irvine Vice Provost, Division of Career Pathways and Dean, Division of Continuing Education Gary Matkin; and UC San Diego Associate Vice Chancellor for Public Programs and Dean of Extension Mary Lindenstein Walshok discussed lifelong learning and continuing education.

Chancellor Khosla framed the role of University Extension at UCSD as a way of extending into underserved communities, accessing a diverse population, and bringing that diversity to campus. For example, UCSD Extension offers multiple courses that are approved by the Academic Senate for high school students at local libraries. Extension serves other special populations, such as veterans, international students, students who need specific courses to qualify for medical school and students who attended the university but did not complete their degrees.

Dean Matkin posited that the University should be to be relevant to people’s lives for 60 years, and that Extension can be nimble, offering certificate programs to provide college graduates skills in emerging fields that support regional workforce needs. He noted that UCSD has designed certificate programs collaboratively with local companies and has created pipeline mentorship programs.

Chancellor Gillman stated that the “60-year curriculum” enlarges the University’s vision beyond bachelors’ degrees and traditional degree programs. It recognizes that people no

longer have one career and know they can turn to the university throughout their lives for targeted educational opportunities to transition from one career path to another or move up in a company.

Panelists discussed the possibility of a subscription model for either individuals or corporations, digital credentialing (“badging”), and incorporating certified competencies into degree transcripts. They stated that innovative financial models are essential for funding such programs, such as income sharing agreements, private philanthropy to seed evergreen funds, and cooperation across segments to make a case to the state for financing the “upskilling” of the workforce.

## **8. LIFELONG LEARNING: RESEARCH AND GRADUATE EDUCATION**

Regents Park and Anguiano presented data related to lifelong learning and research and graduate education. Regent Anguiano discussed the context for lifelong learning, such as the fact that many jobs are likely to be lost to automation and that the for-profit industry offers the vast majority of online courses. She asked: What role should UC play in serving the global education market? What role do alternative credentials play in supplemental instruction for UC undergraduates and alumni? Should there be explicit growth goals for UC Extension programs? What should the University’s strategy be for online degrees?

Regent Park provided an overview of funding for research, including research expenditures by source and emerging areas of research and areas of opportunity, and highlighted UC’s climate change research as an area in which the University has articulated ambitious goals. However, she noted that UC has not reached its potential in terms of commercializing its research. She asked: How do we further support the research mission of the University? Are there other grand challenges that UC should tackle on behalf of California and the world? Do we need specific 2030 research goals? What are the venues to have discussions on research? How do we improve our technology and commercialization efforts?

Further discussion about lifelong learning included the need to rebrand Extension as a lifelong enterprise that supports the public good, and pragmatic steps to achieve this vision, such as integrated data systems to track students across segments and financial aid for workforce development. Discussion from the breakout groups on research and graduate education focused on cross-campus sharing of intellectual property and a centralized patent database, promoting UC research to state and federal legislators, and ways to increase the diversity of graduate students.

## **9. EFFECTIVE BOARD GOVERNANCE IN AN ENVIRONMENT OF CHANGE**

Rick Legon, former president of the Association of Governing Boards, described a model of consequential governance, stating that consequential Boards must improve value in their institutions and lead a restoration of public trust in higher education; support University leadership by focusing on their role as fiduciaries; act to ensure the long-term sustainability of their institution; improve shared governance; focus their time on issues of greatest consequence to the institution/system; and improve board capacity and hold themselves accountable for their own performance. Mr. Legon led the Board in an assessment of its performance based on these principles.

The meeting recessed at 5:45 p.m.

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The meeting reconvened at 8:30 a.m. on September 6, 2019.

Members present: Regents Anguiano, Cohen, Elliott, Estolano, Kieffer, Leib, Napolitano, Oakley, Park, Pérez, Reilly, Sherman, Sures, Um, Weddle, and Zettel

In attendance: Regents-designate Mart, Muwwakkil, and Stegura; Faculty Representatives Bhavnani and Gauvain; Secretary and Chief of Staff Shaw, General Counsel Robinson, and Executive Vice President and Chief Operating Officer Nava.

**10. PUBLIC COMMENT**

There were no speakers wishing to address the Regents.

**11. EFFECTIVE BOARD GOVERNANCE IN AN ENVIRONMENT OF CHANGE**

Mr. Legon engaged the Regents in a wide ranging discussion about effective board governance and considered ideas of different models for meeting agendas, materials and presentations, committee structure, Board-Presidential relations and communication, and human resources strategy.

The meeting adjourned at 11:45 a.m.

Attest:

Secretary and Chief of Staff