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 Blum, Butler, Cohen, Drake, Elliott, Estolano, Guber, Lansing, Leib, Lott, Makarechian, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Sures, Torres, and Zaragoza

In attendance: Regents-designate Blas Pedral, Pouchot, and Timmons, Faculty Representatives Gauvain and Horwitz, Secretary and Chief of Staff Shaw, General Counsel Robinson, Provost Brown, 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, and Wilcox, and Recording Secretary Li

The meeting convened at 8:35 a.m. with Chair Estolano presiding.

1. **PUBLIC COMMENT**

Chair Estolano 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. Jesse Arreguin, Mayor of the City of Berkeley, spoke in support of UC Berkeley’s 2021 Long Range Development Plan (LRDP) and thanked the campus for the public nature of the LRDP process. The City was particularly supportive of UC Berkeley’s effort to expand student housing; he thanked Chancellor Christ for prioritizing student housing in the LRDP, which laid the foundation for a new era of campus-City collaboration. He urged the Regents to approve the LRDP.

B. Shirley Dean, former Mayor of the City of Berkeley, spoke in opposition to UC Berkeley’s 2021 LRDP. She shared that, on July 9, the Alameda County Superior Court found that the final Environmental Impact Report (EIR) for the Goldman School of Public Policy project and UC Berkeley’s 2020 LRDP had failed to consider the impact of increased student enrollment on displacing residents in historically low-income neighborhoods. The 2021 LRDP also presented displacement issues, open space issues, loss of historical resources, and a lack of alternatives for construction, such as on UC property in nearby cities or at the site of the vacant chancellor’s house.

C. Regent Emerita Sue Johnson spoke in support of the Thirty Meter Telescope (TMT) project, which she stated would bring great rewards to the young people in Hawaii. She and her husband helped establish programs at the University of Hawaii at
Manoa and learned about students’ urgent desire for a science, technology, engineering, and mathematics (STEM) education. Those in the education sector should promote projects like the TMT project that provide high technology jobs so that Hawaiians do not leave the state for opportunities elsewhere.

D. Marithza Quiroz, UC Berkeley alumna, spoke in support of the Anchor House student residential housing project at UC Berkeley. Anchor House would improve transfer students’ campus experience and be a great place for them to build community. It took Ms. Quiroz 15 years to earn enough community college units to transfer to UC Berkeley, where she moved three times before finding housing that was conducive to study and creativity.

E. Victor Wang, UC San Diego graduate student and Chair of the UC Graduate and Professional Council (UCGPC), called on the Regents to support student advocacy and organizations like UCGPC and the UC Student Association (UCSA). UCGPC had partnered with UCSA and the Office of the President (UCOP) to bring more resources to graduate and professional students, conduct student surveys, and train students for advocacy trips to Sacramento. He underscored the success of the University when it collaborated with its student leaders.

F. Alec Calac, UCSD medical student and President of the Association of Native American Medical Students, thanked the University for expanding UC Programs in Medical Education (PRIME) to California Native American tribes. He urged support for American Indian/Alaskan Native students through the formation of a tribal college–University partnership and the protection of Native American students from future tuition increases.

G. Paul Wallace, resident of 1921 Walnut Street in Berkeley, spoke about the impact of the UCB 2021 LRDP on 1921 Walnut Street. Mr. Wallace was of retirement age and would not be able to afford to stay in Berkeley if evicted. He implored the Regents to consider the community that the University was displacing and the long-term impact on Berkeley tenants. He asked UC to consider other options.

H. Ken McCroskey, representative of Albany Strollers and Rollers, addressed item F6, Amendment to the 2004 University Village Master Plan and Design Following Action Pursuant to the California Environmental Quality Act, Albany Village Graduate Student Housing, Berkeley Campus. The building would be located at a planned bicycle and pedestrian path that would connect Albany Village to local retailers, schools, and the Berkeley campus. This issue could be resolved by shifting the building ten feet east and adding pathways on the west and north sides.

I. Dea Dickinson, UCSB staff member and member of Teamsters Local 2010, stated that UC labor negotiators were using lack of preparedness and meeting cancellations as a tactic to prolong the negotiation process without presenting a fair wage proposal. Administrative Officer 2 staff were invaluable and deserved a fair wage so that they would not have to have multiple jobs or live with multiple
roommates. She asked the Regents to encourage UC negotiators to be respectful, and prepared, and to present a wage proposal to the union in a timely manner.

