

The Regents of the University of California

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

July 30, 2020

The Academic and Student Affairs Committee met on the above date by teleconference meeting conducted in accordance with Paragraph 3 of Governor Newsom’s Executive Order N-29-20.

Members present: Regents Anguiano, Butler, Elliott, Kieffer, Lansing, Mart, Ortiz Oakley, Stegura, Sures, and Zettel; Ex officio members Napolitano and Pérez; Advisory member Gauvain; Chancellors Block, Larive, and Yang; Staff Advisor Tseng

In attendance: Regents-designate Lott, Torres, and Zaragoza, Assistant Secretary Lyall, Managing Counsel Shanle, Provost Brown, Vice President Brown, Interim Vice President Lloyd, Chancellor Gillman, and Recording Secretary Li

The meeting convened at 1:05 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 May 20, 2020 were approved, Regents Anguiano, Kieffer, Lansing, Mart, Napolitano, Stegura, and Zettel voting “aye.”¹

Provost Brown began the presentation with remarks about how the killing of George Floyd and its aftermath has affected the UC community, particularly its African American population. The killings of George Floyd and Breonna Taylor continued to affect him deeply. Quoting noted civil rights leader Fannie Lou Hamer, Mr. Brown stated that he was “sick and tired of being sick and tired.” There were far too many instances like those of Mr. Floyd and Ms. Taylor. Mr. Brown looked forward to the presence and leadership of President-designate Drake as the University, along with the Regents, develops a strategic plan to advance UC as an anti-racist institution.

Mr. Brown updated the Committee on presentations that the Office of the President (UCOP) was preparing for upcoming meetings. One item would explain the impact of Proposition 209, how UC has worked around its constraints, and what UC would be able to do if Proposition 209 was repealed through the passage of Proposition 16. Another item would explore the impact of COVID-19 on UC’s teaching and learning mission and how campuses were working to ensure student success in a remote learning environment. Mr. Brown hoped to include some of the data being gathered from the campuses. UCOP has chosen a two-pronged approach in the feasibility study for a new admissions test. There would be a steering committee with stakeholders from the University, the California State University, K–12, and the California Community College systems, as well as equity

¹ Roll call vote required by the Bagley-Keene Open Meeting Act [Government Code § 11123(b)(1)(D)] for all meetings held by teleconference.

leaders. A work group would be led by testing and education experts, members of the Academic Senate, and others.

2. **ESTABLISHMENT OF A SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES, IRVINE CAMPUS**

The President of the University recommended to the Regents 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 Pharmacy

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Pharmacy

- School of Pharmacy and Pharmaceutical Sciences, at Irvine, with curricula leading to the degrees of Bachelor of Science, Master of Science, Doctor of Pharmacy, 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 Gillman thanked Mr. Brown for his remarks. He observed that, like UC Irvine's whole-campus response to the COVID-19 pandemic, UC needed a systemwide response to confront issues of anti-blackness and structural racism. He looked forward to those conversations.

UC Irvine Vice Chancellor for Health Affairs Steve Goldstein stated that the alliance across health disciplines established by the Susan and Henry Samueli College of Health Sciences was the first of its kind. UCI aimed to produce a diverse California healthcare workforce of the future through inter-professional education, team-based care, exemplary clinical service, and advancing frontiers of knowledge. Remarkable faculty, staff, students, and community partners were working in the School of Medicine, Sue and Bill Gross School of Nursing, programs in population and public health, Susan Samueli Integrated Health Institution, and UCI Health. The School of Pharmacy and Pharmaceutical Sciences would be a cohesive force and bridge disciplines that were formed in siloes within the College. Accreditation of the Pharm.D. degree by the Accreditation Council for Pharmacy Education could only be achieved if the Regents approved the School's establishment.

