

# THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 21, 2024

The Regents of the University of California met on the above date at the Luskin Conference Center, Los Angeles campus.

Members present: Regents Batchlor, Chu, Cohen, Drake, Ellis, Hernandez, Leib, Makarechian, Park, Pérez, Raznick, Reilly, Sarris, Sherman, Sures, and Tesfai

In attendance: Regents-designate Beharry, Pack, and Salazar, Faculty Representatives Cheung and Steintrager, Staff Advisors Emiru and Mackness, Secretary and Chief of Staff Lyall, General Counsel Robinson, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Interim Senior Vice President Reese, Vice Presidents Brown and Gullatt, Chancellors Block, Christ, Gillman, Hawgood, Khosla, Larive, Muñoz, Wilcox, and Yang, and Recording Secretary Li

The meeting convened at 8:50 a.m. with Chair Leib presiding.

## 1. PUBLIC COMMENT

Chair Leib stated that the University of California valued freedom of speech and viewed individual rights to free expression as key to the open discourse that is vital within higher education. The University sought to make room for all perspectives, and the upcoming public comment period would operate with these freedoms in mind, during which speakers would be given the opportunity to share their viewpoints. Given that some comments might elicit disagreement, the Board asked that all in attendance conduct themselves in a respectful manner that allows everyone an equal opportunity to express their opinions. The Board would not permit a response or a protest that is disruptive, silences other speakers, or prevents the orderly conduct of the meeting. Such disruption might result in the conclusion of the public comment period, and disrupting individuals might be escorted from the venue. It was the goal of the Board to have a peaceful and respectful public comment period.

Chair Leib 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. Donna Harel, UC Santa Cruz student, shared instances of antisemitism she has witness or experienced since her first year at UC. Ms. Harel was told to “go back to the gas chambers” in a student government teleconference chat and heard calls for globalized *intifada*, which she regarded as calling for the death of and violence toward Jewish people. She stated that professors and teaching assistants posted online messages that Zionists were not welcome on campus, that her friends were

harassed in their dormitories, and that a birthday party for Adolph Hitler was held on campus. Ms. Harel, who identified as a Jewish and American Israeli student, questioned how she could feel safe and welcome at UCSC.

- B. Greg Johnson, UC Santa Barbara professor and Director of the Walter H. Capps Center for the Study of Ethics, Religion, and Public Life, addressed the Thirty Meter Telescope (TMT) project on Mauna Kea. Mr. Johnson shared that he was writing a book about the religious aspects of the struggle regarding Mauna Kea. He stated that most Native Hawaiians objected to the TMT project, and that the movement against the TMT has been growing steadily since protests in 2014, 2015, and 2019. Mr. Johnson's research indicated that very few have changed their mind about the TMT project due to increased community engagement, and the work of the Mauna Kea Stewardship Oversight Authority and National Science Foundation consultation were not likely to change this trajectory. He projected that thousands of Native Hawaiians would protest again if the project proceeded.
- C. Summer Lopez Colorado, UCLA student, demanded that the Regents, chancellors, and President Drake adopt strong intermittent goals to reduce campus carbon emissions by 60 percent by 2030 and 95 percent by 2035, in line with the Academic Senate memorial on reducing fossil fuel combustion. Ms. Lopez Colorado stated that, instead of investing in weapons manufacturing, which further escalated the climate crisis, UC must invest in climate justice, addressing the disproportionate damage done to low-income communities of color, especially in Los Angeles. She called on UC to divest from financial institutions and fossil fuel industries and implement a labor transition to green jobs.
- D. Maddie Ward, UCLA student and founder of End Overdose at UCLA, shared that she knew two people who had died from accidental overdoses and expected UCLA to have ample resources and education available. In the past three years, UCLA has made great strides toward making resources available, but students were not aware where fentanyl test strips and Naloxone, a medicine that rapidly reverses an opioid overdose, were available on campus. Ms. Ward called for more funding and resources for drug safety.
- E. Leticia Guzman, UC San Diego student, stated that UCSD had only one case manager for parenting students who was only accessible online, as well as one childcare facility that limited care to children up to five years old and had a long wait list and exorbitant fees. Until recently, many campus restrooms lacked diaper changing stations. Without a campuswide policy on accommodations for parenting students, professors provided support to students at their own discretion. Ms. Guzman stated that it was dehumanizing for a mother and woman of color to seek help in an institution dominated by cisgender, heterosexual, white men.
- F. Gabby Lasry, UCLA student, called attention to the alienation and harassment of Jewish students and the hostile campus environment. Ms. Lasry stated that some students left their positions in student government due to antisemitism, and that

UCLA students slandered her using social media for expressing her support for Jewish people on October 7. She asked the Regents to approve item J1, *Adoption of Regents Policy on Public and Discretionary Statements by Academic Units*, in May and implored UC leaders to take action against antisemitism.

- G. Courtney Lynn Klein, Council of UC Staff Assemblies (CUCSA) delegate from UC Berkeley, stated that the growing number of faculty and students has led to increasing staff workloads, which in turn led to stress and burnout. Without additional resources to manage larger workloads, Ms. Klein and her colleagues were overwhelmed and struggled with work-life balance. Research has shown that a reasonable workload greatly mitigated burnout and depression among employees. CUCSA asked that the University be mindful of staff's already heavy workloads as it considers and implements new policies and procedures. UC must assess work holistically and determine how to operate with less.
- H. Michelle Marinello, UCLA graduate student, stated that she and environmental organizations from multiple campuses urged UC to decarbonize more quickly. Ms. Marinello stated that students were deeply concerned about the planet's future but that campuses were slow to reduce emissions. In order to avert a climate disaster, the University must reduce carbon emissions by 60 percent by 2030 and 95 percent by 2035. Ms. Marinello called for the liberation of Palestine.
- I. Stanford McConnehey, UC Davis law student, asked the Regents not to take up item J1 in May. He stated that the University did not need unelected Regents who were not subject matter experts to take a position on faculty free speech issues, and that students would call for divestment from Israel until the occupation of Palestine ends. Student governments were voting to divest their funds and engage in a boycott, and the Regents should call on the Chief Investment Officer to do the same.
- J. Joselen Contreras, UC Berkeley student, urged the Regents to mandate systemwide baseline standards for collegiate recovery programs (CRPs) and to staff each CRP with at least one full-time coordinator. According to the Substance Abuse and Mental Health Services Administration, one in seven people aged 18 to 25 and one in four college students met the diagnostic criteria for substance use disorder. CRPs developed independently, so services varied from campus to campus, and there were no CRPs at UC Irvine, UC Riverside, UCSF, or UC Merced.
- K. Emma Rodriguez, UCSD alumna, stated that the Annual Report on Sustainable Practices indicated that UC carbon emissions increased from 2021 to 2022. She was embarrassed and angered by the lack of an ambitious decarbonization policy, which reflected on her and the degree she earned. Ms. Rodriguez urged the Regents, chancellors, and President Drake to adopt strong interim goals, fund the infrastructure necessary to reduce campus emissions by 95 percent by 2035, and establish a fund for alumni who wish to support decarbonization.