J. Drew Scott, Skilled Trades Director of Teamsters Local 2010, called for a fair labor contract for skilled trades workers, who continued to work on campus during the COVID-19 pandemic, putting themselves and their families at greater risk and without receiving emergency pay. UC had $736 million in federal stimulus for operations, more State support than before the pandemic, and billions of dollars in reserves and liquidity, and these workers deserved fair pay for essential work.

K. Jonathan Dena, UC Berkeley transfer student, spoke in support of the Anchor House student residential project at UC Berkeley. While incoming transfer students often had the fewest financial resources, more was typically provided to incoming freshman students. Mr. Dena struggled to find housing that suited his age and level of life experience, and he called for more equitable resources for housing for transfer students like himself.

L. Frankie Guzman, attorney at the National Center for Youth Law and UC Berkeley alumnus, spoke in support of the Anchor House residential project. The University’s rising costs have been passed on to students, placing low-income and first-generation students at a particular disadvantage. This project would be funded by foundations instead of public money, and income generated from the property would fund scholarships for underrepresented and first-generation students, as well as set a new standard for student residential living.

M. Sasha Perez, Public Affairs Manager at the Campaign for College Opportunity, shared highlights from the Campaign’s report, “Chutes or Ladders? Strengthening California Community College Transfer So More Students Earn the Degrees They Seek.” Racial inequity in California higher education would not be addressed as long as the transfer system remained broken. The associate degree for transfer (ADT) streamlined the transfer process by graduating students with fewer excess units and saving the State over $10 million per year, but the provisions of the ADT did not apply to UC. The report called for guaranteed UC admission for ADT students and the passage of Assembly Bill 928, which would make ADT accessible to all students and the preferred transfer pathway.

N. Riya Master, UC Berkeley student and Associated Students of UC External Affairs Vice President, spoke in opposition to the cohort-based tuition proposal, which would disproportionately affect low-income and nonresident students. Nonresident students, many of whom also came from low- and middle-income families, contributed irreplaceable value to the University. At an unprecedented time of increased State funding, she urged the Regents to reject the cohort-based tuition proposal. In her view, the cohort-based tuition plan would bar students from attending UC and affect the University’s diversity and inclusivity. UC would become a school for the wealthy.
O. Raina Zhao, UCSA Board member, urged the Regents to approve the proposed systemwide UCSA/UCGPC fee. Currently, UCSA dues varied by campus budget, and UCSA was underfunded compared with its counterparts at the California State University and California Community Colleges. A systemwide fee would make UCSA accountable to each UC student instead of to campus student associations, and increased funding would enable UCSA to better amplify student voices.

P. Davina Srioudom, UC Berkeley student, spoke in strong opposition to the proposed cohort-based tuition plan. She stated that the tuition increase was regressive and would fail to address student basic needs issues and harm nonresident students. The increase would erase diverse voices and perspectives on campus, and the University would be regarding education as a luxury.

Q. Joshua Lewis, UCSA Chair of Government Relations, spoke in support of the UCSA/UCGPC systemwide fee. In the last year, UC student advocacy helped secure nearly $23 million for campus recruitment and retention, made doubling the Pell Grant a national conversation, and has held the Board accountable. This fee would empower future UC students to further their mission of creating an accessible and equitable University and ensure that the Board hears every student perspective. He also condemned the proposed cohort-based tuition plan.

R. Alondra Avalos, UCLA student and member of the UC Undocumented Student Coalition, spoke in opposition to the proposed tuition increase. Students who were not part of the Deferred Action for Childhood Arrival (DACA) program or did not qualify for in-state tuition under AB 540 already lacked financial aid resources, and the current self-help expectation failed to account for undocumented students’ lack of work authorization and access to internships, fellowships, and scholarships. Students should not bear this burden when UC had a multi-billion-dollar endowment fund.

S. Aidan Kato, incoming transfer student at UC Davis, called attention to disparity in resources for transfer students at UC. He stated that transfer students were a vulnerable group that was treated as secondary to traditional students in housing, resources, and opportunities, which hindered their ability to engage in the UC community. He called for a discussion that focused on making the time that transfers spend at UC meaningful and on providing them resources.