Director and Founding Dean of the proposed School Jan Hirsch stated that the planned portfolio of degree programs would be consistent with those of top U.S. pharmacy schools. The foundation of the proposed school was the Department of Pharmaceutical Sciences. Last year, the Department of Clinical Pharmacy Practice was added in order to offer the Pharm.D. program, which would be welcoming its first class in the fall of 2021. The Department of Pharmaceutical Sciences ranked similar to or better than programs at three of the top ten pharmacy schools in the nation. The funds of the existing department, which

has demonstrated financial stability for more than a decade, would serve as the foundation for resources for the new School. More work needed to be done to improve diversity. The comprehensive diversity plan submitted with the proposal was being revised to be more proactive, given heightened awareness of the inadequacies of past efforts. Scientists and pharmacists from the School would support strategies identified in the California Future Health Workforce Commission's 2019 report and the California Master Plan for Aging. The bachelor of science (B.S.) program was comprised of 19 percent underrepresented minorities (URM) and 50 percent first-generation students. UCI was the top feeder school for Pharm.D. programs in the U.S. By leveraging its growing capability in processes and infrastructure, UCI could magnify its impact on diversity in professional pharmacy. Increasing the number of URM students in the B.S. program would increase the number of URM students pursuing Pharm.D. programs, which meant that more URM pharmacists would be providing healthcare in the state. Establishing the new school would support the UC 2030 goals and strategic goals of UCI, and it would contribute to the California economy and healthcare system.

Regent Ortiz Oakley asked how UCI would improve diversity in the B.S. program and how UCI would recruit students of color, especially black students. He also asked how UCI would select a diverse first Pharm.D. cohort. Ms. Hirsch replied that UCI trying to increase outreach to historically black colleges and universities and other minority-serving institutions. After the George Floyd killing, Ms. Hirsch asked the diversity committee to revise the diversity plan because it was inadequate. In addition to more outreach, changes included accelerating the B.S.-to-Pharm.D. program to seven years and focusing outreach on students from underserved communities or interested in serving these communities. UCI would change its post-baccalaureate program to better prepare students from underserved populations for the Pharm.D. program, medicine, and other sciences. UCI was working with students across the Susan and Henry Samueli College of Health Sciences and with diversity leadership within the College to build community and culture. Similar strategies would be used to diversify the Pharm.D. program. Regent Ortiz Oakley stated that UC needed to be more intentional in its efforts and remove passive language, especially in a field of study with historical, persistent gaps in admission and completion for black students and other students of color.

Regent Ortiz Oakley asked Chancellor Gillman about his expectations for diversifying this program. Chancellor Gillman underscored the need for a foundational focus on confronting anti-black racism, structural racism, and other exclusionary practices. UCI has been focusing on this relentlessly. Deans knew they were being evaluated on their leadership in this regard. UCI was investing significant resources in recruiting more diverse faculty and retaining existing diverse faculty. Last year, UCI recruited the most African American faculty than in all of UC history, which was a low bar but a start. In the wake of recent events and the necessary reckoning, UCI has launched programs and initiatives through its Vice Chancellor for Equity, Diversity and Inclusion Douglas Haynes and planned to launch a campus-wide response to anti-blackness and structural racism, treating them as emergencies. UCI was one of a few American Association of Universities research universities that is a minority-serving institution for a number of populations. In Chancellor Gillman's view, UCI had one of the most exciting and dynamic undergraduate populations.

There was a tremendous opportunity to transform health sciences through pipelines and new faculty hiring initiatives. UCI has dramatically increased the URM population among its graduate students. UCI was very dedicated to diversity, which was not just about checking a box. This was built into UCI's culture. Faculty and staff were also addressing achievement gaps as well. The UCI community was holding each other responsible.

Regent Ortiz Oakley asked if the School would require an admissions exam for its graduate programs. Ms. Hirsch replied in the negative.

In response to the previous discussion about diversity, Dr. Goldstein added that UCI has created a model for diversity strategies from its successes in the School of Medicine. Two years ago, there were two African American students out of 104 students. In the first year that UCI launched Leadership Education to Advance Diversity–African, Black and Caribbean (LEAD-ABC), there were now 12 incoming African American students. The Program in Medical Education for the Latino Community (PRIME-LC) has been succeeding for a number of years. UCI had proven tools as it formed the new School.

