

The Regents of the University of California

PUBLIC ENGAGEMENT AND DEVELOPMENT COMMITTEE

January 23, 2020

The Public Engagement and Development Committee met on the above date at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents Guber, Lansing, Leib, Ortiz Oakley, Reilly, Sherman, Simmons, and Zettel; Advisory members Gauvain, Mart, Muwwakkil, and Stegura; Chancellors Block, May, and Wilcox, Interim Chancellor Brostrom; Staff Advisor Jeffrey

In attendance: Assistant Secretary Lyall, Managing Counsel Shanle, Provost Brown, Senior Vice President Holmes, Chancellor Khosla, and Recording Secretary Li

The meeting convened at 10:25 a.m. with Committee Chair Leib presiding.

1. **APPROVAL OF MINUTES OF PREVIOUS MEETINGS**

Upon motion duly made and seconded, the minutes of the meeting of November 13, 2019 were approved.

2. **ANNUAL REPORT ON SUSTAINABLE PRACTICES**

[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.]

Associate Vice President for Energy and Sustainability at the Office of the President (UCOP) David Phillips stated that, following Regental action in 2003, the University adopted systemwide sustainability policy that has since expanded in scope. This year's Annual Report on Sustainable Practices would be presented with a focus on faculty.

Sapna Thottathil, Associate Director of Sustainability at UCOP, reported that all ten campuses and four health systems have met or exceeded a 2020 goal of all food service operations purchasing 20 percent sustainable food. UC has been revising its food goals while being mindful of student food insecurity and how climate change affects food production. UCOP has collaborated with the systemwide Healthy Campus Network on adding drinking water stations and gardens on campuses. These efforts were based on research from UC Agriculture and Natural Resources (ANR). Eight out of ten campuses and UCOP were expected to meet a 2020 goal of reducing water consumption by 20 percent. UC has reduced its water use by 46 percent since 2008. The State has relied on water research from UC Davis and ANR. In 2019, UC diverted 76 percent of its solid waste from landfills, but most campuses were not expected to meet the 2020 goal of 90 percent waste diversion due to international recycling issues and limited local waste infrastructure.

The University has also committed to minimizing waste types such as single-use packaging foam and plastics. This was inspired by faculty researchers from UC Santa Barbara and UCLA School of Law, the latter having presented to Congress on plastic pollution reduction the previous year year.

The University has been a leader in climate research since Charles Keeling, who was a scientist at Scripps Institution of Oceanography, discovered anthropogenic climate change. The Carbon Neutrality Initiative has provided primary funding to some of UC's climate change efforts. Last year, the UC Working Lands Innovation Center received a three-year, \$4.7 million grant from the State's Strategic Growth Council to research soil carbon sequestration. Over 50 faculty members from all ten campuses contributed to UC's digital textbook "Bending the Curve," which has an accompanying online course. UC researchers have been working on over 100 climate change projects, such as high-definition, fire-spotting cameras developed at UC San Diego. In a study published in *Nature Geoscience*, UC Merced Professor Roger Bales and UC Irvine Professor Michael Goulden track forest devastation from drought and warm temperatures. The journal *Nature Climate Change* has published research from UC Santa Barbara on plastics and climate change. UCLA climate scientists' research has shown that the Arctic Ocean could be ice-free as early as 2044. The Academic Council has recently approved principles and recommendations for addressing climate change, such as calling on faculty to support of UC's carbon neutrality goal and to demonstrate educational and technological leadership in this. UC and the California State University (CSU) have been working together to prepare K-12 teachers on responding to environmental and climate change issues. UC and CSU also released a climate change literacy report at a summit hosted by the UCLA Graduate School of Education and Information Studies.

Mr. Phillips reported that, in 2019, President Napolitano and chancellors from all ten campuses signed a climate emergency declaration for the United Nations Global Climate Summit. The declaration included 7,000 worldwide higher education signatories. In order to reach its carbon neutrality goal by 2025, the University has reduced its systemwide emissions by 15 percent and completed over 1,000 energy efficiency projects, which has saved \$285 million in energy costs since 2005. UC's wholesale power program, now completely carbon neutral, has supplied about 25 percent of its electricity needs. UC has generated more renewable electricity than any other university. The University was advancing to electric buildings in order to ensure that its growth is also carbon neutral.

Regent Sherman asked whether UC was sharing this knowledge with the general public or companies. Mr. Phillips replied that one goal of becoming carbon neutral was developing solutions that others could follow. His team has received many requests for speaking engagements, and faculty have received requests as well. UC has been collaborating with other major research universities on the University Climate Change Coalition (UC3).