T. Moni Law, UC Berkeley alumna, spoke in opposition to the construction of student housing at 1921 Walnut Street and People’s Park. Seniors, disabled people, single mothers, and families would be displaced from rent-controlled housing at 1921 Walnut Street that would not be replaced. A wiser decision could be made. Ms. Law stated that she had provided written comment on both issues and called on the Regents to reject both proposals.

U. Emily Ham, Executive Director of the Santa Cruz County Business Council, spoke in support of UC Santa Cruz’s ongoing efforts to address student housing
challenges in one of most unaffordable housing markets. The Santa Cruz campus was an integral part of the local community, bringing life to downtown and revenue to local businesses. UCSC staff were committed to building local partnerships, providing resources, and serving as leaders of economic development.

V. Samantha Warren, UC Berkeley student, spoke in opposition to the proposed cohort-based tuition plan. Nonresident students have experienced tuition increases, and campuses were limiting nonresident admission to make room for more in-state students. This tuition plan would make a UC education less affordable for out-of-state and international students, especially when financial aid packages do not always reflect ability to pay. Students on campus would be paying different rates for the same quality of education. Purported tuition stability did not outweigh the cons of the plan. Ms. Warren expressed hope that State funding trends continue such that the cohort-based tuition model would not be needed.

W. Natalie Logusch, resident of 1921 Walnut Street in Berkeley, spoke in opposition to the demolition of 1921 Walnut Street and eviction of its residents. Market rate rent was about twice what Ms. Logusch currently paid. She stated that the rent subsidies that UC Berkeley has offered to provide would not be enough to purchase a house. A public university should not destroy rent-controlled housing and displace long-standing communities.

X. Deborah Williams, UC Santa Barbara lecturer, called on the University to take a strong leadership role in adopting renewable energy on its campuses and achieving net neutrality or further. UC must set an example not only to the world but also to its students. For instance, there were many places at the Santa Barbara campus where solar panels could be installed. UC must take bold action.

Y. Karl Lisovsky, UCLA lecturer, stated that University Council-American Federation of Teachers (AFT) supported reappointment rights for UC teaching faculty. In May, 96 percent of those in the union who voted were in favor of authorizing a strike. Lecturers would strike unless the Regents act to ensure that lecturers have an opportunity to be reviewed and rehired on the basis of their performance. Mr. Lisovsky also called for enforceable workload standards and fair compensation. The current system disadvantaged women and undermined University equity goals.

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

Chair Estolano opened her remarks by recognizing the effect that the University has had on her family and many others, as well as thanking fellow Board members for their service. She highlighted the Board’s accomplishments during Regent Pérez’s term as Chair, such as the inclusive and transparent Presidential search, the elimination of the SAT in admissions, and supporting the elimination of Proposition 209. She also recognized Regent Pérez’s efforts in resolving labor disputes, his commitment to students in the Deferred Action for Childhood Arrivals program, and his formation of the Working Group on
Innovation Transfer and Entrepreneurship. Chair Estolano looked forward to his leadership of the Health Services Committee. She welcomed Regents Lott, Torres, and Zaragoza as voting members, and she welcomed Alumni Regents-designate Pouchot and Timmons, as well as Staff Advisor Lakireddy. Chair Estolano acknowledged new and returning Committee Chairs, and she congratulated Regent Ortiz Oakley on his temporary appointment as Senior Advisor to the U.S. Secretary of Education Miguel Cardona. She highlighted some of the items that would be discussed later in the meeting, including the impact of the last 18 months on faculty and the consideration of a cohort-based tuition plan.

Chair Estolano shared her perspectives on her term. Despite challenges such as COVID-19, climate change, and growing racial and income inequalities, the University faced extraordinary opportunities such as progress in the State budget, increase in the number and diversity of applications to UC, and remote learning and online instruction. She presented three goals for the Board in the next year. The first was developing a plan to expand enrollment: The percentage of California public high school students enrolled at UC has grown from seven percent to eight percent in the last decade, while the value of a UC degree has grown enormously as the economy has changed. The University remained economically and geographically out of reach for many students. She looked forward to working with Regents, President Drake, chancellors, faculty, and staff to craft a bold and ambitious plan to grow undergraduate and graduate enrollment, as well as growing the professoriate and staff ranks accordingly. UC must identify creative, efficient approaches, partnering with the California State University and California Community Colleges systems, private colleges, and other partners.