- L. Sofia Earley, UCSD student and representative of the Associated Students of UCSD, demanded systemwide baseline standards for CRPs, which should be staffed with at least one full-time coordinator. UC has already established baseline standards for Campus Advocacy, Resources, and Education (CARE) centers for survivors of sexual violence. Ms. Earley urged the Regents to recognize that substance abuse was highly prevalent on college campuses and to take action.
- M. Cassidy Miller, UCSB student, asked the Regents to direct that CRPs be established on every campus with at least one full-time staff member, physical space, and institutional funding. CRPs provided support groups, harm reduction resources, and a safe location to students in recovery. UC Irvine, UC Riverside, UCSF, and UC Merced did not have CRPs, and existing CRPs were underfunded and understaffed. Seven of ten campuses did not meet basic recommendations from the Association of Recovery in Higher Education.
- N. Teesha Sreeram, UC Riverside student, shared that the Associated Students of UC Merced just passed a resolution to divest student funds from Israel, one of six campus student governments to have done so. She urged the Regents to listen to students and to spend their money ethically. She also called for a CRP on every campus, which could provide resources, programming, and education. She had heard anecdotally of UCR students who experienced an overdose or had to withdraw due to substance use issues. Ms. Sreeram shared that she carried Narcan, or Naloxone, for emergencies.
- O. Michael Cahn, UCLA lecturer, asked the Regents take strong leadership to avert the impending climate catastrophe, emphasizing high temperatures and melting glaciers. He stated that an on-campus power plant comprised of two airplane turbines burned fracked natural gas to generate power. UC must shut down this power plan as soon as possible and set near-term campus goals and secure financing per the Academic Senate memorial on reducing fossil fuel combustion.
- P. Jeffrey Umaña Muñoz, UCLA student, challenged the University to develop more adequate resources for undocumented students. He stated that the proposed expansion of paid fellowships fell short of being equitable, and that maximizing financial support along with a \$7,000 annual stipend would not alleviate the suffering and starvation of UC undocumented students, who were prepared to work with UC to develop effective programs. He challenged Chair Leib to publicly support State Assembly Bill 2586, the Opportunity for All Act.
- Q. Kaitlyn Legros, CUCSA delegate from UCSB, highlighted the record number of UC staff vacancies and the importance of compensation to improve retention. Recent UC policy decisions and governmental mandates have created stress for staff, and, with about 5,000 vacancies, there was not enough staff to complete work. Ms. Legros stated that UC must focus on its core mission, evaluate the extra administrative and logistical work added to roles, and allow staff to focus on one

task at a time. Otherwise, support that staff provide to faculty and students would continue to decrease.

- R. Olivia Schneider shared that an assistant professor at UC Davis posted a message on social media that Zionist journalists and their children should be fearful and added knife and blood icons. Students who did not agree that anti-Zionism was not antisemitism were not allowed to attend an event hosted at UC Santa Cruz. UCSC Faculty for Justice in Palestine protested against a Jewish unity rally. She was unable to advise parents of high school students which UC campus was safest for Jewish people. Ms. Schneider asked the Regents to approve item J1, which she regarded as a natural extension of Regents Policy 2301: Policy on Course Content.
- S. Peter Sloan, UCSD graduate student, shared that he helped organize the UC Green New Deal coalition and had worked as an environmental justice campaigner. In 1988, the National Aeronautics and Space Administration (NASA) informed the U.S. Senate that greenhouse gas emissions were heating the planet and that people had to stop burning fossil fuels. Mr. Sloan stated that UC had institutional power and was one of largest employers in one of the largest economies on earth, and that achieving carbon neutrality by 2045 was too late.
- T. Nan Renner, UCSD staff member and alumna, addressed item B4, *Annual Report on Sustainable Practices*, and urged the University to be a bold and courageous leader for climate justice. She asked that UC reduce greenhouse gas emissions by 60 percent by 2030 and 95 percent by 2035. UC must implement electrification and dramatically and rapidly reduce emissions to safeguard a livable climate for all.
- U. William Pevec, UC Davis professor emeritus, expressed concern about the effect of combustion and extraction of fossil fuel on health. In 2022, 22 of 25 U.S. cities with the worst airborne particulate pollution were in California. Despite UC's declaration of a climate emergency in 2019, UC has emitted approximately one million tons of carbon dioxide per year for the past ten years. Dr. Pevec urged UC to reduce on-campus fossil fuel combustion by 60 percent by 2030 and 95 percent by 2035 and to prioritize funding this year for electrification.
- V. Joyce Pang, UCSD student, urged the Regents to adopt the Academic Senate memorial on reducing fossil fuel combustion as official UC policy to reduce emissions by 95 percent by 2035. Ms. Pang has evacuated her home due to wildfires, and recent flooding has displaced over 1,200 San Diegans. She stated that delaying decarbonization would make the next fires and floods worse, and that achieving carbon neutrality by 2045 was not good enough.
- W. Taylor Sooferian, Jewish student at UCSD, addressed antisemitism on campus. Ms. Sooferian stated that she was afraid to wear her Star of David necklace in public and speak about her ancestry with peers. She noted that professors spoke of their hatred of Israel during class and regular protests called for the genocide of Jewish people. There were also countless acts of discrimination on other UC

campuses. She encouraged the Regents to take a proactive stance against antisemitism and to educate students and faculty about the definition of antisemitism as well as the consequences of antisemitic behavior.

- X. Maxwell Lyons, UCSD student, expressed anger that the University would not heed its own climate scientists and the Academic Senate memorial on reducing fossil fuel combustion by 2035. He stated that decarbonizing by 2045 was too late and warned of the irreversible collapse of global society, mass extinction, and untold human suffering. He implored the Regents to adopt the resolution to fund rapid decarbonization of campuses within this decade and asked President Drake and the chancellors to set ambitious goals.
- Y. Jennie Starr, San Diego resident, expressed concern for the safety of Jewish students and faculty at UC. She stated that anti-Zionism was fomenting hostility toward supporters of Israel on campus, and faculty and student groups were permitted to terrorize campuses, leading to criminal activity and unrest. Ms. Starr requested that the Regents finalize new procedures to prevent the communication of political statements on official departmental websites, to create a curriculum committee to review syllabi for historical accuracy, and to provide learning guides that inform rather than distort history.
- Z. Kristian Cardenas, representative of InnerCity Struggle, a nonprofit organization that is a member of the Southern California College Access Network, asked the University to extend the deadlines for financial aid applications and the Statement of Intent to Register, given delays in processing the Free Application for Federal Student Aid (FAFSA). Schools with a high concentration low-income, minority students had lower FAFSA submission rates, and the students most likely to benefit from financial aid and a UC education were being disproportionately affected.