Regent-designate Stegura asked whether there were systemwide initiatives regarding imperfect produce or redirecting food on campus. She noted that there was a smartphone application (app) at UC Davis that notified students of extra food left over from events. UCOP Director of Sustainability Matthew St. Clair responded in the affirmative, adding

that UC has modeled programs for the U.S. Environmental Protection Agency and that campus dining halls have worked to reduce food waste. Dining halls also had food donation programs to campus and local food banks. UCSF developed an app notifying students of leftover food from on-campus, catered events. Mr. Phillips recommended “Food Waste is the World’s Dumbest Problem,” a Vox Climate Lab video on food waste.

Regent-designate Muwwakkil thanked the presenters and praised the University for its leadership in achieving carbon neutrality. Noting the overlap of sustainability and basic needs, he stated that UC Sustainability Champion Award recipient Katie Maynard of UC Santa Barbara embodied that overlap in her work in both arenas. He emphasized that there was much more that needed to be done.

Interim Chancellor Brostrom asked whether the University was upgrading its solar panels. Mr. Phillips replied that almost all of UC’s renewable energy projects came from power purchase agreements and that the developers decided whether to upgrade. Interim Chancellor Brostrom asked about the market for carbon offsets, noting that students wanted the University to purchase offsets linked to California or the campuses. Mr. Phillips stated that some actions, such as fugitive emissions from anesthesia gases, would require offsets and could not be easily mitigated. Offsets would be part of the carbon neutrality strategy and UCOP was working to ensure that they would align with the University mission. UCOP has engaged with faculty, staff, and students to find potential projects that would develop UC-initiated offsets and has received 82 proposals, from which 12 projects have been recommended for seed funding. Project proposals included carbon neutral concrete and red algae cattle feed to minimize emissions. Mr. St. Clair added that UCOP was working closely with faculty and researchers in order to make the offset market more rigorous and with other institutions of higher education to make offsets more cost-effective and credible.

Regent Ortiz Oakley asked what was done with the surplus energy that has been generated and whether it could be shared. Mr. Phillips responded that on-campus power producers were sized not to export energy and it had not been an issue. Off-campus solar projects have been shut off periodically due to overproduction during peak hours. UCOP funded a UC Irvine project that explored solutions such as hydrogen energy storage or burning surplus energy like natural gas.

Regent Zettel suggested holding area summits that convene small businesses, with local chambers of commerce as sponsors. Mr. Phillips replied that this was a good idea and that UC had primarily supported existing conferences. UC has also received a grant from the California Energy Commission to develop test beds for energy projects. This would give vouchers to entrepreneurs to test emerging technologies on campus. This was an opportunity for small businesses, which were matched with compatible UC campuses.

Regent Lansing gave her enthusiastic endorsement of the report and suggested approaching restaurants about donating high-quality food to campuses to address food insecurity.

Regent Simmons asked what percentage of buildings were using renewable energy and what was being done to reach 100 percent. Mr. Phillips stated that electricity generated by

UC's energy company was 100 percent carbon neutral. Some campuses, like UC Merced, were also 100 percent carbon neutral, while other campuses have not been able to participate in UC's power program due to regulatory issues. More off-campus renewable electricity was being pursued in order for campuses to achieve 100 percent purchased electricity. Regent Simmons called attention to the University's need for revenue and noted three potential revenue streams from the projects mentioned. Regent Simmons suggested that UC ensure that it is profiting from its intellectual property, that those profits are reinvested into the University, and that it is selling its surplus renewable energy. She remarked that the University was giving away its intellectual property (IP) at speaking engagements. Mr. Phillips stated that there was an entrepreneurial team that was mainly focused on making UC's carbon neutrality goal cost-effective. There was entrepreneurship in the IP generated from research. Regent Simmons asked whether UC needed more resources or consultants to determine revenue opportunities. Committee Chair Leib encouraged the presenters to seek help from Regents in acquiring more resources.

Regent Guber observed that many universities were likely facing the same issues. He asked whether UC was collaborating with other institutions and avoiding the duplication of efforts. Mr. St. Clair replied that UC was doing as much collaborating as possible because it is part of the mission of the Carbon Neutrality Initiative. In UC3, the University was one of 20 major research universities from the U.S., Mexico, and Canada. Since 2002, UC has organized a statewide, higher education sustainability conference alongside CSU and the California Community Colleges. Staff, faculty, and students from 80 to 90 campuses statewide have attended the conference.