The next goal was for UC to become a leader in equitable procurement. The gains made by women- and minority-owned businesses were decimated by the pandemic, and UC lagged behind other State government institutions in equitable procurement. In fiscal year 2019–20, 8.7 percent of UC expenditures went to small businesses, 2.4 percent on disadvantaged business enterprises, and 1.5 percent on women-owned businesses. Although Proposition 209 created challenges to removing some of these barriers, UC must work to ensure that its expenditures benefit a broader swathe of California businesses as the state emerges from the pandemic. The Small Business First program was a good first step. Chair Estolano expressed excitement about working with the new Chief Procurement Officer to make UC a leader in adopting and pioneering best practices, and she hoped this spending power would benefit the communities where UC was located.

The third goal was making the University the global resource for addressing climate change. In her view, UC had the opportunity and responsibility to elevate its position as the leader in climate change research, ranging from technology to climate justice. UC could establish an annual showcase of its “power of ten” so that federal and State agencies, international thought leaders, academic partners, philanthropists, and industry partners could advance the ideas of UC researchers and professors.

Chair Estolano looked forward to working with the Regents, the Office of the President, chancellors, students, faculty, and staff on these three key issues, as well as anything else that the University would face.
3. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Drake began his remarks by recognizing Chair Estolano and Regent Leib as Chair and Vice Chair of the Board, as well as the new Regents, Regents-designate, and advisory members. He thanked Regent Pérez for his service as Chair, recalling his conversations with him during the Presidential search and working together this past year. As the University shifts back to more normal operations, it has issued a final policy mandating COVID-19 vaccinations, with appropriate exemptions, which would apply to faculty, academic appointees, staff, students, postdoctoral researchers, trainees, and anyone else wishing to physically access UC facilities. The requirement had strong support from public health experts and many in the UC community, and was informed by State and federal guidance. President Drake stressed the importance of getting vaccinated and using masks. For the fourth time, the nation has seen the virus spring back after mitigating behaviors were changed; infection rates were two to three times what they had been one month ago. UC must continue to be vigilant and help keep off-campus communities and the world safe.

Over the past several months, the University formed campus safety task forces and convened two systemwide symposia on safety and security, hearing from groups representing thousands of students, faculty, staff, and stakeholders. President Drake thanked everyone who provided feedback. The plan developed would hopefully lead to a safer, more welcoming, and more inclusive University, and would be shared with the Regents and the UC community in the coming weeks.

President Drake thanked State leaders for prioritizing public higher education this year, resulting in a historic $1.27 billion increase in State funding to the University. This included $547 million in ongoing funding, a restoration of the $300 million base budget cut from last year, new resources for student mental health and UC Programs in Medical Education (PRIME), as well as one-time funding for financial aid, deferred maintenance, energy efficiency projects, and Student Academic Preparation and Educational Partnerships. President Drake recognized those who served as UC’s tireless advocates.

UC campuses admitted an all-time high number of 84,223 California freshman students for fall 2021. Students from underrepresented racial and ethnic groups comprised 43 percent of these admissions, the highest in UC history. The University also admitted its largest ever class of transfer students. President Drake congratulated all those who were admitted.

The cohort-based tuition plan to be considered by the Board would benefit students in three ways: enable campuses to maintain the quality of a UC education; provide tuition stability and predictability for students and their families; and enhance financial aid and affordability. President Drake thanked the Regents and the UC community for their diligent efforts to shape this plan, noting a shared understanding that increasing tuition was not to be taken lightly.

