

The Regents of the University of California

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE
FINANCE AND CAPITAL STRATEGIES COMMITTEE**

September 21, 2023

The Academic and Student Affairs Committee and the Finance and Capital Strategies Committee met jointly on the above date at the UCLA Luskin Conference Center, and by teleconference at 1200 Taraval Street, San Francisco and 106 E. Babcock Street, Bozeman, Montana.

Members present: Representing the Academic and Student Affairs Committee: Regents Anguiano, Batchlor, Park, and Tesfai; Ex officio members Drake and Leib; Advisory members Beharry, Pack, Salazar, and Steintrager; Chancellors Block, Christ, Muñoz, and Wilcox; and Staff Advisor Mackness

Representing the Finance and Capital Strategies Committee: Regents Chu, Cohen, Kounalakis, Makarechian, Matosantos, Reilly, Robinson, and Sherman; Ex officio members Drake and Leib; Advisory members Cheung and Salazar; Chancellors Hawgood, Khosla, Larive, and May; and Staff Advisor Emiru

In attendance: Secretary and Chief of Staff Lyall, General Counsel Robinson, Provost Newman, Chief Compliance and Audit Officer Bustamante, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Interim Senior Vice President Reese, and Vice Presidents Brown and Moldonado

The meeting convened at 11:55 a.m. with Finance and Capital Strategies Committee Chair Cohen presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of May 18, 2023 were approved, Regents Anguiano, Batchlor, Chu, Cohen, Drake, Kounalakis, Leib, Makarechian, Matosantos, Park, Reilly, Robinson, Sherman, and Tesfai voting “aye.”¹

2. STRATEGIC CAMPUS OVERVIEW, RIVERSIDE CAMPUS

Chancellor Wilcox began by stating that this presentation would focus on UC Riverside’s overall strategy for the next several years. He reviewed campus enrollment from 1954 to the present, during which time it grew from 589 students to 26,809. Projections indicate growth of up to 35,000 by 2034 based on the campus’s Long Range Development Plan. He noted that UCR became an “R1” Research Institute in 2000 and a Hispanic Serving Institution in 2008. He presented enrollment trends showing that enrollment, including

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

both undergraduate and graduate, has grown faster at UCR than in the rest of the UC system during most years.

He discussed the way in which UCR is a national model for inclusion and excellence, pointing out that it is currently ranked #2 in social mobility according to *U.S. News and World Report* in 2023, #7 in Pell Grant student performance according to *Washington Monthly*, and #3 in Hispanic STEM graduates according to the National Science Foundation. Additionally, UCR has two Nobel Laureates, 16 members of the National Academies of Science, Medicine, and Engineering, and has received 48 National Science Foundation Career Awards.

He noted the increase in research expenditures at UCR, which went from approximately \$130 million in 2010 to nearly \$200 million as of 2022. The campus grew this research program at the same time it grew its student support programs, increasing graduation rates by nearly 20 percent while also nearly doubling research funding over the last decade.

He stressed the importance of UCR to the Inland Empire region, which has quadrupled in population since 1969, making it the 12th largest population center in the country and the second largest in California. UCR's status as the only research university in the region represents both a large opportunity and a responsibility. In spite of its large population, the Inland Empire is 352nd in GDP per capita, making it one of the largest and poorest metropolitan areas in the country.

He reviewed UCR's strategic opportunities, including:

1. Regional transformation: as the only R1 institution in the Inland Empire, UCR has a responsibility to lead innovation efforts to support faculty and regional entrepreneurs, and contribute to overall economic development.
2. UCR Health Clinical Enterprise: UCR can partner with UC southern medical centers and identify regional facilities to train medical students and fellows, while increasing the number of UC-trained physicians in the Inland Empire.
3. Opportunities to Advance Sustainability, Innovation, and Social Inclusion (OASIS) Framework: With development of a clean technology park, UCR can help develop a sustainable community that includes economic, health, and transportation equity.

