

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

January 20, 2021

The Regents of the University of California 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, Cohen, Drake, Elliott, Estolano, Guber, Kieffer, Kounalakis, Lansing, Leib, Makarechian, Mart, Muwwakkil, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Stegura, Sures, and Zettel

In attendance: Regents-designate Lott, Torres, and Zaragoza, Faculty Representatives Gauvain and Horwitz, Secretary and Chief of Staff Shaw, General Counsel Robinson, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President Byington, Executive Vice President and Chief Operating Officer Nava, Chancellors Block, Christ, Gillman, Hawgood, Khosla, Larive, May, Muñoz, Wilcox, and Yang, and Recording Secretary Li

The meeting convened at 12:05 p.m. with Chair Pérez presiding.

1. PUBLIC COMMENT

Chair Pérez explained that the public comment period permitted members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. Miyako Iwata, UC Berkeley student and Vote Coalition Director for the Associated Students of UC (ASUC), spoke about advocacy for a systemwide academic holiday on Election Day. Despite efforts by California Secretary of State Alex Padilla and UC to make voting more accessible, high turnout for same-day voter registration demonstrated students' struggle to find time to vote. Examinations and assignments on Election Day reinforced voting inequities. Ms. Iwata and the UCweVote campaign urged the Regents to work with the campus divisions of the Academic Senate to implement such a holiday.
- B. Jeff Girod, UC Riverside staff member, stated that, prior to the COVID-19 pandemic, UCR was already understaffed and received less State funding than other campuses while supporting the largest number of underrepresented minority (URM) undergraduate students in the system. The campus was preparing to reduce staff in some units by up to 20 percent and to eliminate the entire athletics program. He urged President Drake and the Regents to make smaller cuts to the UCR budget and to revise the formula for allocating State funds to campuses.
- C. Scott Wiener, California State Senator, expressed strong support for the UCSF Comprehensive Parnassus Heights Plan, which would expand hospital and research capacity, build critically needed housing, and invest in the public transportation

system. The COVID-19 pandemic has demonstrated the consequences of insufficient hospital capacity, and the state and country faced a shortage of hospital beds. San Franciscans were proud to have UCSF in their community, and San Francisco needed workforce housing so that people do not have to commute multiple hours in order to work there. He urged the Regents' support of the project.

- D. Lisa Kessler, UCSF alumna and member of the Advisory Committee on the Future of Parnassus Heights (Advisory Committee), stated that the space ceiling in the "Designation of Open Space Reserve, Alteration of Campus Boundaries, Commitment of Houses to Residential Use, Authorization to Negotiate Sale of Properties and Commitment to Transportation Studies, San Francisco," adopted by the Regents in 1976 (Resolution) was permanent to prevent UCSF from challenging it. This had been reaffirmed by over four decades of Regents and seven UCSF chancellors. The space ceiling addressed the problems with overcrowding, transportation, housing, and the environment that the CPHP presented. The 2014 Long Range Development Plan (LRDP) showed that UCSF's goals could be met without exceeding the space ceiling. The two-month extension to review the CPHP by the San Francisco Board of Supervisors was reasonable, but UCSF rejected the request. She asked the Regents to read and consider residents' letters.
- E. Joshua Block, UC Irvine student and UCI Decide Coordinator for the Associated Students of UCI (ASUCI), shared students' barriers to voting. Students had no time to research ballot measures and candidates, and some had midterm examinations scheduled on Election Day. He asked the Regents to consider making Election Day a non-mandatory day of instruction.
- F. Richard Rothman, San Francisco resident, spoke about the murals by Bernard Zakheim in Toland Hall at UCSF. He asked that UC establish a committee that would create a relocation plan for the murals before they go into storage. He believed that the murals should be displayed in one location in San Francisco, adding that it was incumbent upon the Regents to protect these works.
- G. Livia Jones-Solari, UC Berkeley student, addressed item B1, *Annual Report on Sustainable Practices*. The University should practice sustainability at UC locations and beyond. This included withdrawing from the Thirty Meter Telescope (TMT) project, which would desecrate Mauna Kea, a sacred site, a fragile ecosystem, and an important water source. UC should not keep ignoring indigenous voices and engaging in colonial violence. If built, the TMT would have a short lifecycle but a long-term impact on the environment and Native Hawaiian rights.
- H. Søren Whiting, UC Santa Cruz student and UCweVote Vice Chair, spoke about student voting. UC students, faculty, and staff were stakeholders of the University system and therefore more likely to vote for legislation and representatives that would yield more positive outcomes for education. By making Election Day a day of instruction, UC was unintentionally suppressing votes. He urged the Regents to