President Drake concluded his remarks by offering his best wishes to the UC athletes competing in the summer Olympics in Tokyo. Since 1920, UC athletes have won over 450 Olympic medals. He hoped they would be able to stay safe and healthy.
Faculty Representative Gauvain shared reflections on the lessons learned during the COVID-19 pandemic so far. By the time campuses reopen in the fall, faculty, students, and staff would have worked and studied off site for over 17 months. Faculty, lecturers, and graduate teaching assistants have been the primary touchstones between undergraduate students and the University. Remote instruction helped UC meet its obligation to students. Enrollment has been steady, and students have been able to advance in their studies. At the Academic and Student Affairs Committee meeting, Ms. Gauvain and Faculty Representative Horwitz would present the results of a survey conducted by the Academic Senate in May that asked faculty and instructors about their teaching and learning environment, work conditions, and research experience. The survey demonstrated that UC continued to be strong in meeting its educational mission, but it also revealed that research productivity was adversely affected and teaching remotely was very time-consuming. Faculty were off-campus and unable to work in their research and performance spaces or meet with collaborators. The wide-ranging effects of COVID-19 on faculty research could last many years, which could delay the advancement of junior and women faculty, affecting faculty retention and diversification efforts. Added to this was the lack of secure long-range funding that could be used to hire tenure-track faculty, as well as expected retirements of older faculty. The student-faculty ratio was at high levels and would continue to rise as UC enrolls more students. For these reasons, the Academic Senate asked that the Regents and the UC administration help faculty and secure resources. Provost Brown, at the request of President Drake, has formed a joint Senate working group that was now developing recommendations regarding faculty advancement, morale, work-life balance, and dependent care. The money needed to implement these recommendations would be well-spent to preserve faculty excellence and the University’s high quality. Most faculty and instructors reported that students confided in them about serious personal hardships that affected their coursework. Faculty were flexible and accommodating during this time.

The Senate continued to have concerns about the implementation and enforcement of the COVID-19 vaccine policy, as well as pressure on faculty to be flexible about teaching modalities. Ms. Gauvain underscored the importance of getting students academically back on track in the fall. Students should be able to recall this time as a period when they succeeded despite significant challenges. Ms. Gauvain raised the question of how UC could create higher education that suited everyone. The desire for economic and social change was chief among the reasons for examining the purposes of higher education. UC must identify and correct what it did that impeded social progress for UC itself, students, faculty, and staff. UC could potentially exert great influence on the future of higher education and must be a leader in this endeavor. UC had valuable tools like shared governance between the Regents, administration, and the Senate.

On her last Regents meeting as Faculty Representative, Ms. Gauvain thanked the Regents for supporting her and the Academic Senate over the past year.
5. ANNUAL REPORT OF UNIVERSITY OF CALIFORNIA STAFF ASSEMBLIES

President Drake introduced Chair of the Council of UC Staff Assemblies (CUCSA) Jacquelyn Holmes, Financial and Business Operations Manager in Enrollment Management at UC San Diego, CUCSA Chair-Elect Crystal Petrini, Department Manager of English and Philosophy at UC Riverside, and CUCSA Secretary Charron Andrus, Information Systems Manager at UC Davis, who would share highlights of CUCSA’s work from the past year.

Ms. Holmes shared that CUCSA successfully advocated for a three percent merit increase for policy-covered staff and helped add questions about financial and mental wellness to the 2021 UC Staff Engagement Survey, which had a response rate of 54 percent, the highest in its history. CUCSA hosted four virtual all-staff town hall meetings, with over 500 people registering to attend each meeting, and quarterly alumni engagement meetings. CUCSA also reviewed its bylaws and consolidated the duties of the Secretary and Electronic Data Officer into one new role, Operations Officer. CUCSA’s staff advocacy work group found that successful advocacy stemmed from staff’s role in advancing and supporting of the University’s mission, as well as the value of supporting and compensating all staff in ways that encourage productivity and make UC an employer of choice. Consistent and pervasive messaging were key in getting the attention of decision-makers. Recommendations from the work group included regular meetings with campus leaders, participating in Regents meetings and inviting Regents to CUCSA meetings, conveying the impact of wage erosion on policy-covered staff, and recommending salary adjustments that focus on retention, productivity, and cost of living.

Ms. Petrini stated that another work group examined the future of remote and hybrid work, focusing on three areas: tools needed to support a hybrid workplace; fostering office culture and job satisfaction; and training successful supervision in hybrid and remote work. The work group’s recommendations included clarifying what roles were appropriate for hybrid work and how to request a hybrid work arrangement; manager training for maintaining office culture in a hybrid environment; and creating processes that support a hybrid environment, such as equipment and scheduling considerations and developing metrics to track the success of remote and hybrid schedules. These recommendations were made to Systemwide Human Resources’ leadership council in February 2021, and many were implemented in each UC location’s Future of Work plan.