He reflected on the origins and growth of the Inland Empire, from the UCR Citrus Experiment Station established in 1907, to the one billion square feet of distribution centers in 2021. In that time, the Inland Empire went from being the region with the highest per capita income, due to a small population with a few wealthy citrus growers, to becoming the much more populated, less wealthy area that it is today.

He gave two examples of the OASIS framework implementation at UCR. The first was the way in which UCR developed more sustainable ways of extracting lithium from the Salton Sea via geothermal plants, with no negative environmental impact and a positive economic impact. This project is in partnership with two community colleges, College of the Desert and Imperial Valley College.

The second example was the manner in which UCR has addressed health challenges created by the evaporation of the Salton Sea. As the earth has become exposed, toxins are released into the air, resulting in health impacts for the local community, including high rates of asthma. UCR has worked to leverage its research and medical resources to address these challenges in a way that supports the larger community and considers the future of the region.

He then reviewed UCR's significant challenges, including:

1. Physical infrastructure: The campus needs to renovate 50+-year-old buildings and there is significant need for instructional, research, and housing facilities.
2. Faculty and staffing levels: There is a need to hire faculty and staff to achieve systemwide ratios, in order to expand teaching and research activities.
3. Philanthropy: The campus needs to increase its fundraising capacity for major and principal gifts. UCR has many alumni, but its region is not a wealthy area and large gifts are rare.

He finished by restating the campus's strategy to grow UCR into a sphere of respect in the state and the nation and to ensure that this same growth has a positive impact on the region.

Regent Angiano congratulated the Chancellor for UCR's entrance into the Association of American Universities (AAU). She inquired as to how the Regents can support the campus's research needs and asked what unique opportunities exist in the Riverside area. Chancellor Wilcox responded that the unique opportunities are due to the location of the campus. He cited the diverse demographics of the area and said that UCR has the opportunity to "live the realities of the 21st century." He identified the biggest challenges as the need for new buildings, as the last new research building was built eight years prior, and for funding to allow for more hiring, and underscored that UCR has a strong relationship with the community.

Regent Sarris recommended reaching out to local tribes who may be willing to share resources with UCR and asked how the campus is cultivating such relationships. Chancellor Wilcox responded that he has heard this recommendation before, but hopes to contribute more to the local tribes before asking for their support. Relationship building has begun and UCR hopes to provide more support to those communities, including through UCR health care.

Staff Advisor Mackness asked for more information regarding UCR's staff resourcing challenges, stating that low staffing can affect staff morale and cause gaps in services. Chancellor Wilcox responded that there is a challenge in aligning hiring with space for those employees to work. He spoke of the synchrony of having the space available, then hiring faculty to teach, then hiring staff to support those classes and students, which is a challenge.

Regent-designate Salazar appreciated the strong community partnerships that exist between UCR and Inland Empire stakeholders. He asked how the campus is leveraging relationships with the local community colleges and how UCR is working to recruit from the community to attend UCR. Chancellor Wilcox responded that the campus has close partnerships with all three colleges within the Riverside Community College District. Together they formed the Growing Inland Achievement organization to foster educational success and transfer. He also cited the example of the partnership between UCR the local community colleges to build a residence hall, which he said will make transfer simpler for those students.

Chancellor Wilcox returned to Regent Anguiano's earlier question regarding how the Regents can help support UCR. He said that in much the same way that UC has worked to change the conversation about equity and excellence in universities, the next step is to change the conversation about the region, its resources, its potential, and its direction.

Regent Park recalled a visit to the Cheech Marin Center for Chicano Art and Culture of the Riverside Art Museum, saying that the artwork gave a view into the Riverside community and the issues facing the Inland Empire region. She said that there is much to appreciate about the region and thanked Chancellor Wilcox for his work, citing his evident love of the region.

The Committees recessed at 12:25 p.m.

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The Committees reconvened at 1:50 p.m. with Regent Leib presiding.