## 2. **APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meetings of January 24, 25, and February 14, 2024 were approved, Regents Batchlor, Chu, Cohen, Drake, Ellis, Hernandez, Leib, Park, Pérez, Raznick, Reilly, Sarris, Sherman, and Sures voting “aye.”<sup>1</sup>

## 3. **REMARKS FROM STUDENT ASSOCIATIONS**

President Drake introduced UC Student Association (UCSA) President Celene Aridin.

Ms. Aridin began her remarks by noting that she attended her first Regents meeting as a Student Observer one year ago. She then recalled being a high school senior at the onset of the COVID-19 pandemic, the stress and anxiety she felt waiting for college acceptance and financial aid letters, and being accepted by UC Davis with her tuition fully covered by

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

grants and scholarships. Ms. Aridin stated that she was lucky to qualify for financial aid, as 18-year-olds did not wish to take on such a high level of debt. Recently, UC and California State University students rallied for Cal Grant reform at the 2024 Student Lobby Conference. Students also advocated for housing legislation and disability accommodation training, and, in a few weeks, students would travel to Washington, D.C. to engage in federal advocacy. Ms. Aridin thanked State Governmental Relations and Federal Governmental Relations for mentoring and supporting students. Delays in the implementation of the new Free Application for Federal Student Aid (FAFSA) has left many students unable to complete the form. Students appreciated the University's support for delaying the State financial aid application deadline to May but asked for a further deadline, as well as a four-week extension for the Statement of Intent to Register, so that vulnerable student populations have adequate time to make college decisions.

Earlier this month, UCSA, the UC Graduate and Professional Council, and eight statewide and national organizations sent the Board a letter calling for an investment to establish a collegiate recovery program (CRP) at each campus. The mission of a CRP was to provide an environment to disengage from addictive behavior, education, and recovery support. Resources offered might include support groups, substance-free social events, recovery housing, and connection to higher levels of care. CRPs offered a sense of community, which was essential to treating substance use disorder, and a continuum of care so students could incorporate recovery into their daily lives. This was important since the university setting was what many researchers called a "recovery-hostile" environment. Data has shown that 92 percent of students who participate in CRPs remained in recovery, and about 90 percent of alumni of these programs remained in long-term recovery, compared to 40 to 60 percent of general population. According to the *Journal of American College Health*, campuses with CRPs saved an average of \$11,000 per student, and data collected from CRPs nationwide indicated that students in CRPs had a nearly 90 percent graduation rate and higher grade point averages. Six of ten UC campuses had CRPs, whose staffing, programming, and available space varied widely. In 2011, the University of Texas (UT) Board of Regents allocated about \$1 million to establish a CRP at every UT campus. Ms. Aridin urged this Board to ensure that there are systemwide baseline standards for CRPs and that each campus' CRP is staffed by at least one full-time equivalent coordinator and has a dedicated, private, and accessible physical space.

Ms. Aridin concluded her remarks by encouraging dialogue and the sharing of experiences without immediate judgment or dissection. She believed that this is what students want. Ms. Aridin shared that growing up in a mixed-culture household of Palestinian, Indonesian, and Algerian background has enabled her to understand different perspectives. She asked what could be done outside of policies and censorship, and which approaches would not stop students from voicing their concerns. She wished to ensure that students who looked like her were in leadership roles.

President Drake acknowledged Regent Makarechian's first in-person attendance of the Regents meeting in many years.

Regent Makarechian expressed gratitude and noted that it had been several years since the last time he attended a Regents meeting in person.

Chair Leib expressed joy at Regent Makarechian's return on behalf of the Board.

President Drake introduced UC Graduate and Professional Council (UCGPC) President Ryan Manriquez.

Mr. Manriquez opened his remarks by wishing students "*Ramadan Mubarak*," or "Blessed Ramadan." Professional students were keenly aware of the increasing cost of living, housing crises in areas surrounding UC campuses, and tuition increases. The previous day, Regents discussed the Professional Degree Supplemental Tuition (PDST) increases for six programs; increases for nine programs were approved in January. According to Regents Policy 3103: Policy on Professional Degree Supplemental Tuition, increases "must be considered in the context of the University's commitment to excellence, access, inclusion, and affordability." Last month, UCGPC and the UC Council on Student Fees passed a joint resolution to support the expansion of the Native American Opportunity Plan, which waived campus-based tuition for Native American students, to include PDST. A number of professional degree programs have committed to waive PDST under the Native American Opportunity Plan, and Mr. Manriquez encouraged the recently approved PDST programs to do the same. PDST for some indigenous students was five times higher than campus-based tuition, and funding was needed to expand this program. The 2022–23 Basic Needs Annual Report indicated that indigenous graduate students experienced the highest levels of housing insecurity among graduate students. Pursuing a professional degree meant forgoing wages for two or more years. Financial aid from PDST revenue was commonly in form of fellowships, but unpaid internships left needs unmet. Earlier this week, Master of Social Welfare (MSW) students at UC Berkeley walked out of their classes, demanding compensation for unpaid field placements, which were highly intense environments that exposed students to stress and trauma, car theft, and violence while commuting, and more. Mr. Manriquez hoped that a portion of PDST revenue would be used to address unpaid internships and similar situations in other programs. Given the cost of these programs beyond tuition and fees, it was no surprise that food insecurity has increased among graduate students. According to the 2023 UC Graduate Student Experience Survey, 35 percent of graduate students were food insecure, up 14 percent from 2021; 44 percent of Hispanic students and 46 percent of African American students also experienced food insecurity. According to the latest basic needs report, graduate students trying to enroll in CalFresh faced significant challenges, as social services eligibility criteria and income calculations did not apply to fellowships and other appointments. UCGPC was working with campus associations to address graduate student basic needs but needed support from administrators, this Board, and legislators.

Mr. Manriquez emphasized that the climate crisis was happening now. In the last nine months, the global temperature was 1.5 degrees warmer than the pre-industrial average. UC campuses have seen evacuation from wildfires and flooding. UC must reimagine how to operate as a system and society in order to avert the worst impacts of the climate crisis, and the University was well-positioned to take action. California aimed to reduce



greenhouse gas emissions by 48 percent by 2030 and reach net-zero emissions by 2045. By 2030, UC Santa Cruz planned to reduce emissions by 95 percent, UC Berkeley by 85 percent, and UC Davis by 70 percent, primarily by retiring on-campus methane power plants and using next-generation renewable energy technologies. These projects must remain a funding priority through outreach to State and federal governments and donors. The systemwide Academic Senate memorial called for reducing campus fossil fuel combustion by 60 percent by 2030 and 95 percent by 2035, and the University updated its goal of becoming carbon neutral by 2025 to fully decarbonizing by 2045, shifting priorities away from carbon offsets. However, Mr. Manriquez remarked that the University has failed to listen to its faculty and students who were calling for ambitious action within this decade. He exhorted chancellors to set the strongest interim goals this year after completing campus decarbonization studies and President Drake and the Regents to affirm the Academic Senate's goals to reduce emissions and prioritize funding.