work with the campus divisions of the Academic Senate to implement an academic holiday on Election Day.

- I. Alia Sky Reynolds, UC Santa Barbara student and UC Student Association (UCSA) University Affairs Chair, shared this year's UCSA priorities and urged the Regents to support them. They included advocating the doubling of the Pell Grant amount, campus policing reform, and an equitable COVID-19 pandemic response, including student access to technology. She also called for divesting from the TMT project.
- J. Payton Alama, UCSA Student Advocate to the Regents (STaR), called for more student financial aid. Expanding Cal Grant eligibility to the summer term would reduce the cost of attendance and time-to-degree. The Cal Grant should factor the total cost of attendance and include housing, food, healthcare, and other basic needs regarded as human rights by the United Nations. Cal Grant eligibility should be expanded to undocumented students and those with immigrant visas. Mr. Alama stated that education was a human right and that many at UC were struggling.
- K. Larry Mazzola, President of the San Francisco Building and Construction Trades Council and Business Manager of United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada (UA) Local 38, spoke in support of the Comprehensive Parnassus Heights Plan. UCSF was promoting highest-quality safety standards with this project, and its Community Workforce Agreement was practical and mutually beneficial for UCSF, workers, and unions. Mr. Mazzola urged the Regents to approve the project.
- L. Bob Walsh, San Francisco resident and member of the Comprehensive Parnassus Heights Plan's Advisory Committee, spoke in support of the Plan. UCSF had spent years carefully developing the Plan, and the community was engaged at every step of the process. His neighbors' input was reflected in the project proposal, and community investments would make meaningful improvements to the surrounding neighborhood, which embraced the increased capacity that UCSF needed. He remarked that the world had changed since the space ceiling was implemented in the 1970s.
- M. John Dougherty, Business Manager of the International Brotherhood of Electrical Workers (IBEW) Local 6, urged the Regents to support the Comprehensive Parnassus Heights Plan. IBEW Local 6 was part of the UCSF Helen Diller Medical Center Community Workforce Agreement. He shared that, according to the Economic Policy Institute, for every 100 construction jobs created, 177 jobs would be supported through industry suppliers. The Community Workforce Agreement enabled UC to fulfill its mission of public service.
- N. Tom Lippe, counsel for San Franciscans for Balanced and Livable Communities, addressed item F5, *Amendment #7 to the UC San Francisco 2014 Long Range Development Plan for the Comprehensive Parnassus Heights Plan Following Action Pursuant to the California Environmental Quality Act, and Amendment*

#2 to the *Physical Design Framework, San Francisco Campus*. He stated that the Regents could not approve the Comprehensive Parnassus Heights Plan because the final Environmental Impact Report (EIR) and the Mitigation Monitoring and Reporting Program did not indicate how UC would remove and conserve the Bernard Zakheim murals in Toland Hall and University Hall. He provided to UC a letter from Nathan Zakheim explaining how this could successfully be done. He called on UC to circulate this suggested mitigation measure to the public for comment and adopt it.