Regent Stegura thanked Provost Brown for sharing how the George Floyd killing affected him. UC should have been making these efforts before his death, but she was glad that UC was increasing its efforts to diversify these classes. She commended UCI's diversity strategies and expressed her hope that these strategies would be used for national and international recruitment for the Pharm.D. program. Ms. Hirsch replied that these strategies would be used for national recruitment. International recruitment would be more challenging because of licensure requirements in other countries. Regent Stegura noted the current political climate for attracting international students.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board, Regents Anguiano, Butler, Kieffer, Lansing, Mart, Napolitano, Ortiz Oakley, Stegura, Sures, and Zettel voting "aye."

3. **ACCOUNTABILITY SUB-REPORT ON DIVERSITY: STAFF DIVERSITY OUTCOMES**

[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 sub-report focused on the diversity of staff, which was the second largest constituency in the University. This presentation drew on the Accountability Report and Staff Engagement Survey from 2019. Staff diversity tended to be overlooked. Compared to students and faculty, staff were the most racially and ethnically diverse. Nearly one-third of staff came from underrepresented racial and ethnic groups (URG), compared with 29 percent of undergraduate students and ten percent of ladder-rank faculty. Sixty-four percent of staff were women, and 70 percent of staff were women in health professions. Senior management were still largely white and male. URG staff had serious concerns about workplace climate. The lack of diversity among staff providing student

services and support was highly visible and sent the wrong message to students about the ability to relate to students and about their opportunities.

Interim Vice President Lloyd stated that, of the three staff classification groups, professional and support staff (PSS), management and senior professionals (MSP), and the senior management group (SMG), the PSS group was the most diverse. PSS included all represented staff and policy-covered professionals in areas such as accounting, business services, admissions, policy development, compliance, academic personnel, and residential student life. Because data was drawn from 2019 reports, some data might not be reflective of the current situation. The number of URGs in SMG roles increased since the Accountability Report was released as reflected at UC Merced, at UCSC, and in President-designate Drake. In order for the demographic makeup of the PSS group to be reflected in the MSP and SMG levels, there needed to be clear pipelines and pathways for movement. Systemwide human resources, campuses, and other UC locations offered many professional development opportunities for staff. Examples included UCLA's staff enrichment program, UC Berkeley's Grow Your Career program, and UCSF's staff internship program.

Director of Employee Relations Marie-Ann Hairston stated that the Employee Engagement Survey has been conducted nearly every two years since 2012. Sixty-five percent of the target audience was invited to take the survey, with the goal of a 20 percent response rate, and the average response rate has been 45 percent. Represented employees and medical center employees were not included in the survey; most health enterprises conducted their own surveys to comply with Joint Commission on Accreditation of Healthcare Organizations requirements. Each campus and location received their own survey results, and local leaders worked with local staff assemblies to determine what to address. New to the survey were areas of diversity and empowered culture, as well as self-identified gender identity and sexual orientation. Engagement has increased since 2012, but there were gaps in responses to diversity and empowerment questions. Respondents who identified as African American, Native Americans, Asians, or Hispanics did not feel included and respected, and they did not feel space to voice their concerns. Similar responses came from those who identified as nonbinary, other sexual orientations, or those who declined to state. To a lesser degree, women responded in alignment. These data should be examined by each campus and location to support current critical conversations. There were systemwide resources and programming to support more inclusive cultures, such as the Office of the President (UCOP) Anti-Racism Task Force, the UCSD Equity, Diversity, and Inclusion Advisory Council, and the systemwide Equity and Inclusion During COVID-19 guidelines.