#### 4. **ADVANCES IN CRISPR TECHNOLOGY**

[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.]

Chair Leib introduced Professor Jennifer Doudna, Lee Ka Shing Chancellor's Chair in Biomedical and Health Sciences UC Berkeley and the founder of the Innovative Genomics Institute (IGI). Ms. Doudna's development of clustered regularly interspaced short palindromic repeats (CRISPR) genome editing technology earned her a Nobel Prize in Chemistry. Last year, Ms. Doudna's innovation was approved by the United Kingdom's Medicines and Healthcare Products Regulatory Agency and the U.S. Food and Drug Administration (FDA) to treat sickle cell disease.

Ms. Doudna explained that CRISPR was a technology for precisely changing the DNA in cells or organisms and originated from research by faculty and students at UC Berkeley. CRISPR has made headlines since it was first published 12 years ago, and real-world outcomes from the technology were emerging. In December 2023, the FDA approved the first CRISPR-based cure for sickle cell disease; this was the first time one could treat and potentially cure genetic disorders. Ms. Doudna presented a chart of clinical trials under way involving CRISPR; she anticipated that, in the next year or two, CRISPR would be approved as a cure for diseases in the liver and other types of tissues. CRISPR research initiatives were attracting financial support and excitement from the broader community. IGI and UCSF were researching microbiome editing to treat and prevent asthma, which has attracted \$70 million in funding from the TED Audacious Project. Researching cures for rare diseases has resulted in a multimillion-dollar partnership with Danaher Corporation to help bring this technology to more patients. IGI was working to deliver CRISPR in targeted tissues and was partnering with the Gladstone Institute and UCSF to treat solid tumors, which has attracted a \$50 million seed gift for a \$250 million gift.

CRISPR could be used for climate action. Thirty percent of all human-induced greenhouse gas emissions came from agriculture. IGI was working to create climate resilient, drought resistant crops, remove carbon from the environment, and, in partnership with UC Davis,

lower agricultural emissions and develop clonal seed-producing crops that can propagate asexually, which made seeds easier to access. The TED Audacious Project has provided funding for research on the removal of methane from agriculture, and the Chan Zuckerberg Initiative has provided funding for research on carbon removal. Partners in South America were testing CRISPR-edited drought- and disease-resistant crops.

In order to accelerate research, IGI must partner with companies and encourage trainees interested in entrepreneurship. IGI produced about 15 percent of all inventions at the Berkeley campus and assisted 26 spinoff companies that have raised over \$3.5 billion and created over 2,000 jobs. The H.S. Chau Women in Enterprising Science Program helped those who were underrepresented in leadership positions in biotechnology companies. As IGI continues to expand and attract talent to UC, it has established the site for a new building that would anchor the UCB “Innovation Zone” and feature both entrepreneurial programs and academic laboratories. IGI had 23 ongoing or planned initiatives. In addition to UCSF and UC Berkeley, IGI planned to add UC Davis as a formal affiliate and wished to include other campuses like UCLA, where IGI already had many academic partners.

Regent Robinson asked Ms. Doudna what most excited her about entrepreneurship and how the University could help accelerate her work and the work of future researchers. Ms. Doudna encouraged the Regents to think creatively about how to improve the intellectual property (IP) filing and licensing process. She also suggested leveraging campus and business community expertise to determine market opportunities in IP licensing. She has sent to UC Berkeley leadership a proposal on how to achieve this.

Regent Reilly asked if there was any progress in addressing the high cost of the CRISPR treatment for sickle cell disease. Ms. Doudna responded that one motivation for establishing IGI was to reduce the cost of and improve access to CRISPR, especially in health care. Currently, the approved therapy cost about \$2 million per patient and was delivered through a bone marrow transplant, which involved weeks of hospitalization and a difficult experience. IGI was developing ways to deliver CRISPR through a one-time injection or pill that would be curative, which would dramatically increase access by reducing cost, through academic research and one of the spinoff companies. IGI was working closely with the FDA and speaking to regulatory agencies from other countries to create a pipeline that accelerates the pace of testing. It was infeasible to conduct a full clinical trial for every type of rare disease; a new paradigm was needed.

Regent Lee commended Ms. Doudna for thinking expansively about partnerships, soliciting donations, and uses for CRISPR.

Regent Hernandez asked whether IGI was collaborating with the UCB College of Computing, Data Science, and Society and whether artificial intelligence (AI) was being used to optimize gene editing. Ms. Doudna responded in the affirmative. IGI was working with the College and the Department of Electrical Engineering and Computer Sciences to leverage the knowledge of genomes to better predict healthcare outcomes and address climate change. IGI wished to use AI and machine learning to predict outcomes from genome editing. One must determine how to use AI in a concretely impactful way.

Regent Park asked why sickle cell disease was chosen among all potential applications for CRISPR. Ms. Doudna replied that the mutation in a single gene that gives rise to sickle cell disease has been well studied over the last several decades and was well understood, unlike many other human diseases. Many people affected by this disease had traditionally not been treated well by the medical community. Ms. Doudna wished to make an impact on those who have not had as many opportunities to access cutting-edge treatment. She recalled meeting Victoria Gray, the first U.S. patient to enter the trial for the sickle cell treatment, which Ms. Gray regarded as transforming her life. There was an opportunity to use available resources at IGI and UC to expand the technology and impact. Companies might not do the same due to pressure from investors.

Regent Park asked if there were other ways to foster collaboration to resolve some bureaucratic barriers aside from efforts from campus technology transfer officers and the President's Entrepreneurship Network Council. Ms. Doudna stated that UC could improve its ability to share its discoveries, such as through IP licensing, and there could be better integration across the UC system. Each campus currently handled licensing differently, which could be a challenge. Lessons from successful campuses could be shared with other campuses. Many students came to UC wanting to make immediate, real-world impact, and UC could facilitate the founding of companies and attract investments.

Regent Raznick asked about the thought process that led Ms. Doudna to choose ribonucleic acid (RNA) over deoxyribonucleic acid (DNA) in her research. Ms. Doudna replied that she has always been a contrarian and was among peers at UC Berkeley. UC campuses had a culture that encouraged creativity, innovation, and doing things differently.

Regent Raznick asked what advice Ms. Doudna had for young people. Ms. Doudna responded that she was touched by the number of students who want to share with her their ideas, ambitions, and passions for science and life. She encouraged students by telling them that they were the future and that they would make tomorrow's breakthroughs.