- O. Syreeta Nolan, UC San Diego student, addressed item A3, *Recommendations of the University of California Health Sciences Diversity Task Force Report*, and spoke about how disabled students could be better supported. Campus offices should use the same software, and disability should be recognized as diversity within medical education. Disability was mentioned once in item A3, and the item's recommendations were not inclusive of disability. Disabled medical students have lived experience; disability should be seen as an asset to improve health outcomes, and diversity initiatives should reflect that.
- P. Rebecca Pu, UC Berkeley student and UCSA Environmental Sustainability Officer, addressed item B1. She stated that carbon neutrality and carbon offsets were accounting tricks that did not reduce greenhouse gas emissions, which was necessary for UC to abide by the Paris Agreement and uphold its sustainability values. These should not be the only options for the University.
- Q. Kirsten Willer, UC Berkeley staff member and member of Teamsters Local 2010, spoke in opposition to proposed time reductions for staff. She was dismayed that, instead of UC drawing from its reserves, the responsibility of meeting the budget shortfall would be placed on the lowest-paid workers. She loved her job, stayed in the Bay Area to work for the University, and did not feel as if UC valued her work. She asked UC to draw from its reserves instead of reducing staff time.
- R. Angela Mayfield, UC Irvine nurse, shared that nurses across the system were struggling to provide the highest-quality care to patients. Bedside nurses faced overwhelming pressure and were already understaffed, so adding more patient assignments would be detrimental to both nurses and patients. UC hospitals have failed to implement an adequate COVID-19 response and readiness plan. Nurses lacked adequate personal protective equipment, testing, staffing, contact tracing, engineering controls, and support. UCI must rescind its staffing ratio waivers.
- S. Kathryn Lybarger, President of the American Federation of State, County and Municipal Employees (AFSCME) Local 3299, urged the Regents to postpone approval of the Comprehensive Parnassus Heights Plan. The Plan would add 4,000 jobs but only a fraction of the housing units needed to accommodate this growth. The higher income threshold for the affordable units would prevent AFSCME members with the greatest need from accessing them. The proposed development should address the needs of UCSF employees and all San Franciscans.

- T. Diana Garcia, UC Santa Barbara student, called on the Regents and President Drake to divest from the TMT project. She stated that the project would inflict irreversible harm to Mauna Kea's waterways and endemic species. The TMT was projected to produce 10,000 gallons of waste water per week, which could lead to environmental issues such as groundwater contamination. She urged the Regents to consider a more holistic definition of sustainability.
- U. Wandralee Lindtzie, UCSF staff member and a leader of the UC Administrative Professionals Network, spoke about Tamara Totten and Ashley Brunson, the only two black women in their unit at UC San Diego. Ms. Lindtzie stated that they were laid off after Ms. Totten filed a discrimination complaint against her supervisor in an act of retaliation. She called on UCSD Health Chief Executive Officer Patty Maysent to stop discriminating against black women.
- V. Ashley Feeney, Assistant City Manager for the City of Davis, addressed item F1(X), *Ground Lease Business Terms and Financing for the Orchard Park Graduate Student Housing and Family Housing Project, Davis Campus*. He asked that the Regents approve the project, which furthered a commitment from the UC Davis Long Range Development Plan and was consistent with a memorandum of understanding between the Davis campus and the City of Davis. The project would help beautify the city-campus boundary and provide housing for students.
- W. Mitra Zarinebaf, UC Santa Cruz student and Lobby Corps Director, spoke about student voting. UC students, faculty, and staff were stakeholders of the University system and therefore more likely to vote for legislation and representatives that would yield more positive outcomes for education. By making Election Day a day of instruction, UC was unintentionally suppressing votes. She urged the Regents to work with the campus divisions of the Academic Senate to implement an academic holiday on Election Day.
- X. Crystal Petrini, UC Riverside staff member, stated that, prior to the COVID-19 pandemic, UCR was already understaffed and received less State funding than other campuses while supporting the largest number of URM undergraduate students in the system. The campus was preparing to reduce staff in some units by up to 20 percent and to eliminate the entire athletics program. She urged President Drake and the Regents to make smaller cuts to the UCR budget and to revise the formula for allocating State funds to campuses.
- Y. Cathy Cohn stated that there were issues that had not been addressed by the Comprehensive Parnassus Heights Plan. Residents were concerned about how air pollution, noise pollution, and other health concerns would affect the livability of the neighborhood. The Plan would encroach on the vital ecosystem in the adjacent forest. She asked the Regents to postpone their decision two months so that Regents could seek clarification regarding these issues.