Members present: Representing the Academic and Student Affairs Committee: Regents Park, Sarris and Tesfai; Ex officio members Drake and Leib; Advisory members Beharry and Salazar; Chancellors Wilcox and Yang; and Staff Advisor Mackness

Representing the Finance and Capital Strategies Committee: Regents Matosantos, Raznick, and Reilly; Ex officio members Drake and Leib; Advisory member Salazar; Chancellors Khosla and Larive; and Staff Advisor Emiru

In attendance: Secretary and Chief of Staff Lyall, Provost Newman, and Vice President Brown

3. **MULTIYEAR COMPACT UPDATE, WORKFORCE GOALS**

Due to time constraints, Provost Newman referred the Regents to the written item for details on what the UC system is doing to increase enrollment and degrees in education, including academic doctoral programs, and other STEM disciplines. She cited that one of the most profound changes that has occurred in the way UC teaches is the move from the classroom out into the world, including the private sector, where students can develop real world skills. She introduced UC San Diego Dean of Biological Sciences Kit Pogliano to discuss her novel program that takes her students into the laboratories of ThermoFisher Scientific and other companies.

Dean Pogliano presented the programs that UC has developed to support the life sciences industry by providing the discoveries and talent that fuel the industry. UC produces more than six percent of all biology degrees nationwide. UC San Diego, UC Davis, and UCLA are regularly recognized as top campuses for producing underrepresented and women students with biology degrees, showing that UC is an engine for diverse talent in medicine, academia, and industry.

She discussed the impact that the life sciences industry has on California, producing many jobs and products that improve human health and the environment. The industry depends on the UC system, which produces the innovations that create new companies and a diverse, talented workforce.

She reviewed the UCSD Biological Sciences Co-Op program, which was created to serve the life sciences industry and involves a yearlong paid internship, skills training, industry mentorship, soft skills training, and is open to all majors. So far, 100 percent of program alumni have received job offers from their preferred employer. This program integrates specialized skills into the curriculum, including quantitative methods and advanced technologies such as CRISPR, advanced biochemistry, and microscopy. The technology access depends on partnerships with companies in the industry.

Corporate partners are the key to offering such experiences to students. UC San Diego has a ten-year partnership with ThermoFisher Scientific that began in 2021. This provides a world-class talent pipeline for a diverse cohort of future STEM leaders, a technology “sandbox” that provides access to cutting-edge instruments, a collaborative research environment, and a sustainable supply chain that reduces waste and CO₂ emissions.

She concluded that the goals for these programs, courses, and facilities are to support the life sciences industry with discoveries that launch new ventures and provide the talent that they need, while also ensuring that UC San Diego’s diverse and talented students have an edge on the job market and in the future careers in academia, industry, and medicine.

Provost Newman closed by saying that this is an exemplary program that she hopes will be duplicated throughout the UC system.

Regent Reilly asked how UC can expand the program. Dean Pogliano stressed the importance of growing high-quality partnerships within the industry, while placing the right students with the right companies. The program is heavily dependent on private philanthropy and corporate partnerships.

Regent Park recognized that while UC graduates many students with STEM degrees, the number of women and underrepresented students in those programs could be greater. She inquired as to what could be done to make progress in this effort. Dean Pogliano responded that it is important to take a hard look at the curriculum and examine what students it is or is not serving. From that information, programs must change the way courses are taught and graded to ensure that students are learning what they needed to learn and are able to put this learning to use in creative ways. Faculty need to consider how they can give all students the equal opportunity to succeed in classes.

President Drake commented that historically universities have put the onus of learning on the student and if they do not learn the material, they receive a poor grade. He suggested that perhaps institutions of higher education should shift that responsibility to the teacher and if the student does not succeed, ask what the teacher could be doing to better help them succeed.

Provost Newman expressed that students are motivated when they know the destination ahead of them and that programs like this one present an opportunity to change the culture and to help students, especially first-generation, low-income students who have not seen this kind of success within their own families before.

The meeting adjourned at 2:00 p.m.

Attest:

Secretary and Chief of Staff