Regent Matosantos, noting the implications of and possibilities for equity through CRISPR, asked what Regents and the State could do to realize this potential. Ms. Doudna underscored the importance of Regental support for this work. Having students from all over California and the world and from different backgrounds was very valuable for innovation. UC should foster an environment that allows students to use their passion and knowledge to make the world a better place. UC should seek appropriate opportunities for collaboration among the campuses. IGI aimed to leverage the varied campus expertise.

Staff Advisor Mackness expressed gratitude for the IGI efforts on the Berkeley campus during the COVID-19 pandemic. She asked what career advice Ms. Doudna would give to students, staff, and faculty and how her approach to work has contributed to her success. Ms. Doudna recognized the work of many students who volunteered at the testing laboratory during the pandemic. She was driven by a passion to see the development of the research and its real-world impact. Ms. Doudna has stayed at the University because she could not think of a better place to conduct this research. She encouraged her students to

take the long view, determine what drives them, and ask themselves how they could make an impact, and she tried to help students pursue their passions to the best of their ability.

Regent Chu thanked Ms. Doudna for providing inspiration at a time when it was much needed and thanked the chancellors, who were the most direct enablers of this kind of excellence.

President Drake emphasized the power and promise of the University. He recalled that his first job as a medical student was to counsel families experiencing sickle cell disease, which was painful, lifelong, and incurable, and to explain what to expect in the future. The fantasy of that future treatment has become reality, the fulfillment of the great work of UC faculty through their passion for research and dedication to making the world a better place.

Chair Leib encouraged Ms. Doudna to share her suggestions with the Regents.

The Board recessed at 10:30 a.m.

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The Board reconvened at 1:00 p.m. with Chair Leib presiding.

Members present: Regents Anguiano, Batchlor, Chu, Cohen, Drake, Ellis, Hernandez, Kounalakis, Leib, Makarechian, Matosantos, Park, Pérez, Raznick, Reilly, Robinson, Sarris, Sherman, and Tesfai

In attendance: Regents-designate Beharry, Pack, and Salazar, Faculty Representative Cheung, Staff Advisors Emiru and Mackness, Secretary and Chief of Staff Lyall, General Counsel Robinson, Provost Newman, Chief Investment Officer Bachher, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Interim Senior Vice President Reese, Vice President Brown, Chancellors Block, Christ, Gillman, Hawgood, Khosla, Larive, Muñoz, Wilcox, and Yang, and Recording Secretary Li

5. **COMMITTEE REPORTS INCLUDING APPROVAL OF RECOMMENDATIONS FROM COMMITTEES**

Chair Leib stated that Chairs of Committees and Special Committees that met at this meeting and off-cycle would deliver reports on recommended actions and items discussed, providing an opportunity for Regents who did not attend a particular meeting to ask questions.

**Report of the Academic and Student Affairs Committee**

The Committee presented the following from its meeting of March 20, 2024:

A. ***Mathematics Preparation for UC Admission—Past, Present, and Future***

Regent Anguiano reported that the Committee discussed the importance of maintaining the University's mathematics requirements for admission and of strong pedagogy for the mathematics curriculum. Presenters would return to share the appropriate mathematics criteria in the future.

**B. *Approval of Multi-Year Plans for Professional Degree Supplemental Tuition for Six Graduate Professional Degree Programs***

The Committee recommended that the Regents approve the multi-year plans for charging Professional Degree Supplemental Tuition (PDST) for six graduate professional degree programs as shown in Display 1.

**DISPLAY 1: Proposed Professional Degree Supplemental Tuition Levels<sup>1</sup> for Six Programs**

	Current Level		Proposed Level			
	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>	<u>2026-27</u>	<u>2027-28</u>	<u>2028-29</u>
<b>Public Health, Berkeley</b>						
Resident PDST Level	\$10,176	\$10,532	\$10,900	\$11,282	\$11,676	\$12,084
Nonresident PDST Level	\$10,176	\$10,532	\$10,900	\$11,282	\$11,676	\$12,084
<b>Health Informatics, Davis</b>						
Resident PDST Level	\$8,370	\$8,787	\$9,228	\$9,687	\$10,173	\$10,680
Nonresident PDST Level	\$8,370	\$8,787	\$9,228	\$9,687	\$10,173	\$10,680
<b>Public Health, Davis</b>						
Resident PDST Level	\$9,390	\$9,861	\$10,356	\$10,875	\$11,421	\$11,994
Nonresident PDST Level	\$9,390	\$9,861	\$10,356	\$10,875	\$11,421	\$11,994
<b>Pharmacy, San Diego</b>						
Resident PDST Level	\$30,375	\$35,148	\$36,906	\$38,751	\$40,689	\$42,723
Nonresident PDST Level	\$30,375	\$35,148	\$36,906	\$38,751	\$40,689	\$42,723
<b>Dentistry, San Francisco</b>						
Resident PDST Level	\$35,985	\$37,065	\$38,175	\$39,321	\$40,500	\$41,715
Nonresident PDST Level	\$35,985	\$37,065	\$38,175	\$39,321	\$40,500	\$41,715
<b>Nursing (DNP), San Francisco</b>						
Resident PDST Level	N/A	\$23,052	\$23,904	\$24,792		
Nonresident PDST Level	N/A	\$23,052	\$23,904	\$24,792		

<sup>1</sup> The amounts reflect the maximum PDST levels to be assessed, effective as of the academic year indicated. Assessing PDST levels less than the level indicated requires approval by the President with the concurrence of the Chancellor. PDST levels may be assessed beyond the period covering the program's approved multi-year plan but not in excess of the maximum levels specified in the final year.

Regent Anguiano reported that the Committee engaged in robust discussions about these programs.

**C. *Astronomy at the University of California***

This item was deferred.

**D. *Innovation and Entrepreneurship Update***

This item was not summarized.

Upon motion of Regent Anguiano, duly seconded, the recommendation of the Academic and Student Affairs Committee was approved, Regents Anguiano, Batchlor, Chu, Cohen, Ellis, Hernandez, Leib, Makarechian, Matosantos, Park, Raznick, Reilly, and Sarris voting “aye” and Regents Kounalakis and Tesfai voting “no.”

### **Report of the Compliance and Audit Committee**

The Committee presented the following from its meeting of March 20, 2024:

#### ***A. Appointment of Regents’ External Auditor***

The Committee recommended that the Regents’ contract with the current external auditor, PricewaterhouseCoopers (PwC), be continued for an additional two-year period, commencing with the fiscal year 2024 annual audit and continuing through 2025.

#### ***B. Results of Internal Audit Quality Assessment Review***

Chair Leib reported that the Committee engaged in a lively discussion about this item.