- Z. Justine Lim, UCLA student and External Representative of Improving Dreams, Equality, Access and Success, spoke about UC immigrant legal services funding. Because of challenges to the Deferred Action for Childhood Arrivals (DACA) program in federal court, there was a narrow window of time for students to apply for DACA before it is struck down again. Funding was needed for legal services and recurring DACA fees. Demand for legal services would increase if the Biden administration successfully passes immigration reform, so campus legal service centers should be prepared, and each should have a dedicated in-house attorney.
- AA. Corey Smith, representative of the Bay Area Housing Advocacy Coalition, expressed strong support for the Comprehensive Parnassus Heights Plan. He stated that the Plan would increase UCSF capacity, create new jobs, improve public transportation, and add over 1,000 affordable homes. Over 300 letters were sent and over 1,200 people signed a petition in support of the Plan. These supporters and the pro-housing community urged the Regents to approve the Plan as quickly as possible.

2. **REMARKS OF THE CHAIR OF THE BOARD**

Chair Pérez began his remarks by acknowledging the inauguration of Joseph R. Biden as the President of the United States and Kamala Harris as the first black, South Asian, and woman Vice President, as well as the observation of Martin Luther King, Jr. Day that week. This inauguration came after years of backlash that followed the 2008 election of former President Barack Obama, and similar backlash had been seen throughout American history. Chair Pérez looked forward to the partnership that the University could build with the Biden administration. Like this country, UC had also been frayed and tested. In a better political climate, however, UC must improve its ethnic, geographic, and financial representation to better reflect the demographics of the state, provide a forum for discussion and debate, and keep striving to become a more perfect University.

UC medical centers were preparing to expand vaccinations to members of the public. UC Berkeley Professor Jennifer Doudna, who recently won the Nobel Prize in Chemistry, collaborated with scientists from the Gladstone Institute to develop a diagnostic test for COVID-19, based on clustered regularly interspaced short palindromic repeats (CRISPR) technology, with results in less than 30 minutes. The University partnered with the State to launch CA Notify, a mobile phone application developed by UC San Diego Health meant to reduce the spread of COVID-19. Garima Desai, a recent UC Santa Cruz graduate, became the campus' first Rhodes Scholar. UC Merced became the first public research university in the country to achieve carbon neutrality and did so two years ahead of schedule. Chair Pérez expressed appreciation for Governor Newsom's State budget proposal in January, which provided additional investment in UC students, and he believed that more was attainable with UC's strong advocacy and continued partnership with the State. The College Board's recent revisions of the SAT further demonstrated the test's inherent problems and validated the University's decision to move away from it.

Chair Pérez announced that this was Regents Kieffer and Zettel's final Board meeting and thanked them for their service. Regent Kieffer had first served as an Alumni Regent in 1978 and recently chaired the Board during its sesquicentennial year. Regent Zettel had chaired the Compliance and Audit Committee and currently chaired the National Laboratories Committee and the Board of Governors of Lawrence Livermore National Security, LLC. Chair Pérez offered his condolences and sympathies following the passing of Rita Atkinson, wife of President Emeritus Richard Atkinson. President Atkinson and Mrs. Atkinson had recently donated \$150,000 to the UCSD Black Alumni Scholarship Fund and \$7 million to establish a physician's assistant program at the campus. Chair Pérez also noted that, at the time of the meeting, more than 400,000 people had died of COVID-19 in the U.S., including members of the UC faculty.

3. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Drake began his remarks by welcoming students, faculty, and staff to the new term. In light of the surge of new COVID-19 infections, President Drake extended his sympathy to those affected by the pandemic. He recognized the efforts of UC healthcare workers and the sacrifices of the UC community, who were following public health guidelines, getting tested, and getting vaccinated. Executive Vice President Byington would provide an update on UC's pandemic response later in the meeting. President Drake also recognized the inauguration of U.S. President Joseph R. Biden and Vice President Kamala Harris, a momentous occasion in light of the insurrection at the U.S. Capitol. He was dismayed to see lawmakers vote against the certification of the presidential election results, but he looked forward to working with the Biden-Harris administration and the new Congress. One opportunity to engage the new administration would be through UC's campaign with the UC Student Association to double the Pell Grant amount. UC was continuing to seek adequate State support of the University's 2020–21 budget. Governor Newsom's proposed State budget included investments in student mental health, medical education, deferred maintenance, energy efficiency, and research. The previous day, the University had released a new report on its economic impact on California. Every year, UC contributed \$82 billion to the state's economic output, and more than 500,000 jobs were supported by UC, and UC spending generated nearly \$12 billion in tax revenue.

The University was to convene its first symposium on campus safety and policing for members of the UC community to share their experiences. President Drake shared his own experiences with police growing up during the Civil Rights Movement and throughout his life. He had also worked closely with police officers at UC and the Ohio State University to address threats and challenges to campus safety. The University was mindful of diverging perspectives, as well as the emotional impact of the national conversation. Achieving a living, working, and learning environment that was safe and respectful for all was a shared goal. President Drake expressed his commitment to meaningful, lasting improvement and to working with the UC community to achieve it.

Since the Board last met, UC Santa Cruz celebrated its first Rhodes Scholar, one of among only 32 American Rhodes Scholars. UC Merced became the first public research university to achieve carbon neutrality, two years ahead of its goal. The UCLA Center for LGBTQ

Advocacy, Research, and Health launched, UC Davis Health opened the region's first post-COVID-19 clinic for patients with long-standing symptoms. President Drake commended members of the UC community for their resilience and for serving as examples of exceptional teaching, research, and public service. He joined Chair Pérez in recognizing the passing of Rita Atkinson. He recalled how she championed the University, her academic endeavors, and how she supported her husband, President Emeritus Richard Atkinson. President Drake extended his condolences and sympathy. President Drake noted that this was the final full Board meeting for Regents Zettel and Kieffer, whose terms would end on March 1. He recognized their achievements, having worked with them both as Chancellor of UC Irvine and now as President. He thanked them for their support and friendship.

4. **REMARKS OF THE CHAIR OF THE ACADEMIC SENATE**

Faculty Representative Gauvain shared that faculty and students were in the third term of instruction during the COVID-19 pandemic. She recognized the UC faculty for their swift transition to remote instruction in March 2020. The faculty, who were the main University contact for students, had continued to enable UC to fulfill its obligations to students but at great cost to their morale. Like many others, faculty members lost family members, friends, and colleagues, and they too struggled to support their families. Teaching needed to be adapted, and addressing student needs was daunting. Campus closures significantly affected research productivity, hands-on experience, and in-person interaction. These impacts were compounded for faculty members who were caregivers, many of whom were women, younger, and from underrepresented backgrounds. It was now apparent how UC's decades-long diversity efforts could easily come under threat. The Academic Senate was collaborating with Institutional Research and Academic Planning at the Office of the President (UCOP) to learn the effects of remote instruction on students. A majority of students and professors expressed dissatisfaction with remote instruction, which was especially difficult for students with fewer resources at home.