Committee Chair Anguiano noted that the PSS group was two-thirds women and the SMG was one-third women. This was not a pipeline issue. There has been no movement in the MSP and SMG categories in five years. She questioned whether these categories needed to be changed and what was being done about effectiveness. She asked whether participants in leadership programs were advancing to management positions. She asked the chancellors about the lack of women in MSP and SMG positions. Chancellor Larive replied that UC Santa Cruz did not have programs like those mentioned earlier in the presentation, and she was eager to learn more about them. UCSC was in the process of normalizing its

vice chancellor job descriptions. Many of these positions required years of service in a similar position, which was detrimental to finding the best candidate in light of nontraditional pathways to leadership. These requirements sent an exclusionary message. Chancellor Larive had seen data indicating that a male candidate applied to a job if he believed that he met 70 percent of the qualifications, whereas a female candidate would not apply unless she believed that she met all qualifications. UC needed to do more to welcome and nurture colleagues who wished to enter into a leadership role, as well as encouraging them to consider it. There were great people at UC, and they needed to be empowered in their career trajectory and their ability to speak. Chancellor Block stated that, aside from staff advancement programs, UCLA has made great efforts to diversify its senior leadership, such as deans and vice chancellors, and has made a great deal of progress. Current success would lead to success in the future. The Schools of Engineering and Medicine were led by women, and women leaders were distributed throughout all areas of the campus. Overall diversity has improved within UCLA leadership, but it was a work in progress. Ms. Lloyd shared that General Counsel Robinson had encouraged her to apply for the Chief Risk Officer position, appealing to her ability to lead despite her doubts about being qualified. UC needed to encourage people to take that step.

Staff Advisor Tseng asked how UC locations were celebrating diversity of their staff. Ms. Hairston stated that diversity-themed celebrations did not add long-term value and did not get to the core of real issues. In her view, celebrating diversity was determining how to hire people from diverse backgrounds and how to retain them through employee experiences, career planning, and resources.

Regent Ortiz Oakley asked how UC was giving black employees an opportunity to express their concerns in light of recent events. Ms. Lloyd replied that every UC location in the system has reached out to black employees. She commended Provost Brown and Interim Vice President Gullatt for holding listening sessions at UCOP for black staff, other staff of color, and their allies. As a black woman, Ms. Lloyd was deeply affected by one of the listening sessions. Similar sessions were held throughout the system. President Napolitano created an Anti-Racism Task Force specifically for UCOP. These actions have made an impact. Mr. Brown added that Regent Ortiz Oakley's question and the speakers during the public comment period who wished to partner with President-designate Drake in addressing racism challenged him to do more.

Regent Zettel underscored the importance of encouragement in her own career. She asked if mentoring was also provided to staff. Ms. Lloyd replied that local mentoring programs varied in robustness. Committee Chair Anguiano asked for a list of local programs.

4. **UNIVERSITY OF CALIFORNIA STUDENT ACADEMIC PREPARATION STRATEGIES**

[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 UC needed to be far more intentional and collaborative across systems and institutions with regard to educational equity. UC needed a plan for intervention strategies. What UC was currently doing paled in comparison to the need. The Regents' guidance of UC's strategic thinking would be greatly appreciated.

Regent Lansing stated that student academic preparation is key to achieving diversity at UC. The only way UC could promote diversity is to create equity at the K–12 level. For instance, A–G courses were not offered at all high schools. She emphasized the importance of this item and suggested holding a strategy session at a future meeting.

President Napolitano stated that the Regents should consider creating a strategic direction for the University. Regent Lansing stated that this topic could occupy an entire meeting.

Committee Chair Anguiano suggested that the Committee discuss strategies in the context of the COVID-19 pandemic when this item is discussed at an upcoming meeting.

Regent Lansing stated that UC should take this opportunity to help bolster online instruction as a way to address the shortage of K–12 mathematics and science teachers.

Regent-designate Zaragoza requested data on high schools that had academic preparation programs. Mr. Brown replied that such data was available.

Chancellor Larive suggested having a more detailed discussion of UC Scout, which was an online means to fulfill A–G requirements and was free to California students. She underscored the importance of pathways for helping students find and navigate toward goals. Those pathways must start during junior high school in order to prepare students for UC eligibility or future careers.

Chancellor Block suggested discussing partnerships with County schools as UCLA has done. He did not believe that UC could engage in very many such partnerships, but they were very effective.

The meeting adjourned at 2:05 p.m.

Attest:

Secretary and Chief of Staff