Upon motion of Chair Leib, duly seconded, the recommendation of the Compliance and Audit Committee was approved, Regents Anguiano, Batchlor, Cohen, Ellis, Hernandez, Kounalakis, Leib, Makarechian, Park, Reilly, Sarris, and Tesfai voting “aye.”

### **Report of the Finance and Capital Strategies Committee**

The Committee presented the following from its meeting of March 20, 2024:

#### ***A. Stair Tower and Exit Corridor Upgrades, UC Davis Health, Sacramento Campus: Amendment of the Budget, Hospital Seismic Upgrade***

The Committee recommended that the 2023–24 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: UC Davis Health/Sacramento: Hospital Seismic Upgrade: Stair Tower and Exit Corridor Upgrades – preliminary plans, working drawings, and construction – \$36.3 million, to be funded from hospital reserves.

To: UC Davis Health/Sacramento: Hospital Seismic Upgrade: Stair Tower and Exit Corridor Upgrades – preliminary plans, working drawings, and construction – \$59,845,000, to be funded from hospital reserves.

B. ***East Campus Loop Road, San Diego Campus: Budget, Scope, External Financing, and Design Following Consideration of Addendum No. 10 to the 2018 Long Range Development Plan Environmental Impact Report, Pursuant to the California Environmental Quality Act***

The Committee recommended that:

- (1) The 2023–24 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: San Diego: East Campus Loop Road – preliminary plans – \$6 million, to be funded from campus funds.

To: San Diego: East Campus Loop Road – preliminary plans, working drawings, and construction – \$77.67 million to be funded from external financing.

- (2) The scope of the East Campus Loop Road project be approved. The scope consists of a realignment and widening of Health Sciences Drive, Medical Center Drive, and surrounding areas to improve access, safety, and wayfinding on the East Campus. In addition, a new road connection south of Health Sciences Drive would allow service vehicles more direct access to the central utility plant, hospital service areas, and clinical loading docks to the south. New traffic signals would be installed to enhance safety and reduce travel times to medical facilities and the Emergency Department.
- (3) The President of the University be authorized to obtain external financing in an amount not to exceed \$77.67 million plus additional related financing costs to finance the East Campus Loop Road project and declare that external financing may be used to reimburse prior expenditures. The President shall require that:
- a. Interest only, based on the amount drawn, shall be paid on the outstanding balance during the construction period.
  - b. As long as the debt is outstanding, the general revenues of the San Diego campus shall be maintained in amounts sufficient to pay the debt service and to meet the related requirements of the authorized financing.
  - c. The general credit of the Regents shall not be pledged.
  - d. Any reimbursements will meet all requirements set forth in Treasury Regulations Section 1.150-2.

- (4) Following review and consideration of the environmental consequences of the proposed East Campus Loop Road project, as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff to the Regents no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, the Regents:
- a. Adopt the CEQA Findings for the East Campus Loop Road project, having considered the 2018 Long Range Development Plan (LRDP) Environmental Impact Report (EIR) for the La Jolla Campus and Addendum No. 10 to the 2018 LRDP EIR.
  - b. Make a condition of approval the implementation of applicable mitigation measures within the responsibility and jurisdiction of UC San Diego, as identified in the Mitigation Monitoring and Reporting Program adopted in connection with the 2018 LRDP EIR.
  - c. Approve the design of the East Campus Loop Road project, San Diego campus.

C. ***Classroom and Office Building III, Merced Campus: Preliminary Plans Funding***

The Committee recommended that:

- (1) The 2022–23 Budget for Capital Improvements and the Capital Improvement Program be amended to include the following project:
- Merced: Classroom and Office Building III – preliminary plans – \$8.6 million, to be funded from external financing supported by State General Fund appropriations (\$8.6 million).
- (2) The President of the University be authorized to obtain external financing for the Classroom and Office Building III project of \$8.6 million plus related interest expense and additional related financing costs and declare that external financing may be used to reimburse prior expenditures. The President shall require that:
- a. The primary source of repayment shall be from State General Fund appropriations, pursuant to the Education Code Section 92493 et seq. Should State General Fund appropriation funds not be available, the President shall have the authority to use any legally available funds to make debt service payments.
  - b. The general credit of the Regents shall not be pledged.



- c. Any reimbursements will meet all requirements set forth in Treasury Regulations Section 1.150-2.

D. ***Undergraduate Teaching and Learning Facility, Riverside Campus: Budget, Scope, External Financing, and Design Following Consideration of an Addendum to the 2021 Long Range Development Plan Environmental Impact Report Pursuant to the California Environmental Quality Act***

The Committee recommended that:

- (1) The 2023–24 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: Riverside: Undergraduate Teaching and Learning Facility – preliminary plans – \$6.8 million, to be funded from external financing supported by State appropriations.

To: Riverside: Undergraduate Teaching and Learning Facility – preliminary plans, working drawings, construction, and equipment – \$156.3 million to be funded from external financing supported by State appropriations (\$154.5 million) and campus funds (\$1.8 million).

- (2) The scope of the Undergraduate Teaching and Learning Facility project (Project) be approved. The Project shall provide approximately 100,700 gross square feet, including classrooms, studios, and instructional laboratory spaces. The Project would also provide study facilities, support spaces, and exterior site improvements such as landscaping and gathering spaces.

- (3) The President of the University be authorized to obtain additional external financing of \$147.7 million in a total amount not to exceed \$154.5 million plus related interest expense and additional related financing costs to finance Undergraduate Teaching and Learning Facility and declare that external financing may be used to reimburse prior expenditures. The President shall require that:

- a. The primary source of repayment shall be from State General Fund appropriations. Should State General Funds appropriation funds not be available, the President shall have the authority to use any legally available funds to make debt service payments.
- b. The general credit of the Regents shall not be pledged.
- c. Any reimbursements will meet all requirements set forth in Treasury Regulations Section 1.150-2.

- (4) Following review and consideration of the environmental consequences of the Undergraduate Teaching and Learning Facility as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff to the Regents no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, the Regents:
- a. Adopt the CEQA Findings for the Undergraduate Teaching and Learning Facility project, having considered both the 2021 Long Range Development Plan (LRDP) Environmental Impact Report (EIR) for the Riverside campus and Addendum No. 2 to the 2021 LRDP EIR for the Undergraduate Teaching and Learning Facility project.
  - b. Make a condition of approval the implementation of applicable mitigation measures within the responsibility and jurisdiction of the Riverside campus as identified in the Mitigation Monitoring and Reporting Program adopted in connection with the 2021 LRDP EIR.
  - c. Approve the design of the Undergraduate Teaching and Learning Facility, Riverside campus.

E. ***Mid-Year Report of the UC Office of the President's Budget to Actual Expenditures and Second Quarter Forecast for Fiscal Year 2023–24***

This item was not summarized.

F. ***Significant Information Technology Projects Report for the Period September 1, 2023, Through December 31, 2023***

This item was not summarized.