Ms. Andrus stated that CUCSA’s basic needs work group focused on four key areas this year that caused staff stress, hindered productivity and job satisfaction, and contributed to staff turnover. The first area was racism as a mental health issue; the work group recommended a systemwide zero-tolerance policy for racism in the workplace and mandated training requirements in anti-racism and diversity. The second area was navigating and accessing mental health resources; the work group recommended training for managers and staff to identify and help staff in crisis, improved resource lists online, and a communication strategy that promotes systemwide awareness. The third area was equitable staff hiring practices; the work group recommended establishing a staff equity advisor program at all campus locations to comply with Regents Policy 4400: Policy on
University of California Diversity Statement. UC currently had a Faculty Equity Advisor Program at seven campuses. The fourth area was improved data collection via exit interviews; the work group recommended exit interviews that focused on identifying and analyzing reasons for departure, such as management or department culture.

Ms. Andrus shared that this year’s Outstanding Leadership Award, which was given to a senior leader who was supportive of staff and encouraged equity, diversity, and community, was given to Chancellor Wilcox. The Kevin McCauley Memorial Outstanding Staff award, designed to recognize forward-thinking staff who were supportive of fellow staff and encouraged equity, diversity, and community, was given to Tammy Blevins of UC San Diego, Jane Gama of UC Santa Barbara, Natalia Gillis Semeraro of UC Berkeley, Priya Lakireddy of UC Merced, and Seana Nunez of UC Riverside.

Ms. Petrini introduced CUCSA’s 2021–22 leadership team. She would be the next Chair; Dennis McIver, University Honors Counselor at UC Riverside would be the next Chair-Elect; and Derek DeMarco, Department Manager for Chemistry and Biochemistry at UC Santa Cruz, would be CUCSA’s first Operations Officer. Ms. Petrini recognized the resilience and courage of UC staff, working above and beyond their capacity despite the personal and professional challenges of the past year. Every day, staff served faculty and students while aspiring to do more for the campuses, communities, and the state.

Regent Park asked that updates from CUCSA be more regularly presented to the Board. With regard to the CUCSA work groups’ recommendations, she observed that there were many opportunities to improve the workplace and work-life balance as UC emerges from the pandemic. She looked forward to seeing the implementation of these recommendations.

Staff Advisor Tseng noted that CUCSA members accomplished these things without extra pay or benefits. She underscored that staff had much more to offer than what they were paid to do. She hoped that this would be considered in conversations about staff compensation and benefits that provide support to staff.

6. REPORT OF THE SPECIAL COMMITTEE TO SELECT A STUDENT REGENT

Appointment of 2022–23 Student Regent

The Special Committee recommended that Marlenee Blas Pedral, a law student at the University of California, Berkeley, be appointed a Regent of the University of California to serve for the period July 1, 2022 through June 30, 2023, and that she serve as Regent-designate, effective immediately, until the appointment becomes effective.

Special Committee Chair Butler praised all the candidates’ dedication to the University, as demonstrated by their efforts at their individual campuses and their participation in the selection process. She stated that Ms. Blas Pedral was currently attending UC Berkeley School of Law, having received her undergraduate degree in Global Studies at UC Santa Barbara and a master’s degree in Higher Education and Administration at University of
Vermont. Ms. Blas Pedral also worked at UC Riverside as a career counselor. She was one of three finalists out of over 90 applicants from across the system.

Upon motion duly made and seconded, the recommendation of the Special Committee was approved, Regents Butler, Cohen, Drake, Elliott, Estolano, Guber, Lansing, Leib, Lott, Makarechian, Ortiz Oakley, Park, Pérez, Reilly, Sherman, Torres, and Zaragoza voting “aye.”

Regent-designate Blas Pedral expressed excitement about taking on this new role during such a critical time for the University. She was hopeful that she could help address the impact of COVID-19 on student health, learning, and affordable housing. She looked forward to working with the Board on a safe transition to in-person instruction in the fall, and innovating while tackling new and old challenges.

The meeting adjourned at 10:05 a.m.

Attest:

The Secretary and Chief of Staff