This year's high number of UC applications might exceed last year's number. UC remained in high demand but could not meet that demand due to budgetary constraints. The University must be thoughtful and creative while continuing to seek additional State funds. The Academic Senate was working with campuses to streamline major preparation requirements and with Graduate, Undergraduate and Equity Affairs at UCOP on how best to communicate major preparation to community college students. Major preparation readied transfer students for upper division coursework and helped with time-to-degree. Community colleges that prepared students well to transfer to UC tended to be in affluent regions. If resources were more widely available in community colleges, transfer applicant and admit pools would better reflect the ethnic diversity of the state. The Academic Senate was working on this and other aims with colleagues from the California Community College system, and it was in talks with the Provost's Office to renew the UC-community college dual-admission program, which had lacked adequate State funding when it was launched ten years ago. The Academic Senate was revising practices that hindered the recruitment, support, and retention of faculty, especially women and diverse faculty. Representatives from the Green New Deal at UCSD presented at the UC Global Climate

Leadership Council, and she and Faculty Representative Horwitz were working to extend their recommendations systemwide. These included changing UC's climate goals from carbon neutral to free of fossil fuels, more rapidly converting campuses to electrical power, and developing a complete and transparent record of how each campus was addressing the climate crisis through its capital projects, infrastructure, contracts, investments, research, and teaching. The Academic Senate was working closely with President Drake on all the efforts Ms. Gauvain had presented, and she recognized his deep commitment.

Ms. Gauvain acknowledged the inauguration of U.S. President Joseph R. Biden and Vice President Kamala Harris, and, as a developmental psychologist, Ms. Gauvain wondered what the inauguration meant to young people, some of whom would be applying to the University in the future. She raised the important question of what young people were learning from the pandemic and about society, and how UC's work could give them hope for a brighter future.

5. **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.]

President Drake stated that, through the hard work of staff, faculty, and students, UC had reached new sustainability milestones. UC Merced became the first public research university in the U.S. to achieve carbon neutrality. UC was using more green power than any other college or university in the country and was investing in biogas and solar projects for UC facilities. The University's investment portfolio was free of fossil fuel companies, and UC had made over \$100 million in clean energy investments in the last five years. UC launched a plan to phase out single-use plastics, reduced water consumption and waste, and was upgrading to a zero-emissions vehicle fleet. Faculty were researching regenerative agriculture, soil sequestration, and carbon capture, and they were calling attention to the public health, equity, and social justice impacts of climate change. President Drake expressed pride in UC meeting this challenge while addressing other crises.

Executive Vice President and Chief Operating Officer Nava explained that the University's sustainability goals were meant to make its operations more resilient, which she defined as the ability to survive in the face of change. In response to feedback from the Regents regarding the 2020 report, this year's report was being presented through an interactive website, with more narratives and accessible data to reach a wider audience.

Associate Vice President David Phillips provided a demonstration of the report website, which was organized under themes of commitment, academics, investments, and sustainability data. UCSF Lab Services Initiative helped protect laboratory research during power shutoffs. Prior to the COVID-19 pandemic, UCSD Health purchased dehumidification systems that enhanced air filtration while lowering energy use. UC Berkeley developed technology that allowed the safe reuse of N95 masks, reducing waste and contributing to the resilience of the supply chain. UCLA and its union partners upcycled materials to make surgical masks. UC Santa Cruz staff bought hand sanitizer and

disinfectants in bulk and refilled smaller containers. UC Irvine supported a community-based program in Orange County that took a health equity approach to contact tracing. Student interns at UC Riverside harvested fruits and vegetables from campus gardens to feed students during the pandemic. UC Merced partnered with Merced County fire stations to donate its perishable food. Scientists at UC Agriculture and Natural Resources worked with private landowners to fight wildfires with prescribed fires. The website included a podcast about safe, sustainable transportation at UCLA. UC Santa Barbara successfully hosted the California Higher Education Sustainability Conference in an online format for the first time.