Upon motion of Regent Cohen, duly seconded, the recommendations of the Finance and Capital Strategies Committee were approved, Regents Anguiano, Batchlor, Chu, Cohen, Ellis, Hernandez, Kounalakis, Leib, Makarechian, Matosantos, Park, Pérez, Raznick, Reilly, Sarris, Sherman, and Tesfai voting “aye.”

**Report of the Health Services Committee**

The Committee presented the following from its meeting of February 14, 2024:

A. ***Reviewing Draft of the UC Health Strategic Framework, Office of the President***

This item was not summarized.

B. ***Improving Access to Care Across Student Health Services***

This item was not summarized.

**Report of the Public Engagement and Development Committee**

The Committee presented the following from its meeting of March 20, 2024:

A. ***Update from the Interim Senior Vice President of External Relations and Communications***

Regent Reilly reported that Interim Senior Vice President Reese reviewed the State budget and the potential effect of the State budget deficit on the University.

B. ***Demystifying AI and Its Impacts in Higher Education***

Regent Reilly reported that this was the first of a series of discussions about artificial intelligence (AI) as it relates to the University. Brandie Nonnecke, founding director of the CITRIS Policy Lab at UC Berkeley, spoke to the Committee about AI guidelines, current research, and potential regulations.

C. ***The UCLA BruinHubs: Bridging Basic Needs, Well-Being, and Community in One Place***

Regent Reilly shared that UCLA BruinHubs was an on-campus resource for commuting students that was supported by campus basic needs funding and a Congressionally Funded Community Projects grant from the U.S. Department of Education. Commuters could rest, study, and build community with other commuters at two locations. BruinHubs served as a model for other UC campuses.

D. ***UC Impact: A New Digital Resource***

This item was not summarized.

**Report of the Meeting of the Academic and Student Affairs Committee and the Compliance and Audit Committee**

The Committees presented the following from their joint meeting of March 20, 2024:

***Adoption of Regents Policy on Public and Discretionary Statements by Academic Units***

Regent Park moved that the Board take up this item in the May meeting following further Academic Senate and Regental review.

Upon motion of Regent Park, duly seconded, the recommendation of the Academic and Student Affairs Committee and Compliance and Audit Committee was approved, Regents Anguiano, Batchlor, Chu, Cohen, Ellis, Hernandez, Kounalakis, Leib, Makarechian, Matosantos, Park, Pérez, Raznick, Reilly, Sarris, Sherman, and Tesfai voting “aye.”

6. **UNIVERSITY OF CALIFORNIA BASIC NEEDS REPORT, 2022–23**

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Provost Newman began her remarks by noting that the first UC food pantry was established at UCLA in 2009; now there were basic needs centers on every campus. The 2022–23 Basic Needs Annual Report provided an account of progress that has been made on Regental goals set in 2020 to reduce the rate of food and housing insecurity by half by 2025. According to the 2022 UC Undergraduate Experience Survey, African American, Hispanic/Latino(a), American Indian, parenting, and Pell Grant recipient students reported the highest rates of food insecurity at 55 to 58 percent. Parenting students reported the highest rates of housing insecurity at 20 percent, followed by international students. According to the 2023 UC Graduate Student Experience Survey, nonbinary students reported the highest rate of food insecurity, which has risen to 35 percent among graduate students overall. Housing insecurity has rebounded to the 2016 rate of five percent, with nonbinary and American Indian students reporting the highest rates. The fluctuation in food and housing insecurity for both undergraduate and graduate students demonstrated the effects of the COVID-19 pandemic, the timing and availability of emergency resource programs, the high cost of living, and historic rates of inflation. Systemwide, off-campus rents have increased by 24 percent since 2019, with one campus reporting an increase of nearly 56 percent. The financial pressure on students was exacerbated by the expiration of pandemic-related policies such as Higher Education Emergency Relief Fund, CalFresh eligibility expansions, and emergency allotments. Thanks to the efforts of UC basic needs staff, housing insecurity has remained relatively stable despite rising rents. Undergraduate food insecurity has decreased since 2018 despite a national increase, but this has not been true for graduate students. Nevertheless, some progress has been made. The State has added \$2 million to UC basic needs and rapid rehousing funding for a total of \$19.5 million, and has allocated \$21.3 million for mental health efforts. UC-funded undergraduate financial aid increased by \$26 million in 2022–23 and \$61 million in 2023–24 due to return-to-aid policies. The Middle Class Scholarship expanded to support 92,000 students with \$151 million in 2023–24. Student parents now received automatic cost of attendance adjustments for food, personal expenses, and housing. A limit to grocery expenses was added to the cost of attendance based on the U.S. Department of Agriculture moderate-cost food plan. Campuses submitted over 800 programs for consideration as a Local Program that Increases Employability (LPIE), which would increase student eligibility for CalFresh. According to a systemwide survey of students utilizing basic needs service, 25 percent were receiving CalFresh benefits, double what the California Policy Lab had estimated. In February 2024, the intersegmental California Higher Education Basic Needs Alliance (CHEBNA) hosted its first in-person summit since the pandemic and attracted about

1,000 students, practitioners, researchers, and other basic needs leaders. The University has continued to contribute peer-reviewed research on student basic needs.

Heather Bullock, Director of the Center for Economic Justice and Action at UC Santa Cruz, introduced the UC Essential Needs Research, Training, and Promising Practices Consortium and expressed gratitude for the late Regent Richard Blum's founding support for the Center, which specialized in anti-poverty research that is community-engaged, action-oriented, and student-driven. This research has informed strategies to reduce stigma, identified barriers to off-campus housing, and documented the importance of holistic student services. The Consortium, launched in July 2023, convened UC practitioners, faculty researchers, and staff to advance students' basic or essential needs. Ms. Bullock highlighted three of the Consortium's four activities. First, the Consortium sponsored research and evaluation to strengthen UC programs and policies and inform the broader field. In February, the Consortium released its first systemwide call for research proposals. Researchers would work closely with basic needs units to strengthen the bond between research and practice and to break down siloes. Second, the Consortium provided tailored education, training, and technical assistance to basic needs practitioners. This year, training focused on issues such as financial aid, social services, affordable housing, and food security. These workshops were venues for sharing policy updates, discussing baseline practices, incubating new programs, troubleshooting, and building community. Third, the Consortium was creating a clearinghouse of UC basic needs resources featuring research, workshops, training, and insights into campus trends. The Center and the Consortium were recently selected to join the White House Challenge to End Hunger and Build Healthy Communities.