Regent Reilly asked whether UC has data on the economic impact of implementing these sustainability practices, noting that would be cost savings after initial investment. Mr. Phillips was confident that UC's energy efficiency work, of which a detailed accounting has been kept, was saving money. The University has compared the electricity prices of its power company with those of Pacific Gas and Electric Company and Southern California Edison, and it was carbon neutral and less expensive to generate UC's own energy. UC was making long-term decisions that do pay back over time. In another example UCI has been a leader in waste minimization by taking steps such as decreasing portions in its dining commons, which has also decreased the amount of food purchased. Mr. St. Clair noted that capital budget constraints have prevented campuses from including certain sustainability elements even though they would save money in the future. Campuses have been looking diligently for grants to fund electric shuttle buses and vans. UCI and UCSF had all-electric vehicle fleets, but other campuses were struggling to cover the costs.

Chancellor Wilcox explained that campuses enter into power purchase agreements to protect against rate fluctuations. He echoed Interim Chancellor Brostrom's concern that technology was changing and added that power system owners were benefiting from those changes. Campuses could not afford the debt capacity of building power systems in addition to building classroom and laboratory buildings. He asked the Regents to consider this. Mr. Phillips added that there were tax benefits from power purchase agreements.

Faculty Representative Gauvain, noting the Academic Council's recommendations, shared faculty efforts in sustainability. Faculty were exploring issues such as medical preparedness; migration; behavioral change, such as her laboratory's work in promoting potable recycled water; and the development of green jobs. Ms. Gauvain suggested that there be a future presentation on climate change efforts at the campuses, which have come from a range of different departments. Committee Chair Leib stated that he would work with Ms. Gauvain on such a presentation.

Regent Kieffer asked whether international organizations or institutions have convened to discuss progress in climate action and how UC fared compared to others. Mr. Phillips responded that UC3 includes Mexican and Canadian R1 universities, and UC Berkeley joined another international climate organization. UC has received invitations to join other coalitions, such as one with many members in Asia. UC faculty have actively engaged with other faculty through their own networks. Regent Kieffer wondered whether UC should hold a conference of international universities. Mr. Phillips replied that UC Davis hosted its first international energy manager forum, which included participants from Taiwan and Germany. The campus hoped to expand the well-received event. Regent Kieffer stated that universities should be more visible and vocal. Mr. Phillips stated that UCSD Professor Veerabhadran Ramanathan has worked with Pope Francis and served as inspiration for the Pope's message on climate change. Global efforts were happening. Committee Chair Leib expressed his agreement with Regent Kieffer, noting rapidly rising oceans and changing salinity of the ocean water. He encouraged the University to take bold action. Mr. Phillips added that UC partnered with Vox to produce the Climate Lab video series, which was meant for a broader audience.

3. **DISCUSSION OF FUNDRAISING 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.]

Assistant Vice President of Institutional Advancement Geoff O'Neill reported that the University raised \$2.7 billion in 2018–19 from over 300,000 donors and over 450,000 separate gifts, with about \$211 million for student support. Most of the larger gifts were directed to the endowment, so they could not go toward current spending. There were over 18,000 funds in the UC endowment, over half of which were restricted by donors for financial aid. Most financial aid gifts were restricted by academic discipline and reflected donors' passions. In the last few years, over \$20 million has been contributed to programs such as food pantries and Guardian Scholars and gifts were increasing.

Chancellor Khosla underscored that fundraising is hard work and not a panacea. The Campaign for UC San Diego was a ten-year campaign with three goals: raise \$2 billion, create a culture of philanthropy, and expand the donor base. UCSD successfully met its fundraising goal, and, in Chancellor Khosla's view, UCSD has created a culture of philanthropy that has resulted in an upward trend in giving. This required much investment and hard work from everyone ranging from development officers and vice chancellors to deans and department chairs. There was a decrease in giving from 2007 to 2012, the period

between campaigns, because UCSD did not have a culture of philanthropy at that time. Like waves, a new campaign should start before the previous one has ended. The campus raised \$2.04 billion in seven years, 67 percent of which was for research and innovation. People who were able to give wished to make an impact on the human condition; the UCSD School of Medicine raised nearly \$1 billion. Over 135,000 donors gave, which was more than the last campaign. Ninety percent of gifts averaged \$50 or less, but expanding the donor base increased the likelihood of finding larger donors. For example, Irwin Jacobs' first gift to UCSD was \$70; today, the Jacobs family has given more than \$300 million to the campus. UCSD fell short of its \$400 million goal for Student Support and Services, raising \$230 million. This was ten percent of campaign dollars but 45 percent of gifts, which showed that alumni wanted to give to this category but large donors were less interested. The campus planned to focus on raising more money for Student Support and Services.