The format in which Sustainability Practices Policy was presented on the website would hopefully make it the policy more accessible to the general public. Sustainability goals, such as carbon neutrality and campuses and UC Health locations obtaining 100 percent clean electricity by 2025, could be explored in detail. Among the sustainability data presented on the website was the fact that UC reduced its Scope 1 and 2 greenhouse gas (GHG) emissions by 15 percent despite a 19 percent increase of campus square footage. In 2019, UC emitted just over one million metric tons of carbon dioxide equivalent from campus operations. Mr. Phillips congratulated UC Merced for achieving carbon neutrality.

In order to become carbon neutral, the University must continue to be more efficient by cutting energy costs and emissions. UC completed over 1,000 energy efficiency projects since 2005, avoiding almost \$316 million in utility costs. UC had over 100 renewable energy systems on campuses, and, in 2019, UC's own Clean Power Program provided about 26 percent of the University's purchased electricity. According to the U.S. Environmental Protection Agency, UC used more renewable energy than any other college or university in the nation, and it ranked sixth in on-campus green power generation. Natural gas accounted for 80 percent of UC's remaining GHG emissions, and UC was investing in biomethane to reduce those emissions. Offsets were required in order for the University to meet its ambitious timeline. UC was tackling the historical problems associated with offsets by creating UC-initiated offsets and establishing policy goals that aligned with UC's mission and standards.

The California Environmental Protection Agency provided UC researchers with \$3 million for two studies that would guide the state to carbon neutrality by 2045. The University was now offering an online course on climate change to the general public, which fulfilled a suggestion by Regents that UC expand its international climate leadership. Inspired by a student-led initiative, UC committed in policy to phase out single-use plastics.

Regent Reilly asked about the top three challenges to reaching UC's carbon neutrality goal by 2025. Mr. Phillips replied that UC's early adoption of clean power generation presented the greatest challenge. The University had a significant financial commitment to these power plants, many of which relied on fossil fuels. Some would be replaced with biogas plants, but replacing them with all-electric equivalents would be very expensive. Offsets spending presented another challenge. The Paris Agreement called for the use of offsets, but UC's leadership was important. Carbon needed to be removed from the atmosphere. UC must take off-campus actions that aligned with other UC goals and had benefitted the

University in other ways. A third challenge was better incorporating climate justice into UC's sustainability goals.

Regent Estolano asked whether UC had opportunities to present sustainability projects for federal stimulus funding. Mr. Phillips responded in the affirmative. Campus central plants varied in age, but UC Berkeley and UC Davis had already done much work to determine how to transition them. He believed that UC could become quickly prepared for any federal stimulus that becomes available for such projects.

Regent Makarechian asked how the University was accounting for renovation, construction, demolition, and COVID-19 measures in its carbon neutrality goal. Mr. Phillips responded that the 2025 goal was focused on building operations, such as electricity use and emissions from UC's vehicle fleet. GHG emissions from manufacturing concrete and other products was not part of this goal, but UC was calculating those impacts and working to reduce those emissions. Addressing the supply chain and waste was next.

Regent Makarechian stressed the importance of making these calculations or requiring them from subcontractors. GHG emissions did not just come from electricity use. Mr. Phillips expressed agreement.

Regent Stegura, remarking that another revenue opportunity came from UC-developed technologies, asked about any such noteworthy technologies that had been licensed or sold. Mr. Phillips replied that, in leading by example, UC was making a significant impact. For example, UC faculty had developed the core technology for light-emitting diode (LED) light, and places like the California Lighting Technology Center at UC Davis worked to introduce the technology to the market, with campuses as early adopters. This technology was now part of State regulation. There were many other examples.

Regent Leib asked how UC could partner with the California Air Resources Board (CARB), which was moving its offices to UC Riverside. Chancellor Wilcox stated that UC's relationship was multifaceted. CARB focused on testing and had historically partnered with the Bourns College of Engineering at UCR. The campus was collaborating with Riverside City College and the K-12 system to develop pathways to CARB careers. UCR and the Riverside Chamber of Commerce were trying to recruit private industries related to air quality to Riverside.

The meeting adjourned at 1:45 p.m.

Attest:

The Secretary and Chief of Staff