Chancellor Khosla provided examples of what giving to Student Support and Services would support. The Chancellor's Associates Scholarship Program, which underwrites the \$10,000 self-help contribution and allows a student to attend UCSD loan-free, was one program that drew from giving to Student Support and Services. Students who qualified for UC's Blue and Gold Opportunity Plan could apply, and Blue and Gold students from San Diego community colleges automatically received this scholarship. The campus soon learned that these students had additional needs and decided to provide additional support through the Teaching + Learning Commons, which served 14,000 undergraduate students in 2018–19. The program provides academic support, as well as peer and faculty mentors, and helps both students and instructors. UCSD has seen improvements in both its four- and two-year graduation rates. Chancellor Khosla believed that, with an additional \$500,000 raised, UCSD could eradicate food insecurity. The campus foundation committed to matching donations to augment the \$1.3 million spent annually on basic needs. Last year, UCSD redistributed 17,700 pounds of food to campus food pantries and local organizations. UCSD also had a smartphone application notifying students about food left over from events on campus. Mental health services were provided by UC San Diego Health, and Chancellor Khosla set a goal for a response time of 30 minutes or less. He was eager to prioritize investment in mental health. UCSD contracted with LiveHealth Online to provide online counseling. These services would improve first-year retention and timely graduation. Counseling and Psychological Services was also backfilling more staff.

Chancellor Khosla acknowledged the challenge but was confident in the support infrastructure and donor base. He emphasized that donors would not give money to replace what they considered to be a State or institutional responsibility. A \$7.5 billion endowment would be needed to support the student self-help requirement for all 30,000 students at UCSD. More fundraising would not replace the need for State dollars.

Committee Chair Leib asked whether UCSD had donors who would support hiring more counselors. Chancellor Khosla responded in the affirmative. One donor experienced a situation of insufficient counseling support when she was a student and has invested in mental health. Another donor wanted to help create a continuum of care, from counseling to psychiatric hold.

Regent Lansing noted that Committee Chair Leib was leading a student mental health working group looking at those funding issues. She had read that suicide risk could be persistent but also momentary and could be prevented with timely intervention. She hoped that online counseling could be available systemwide and that money could be raised for suicide prevention counselors. Chancellor Khosla replied that what she had raised was the reason for his promise to reduce the response time for mental health services. Regent Lansing suggested a suicide prevention hotline. Chancellor Khosla noted that someone who needed help might not necessarily discern the type of hotline to call, so any hotline should provide an immediate response.

Regent Kieffer asked how the Board could help any of the chancellors in this effort. Chancellor Khosla replied that Regents could create awareness within their strong networks. All campuses needed more support in food and housing insecurity and mental health. Regent Kieffer recalled that UC had trouble budgeting for development in the past. Chancellor Khosla stated that he did not see development in the Office of the President (UCOP) budget. Senior Vice President Holmes confirmed this and noted that development has doubled at every campus in the last decade. UC had dedicated development staff. Regent Kieffer asked whether the State was now more comfortable seeing development in the budget, especially development for students. Interim Chancellor Brostrom responded in the affirmative, adding that the State wished to see the budget go to UC's core mission, but development was now part of the core mission. UC Merced took out a three-year loan from UCOP in order to augment its development staff. Regent Kieffer suggested including a line item in the UC budget for development, specifically for student support, with the hope that it would garner more support from the State.

Regent-designate Stegura asked about alumni donation at UCSD and how the campus encouraged alumni to donate. Chancellor Khosla stated that outreach and maintaining the relationship with alumni was key. In the past, UCSD had neglected its relationship with alumni while developing its programs. It has since invested in alumni relations. UCSD has developed an app that built a peer network matching alumni with students.

Chancellor May commended Chancellor Khosla for his fundraising results. The quiet phase of UC Davis' current campaign raised about \$160 million for student support, which would go toward scholarships, career and entrepreneurial support, global education, basic needs, and mental health. Higher education fundraising relied on cultivating relationships to acquire large gifts, and some existing UC policies could inhibit this. These policies could confuse or insult potential donors. Chancellor May asked the Board to reconsider the policies that inhibit fundraising, and Chancellor Khosla strongly seconded this request. Regent Kieffer suggested that the Chancellors provide Committee Chair Leib with a list of ways that the Regents could help.

The meeting adjourned at 11:50 a.m.

Attest:

Secretary and Chief of Staff