Denise Woods, Vice Chancellor for Health, Well-Being and Safety at UC Riverside, highlighted aspects of UCR's holistic support system for students. In 2022–23, the Economic Crisis Response Team provided more than \$173,000 in rental assistance to students affected by unexpected crises. The Meal Support program, which offered students experiencing food insecurity two free, pre-made meals per week, was expected to provide 18,000 meals during the academic year. Ms. Woods' office has partnered with UCR Financial Aid and the Career Center to host "Adulthood 101: IRL," a series of activities and workshops that help students gain essential skills to meet their basic needs, manage finances, and secure a job. Upon completion, students were eligible to receive a \$500 stipend. In light of increased demand for food and housing services, Health, Well-Being and Safety collaborated with other departments and organizations to prioritize outreach to the most food- and housing-insecure students, hosting pop-up pantries at student centers and CalFresh application sessions during student orientations. Partnering with Financial Aid to target CalFresh communications based on Cal Grant or work-study eligibility has resulted in a 110 percent increase in CalFresh applications. Monthly social services events included on-campus assistance with CalFresh by Riverside County workers, as well as CalWORKS, the Affordable Connectivity Plan, and WiC. UCR recently launched its rapid rehousing program in collaboration with local community partner TruEvolution. The program aimed to offer longer-term housing solutions for students facing unemployment, limited financial aid options, and mental health concerns. Students resided in a community setting for up to 120 days, and an on-site case manager helped students with job searches

and accessing social services. Many students were eligible for extended stays through other housing programs.

Regent Cohen commended the evolution of data sophistication and the ability to discuss these issues since his time serving on the Special Committee on Basic Needs, and he requested that future reporting include the number of students who actually access CalFresh. Regent Cohen also asked what UC has learned from the application process. Genie Kim, Systemwide Director of Student Mental Health and Well-Being replied that, according to research from the California Policy Lab, many students came to learn about CalFresh through UC's standardized letter in partnership with the California Department of Social Services (CDSS) to eligible students. Nine UC campuses have contracted with the Center for Healthy Communities from California State University, Chico for CalFresh outreach, education, and eligibility determination. The University was looking into data sharing agreements with local Counties to determine how students have enrolled and barriers to enrollment. The State Legislature was also interested in this as well.

Regent Hernandez asked how Regents could support basic needs efforts. Ms. Kim responded that the Regents could provide support by helping strengthen UC's relationship with CDSS, as public assistance programs helped sustained this work. Establishing basic needs centers at every campus has been critical to the University's ability to serve students in need.

Regent Hernandez asked whether undocumented students could benefit from these services given government funding. He noted that President Drake had earmarked funding basic needs as well. Ms. Kim replied that many campuses have come up with creative solutions in order to provide services to undocumented students. For example, UC Santa Barbara's financial aid office has developed a strategy to provide emergency grants to undocumented students, which could be scaled across the system.

Regent Tesfai asked about takeaways from the latest CHEBNA summit conference, whether the University was on track to achieving the 2025 basic needs goals, and how UC could lower basic needs insecurity rates while growing the number of students in the system. Ms. Kim replied that, at the CHEBNA summit, she learned that a larger contingent of parenting students was seeking support, and there was new legislation that could identify the most vulnerable students. Given the newness of basic needs in higher education, investing in the Center for Economic Justice and Action would help bridge the gap between research and practice. Student and Equity Affairs was working with Institutional Research and Academic Planning to improve data collection, by asking different questions and using different metrics, in order to better understand students' needs. Ms. Bullock added that her impression from the CHEBNA summit was the sense of connection and power that came from convening students, practitioners, researchers from all three segments of California public higher education. The Center planned to leverage knowledge from other segments. Through its grant program, the Consortium wished to encourage campus-specific and multi-campus research. Ms. Newman stated that the Regents and the State made two fundamental contributions by investing in building student housing and financial aid.

Regent Tesfai asked about the increased estimated cost of attendance for parenting and other students. Shaun Brick, Executive Director of Student Financial Support, responded that this was a recent change. To minimize bureaucracy and create a more transparent process, financial aid offices now automatically adjusted the estimated cost of attendance of students identified as parenting students, whereas before this was done upon request.

Regent Tesfai asked for more information on the adjustment of estimated cost of attendance for parenting students from each campus.

Regent-designate Beharry called for support for campus basic needs centers, underscoring the large workloads of frontline workers. For instance, the number of students assisted at the basic needs center at UC San Diego jumped from 29,000 students in 2021–22 to 53,000 students one year later. According to a report from the campus., basic needs funding has remained stagnant while the demand for services increase. He drew attention to the need for more basic needs infrastructure at all campuses to house students and store food.

Regent-designate Beharry asked about basic needs programs for undocumented students. He wished to see UC Davis' Aggie Fresh program, which was modeled after CalFresh and served undocumented students, implemented on other campuses. Ms. Woods replied that UCR was developing a similar program as UCD, in which money is set aside for students.

Regent-designate Salazar asked how students learned about and accessed programs and how Regents could help with communications. Ms. Kim stated that there was a systemwide website that listed all resources by campus. Campuses included basic needs information in course syllabi and reached out to students during orientation and in residence halls. Ms. Woods replied that UCR provided information about basic needs on its website, via social media, and through faculty and staff. The campus was determining ways to dismantle the stigma surrounding basic needs and planned to survey and reach out to incoming students about resources before they experience a crisis situation.

Regent Ellis, revisiting a question he had asked one year ago, asked what was being done to help students with disabilities qualify for Supplemental Security Income benefits and to leverage support from the California Department of Rehabilitation. Ms. Kim responded that she would follow up with more information.

Staff Advisor Mackness shared that the food pantry at UC Berkeley would no longer be open to staff due to overutilization by staff and its negative impact on students. She learned that this was happening across the system. Ms. Kim stated that there was a working group on staff food insecurity and that there were strategies to partner with local county food banks. She could follow up would more information.

## 7. ANNUAL REPORT ON SUSTAINABILITY 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.]

Executive Vice President and Chief Financial Officer Brostrom stated that the first annual report to the Regents 20 years ago covered two policy areas, green building and clean energy. This year's report presented an opportunity to reflect on the progress the University has made and what it has learned.

Associate Vice President David Phillips stated that this year's report, unlike the first report, a hard-copy document that was several pages long, was available online, was over 70 pages long, covered 13 policy areas, and featured data from the campuses, medical centers, Agriculture and Natural Resources, Lawrence Berkeley National Laboratory, and the Office of the President (UCOP). The University had 427 buildings with Leadership in Energy and Environmental Design (LEED) certification. UC Irvine was building an all-electric medical center, and UC Santa Barbara recently opened an all-electric learning pavilion, expanding classroom capacity by over 35 percent. When UC adopted its clean energy goals in 2004, it generated 0.1 megawatts of renewable power from two small rooftop solar systems. Today, the campuses and academic health centers could generate over 55 megawatts, enough to power over 12,000 homes. The UC Clean Power Program, the University's own electricity company, has supplied 100 percent clean energy to eligible campuses and medical centers since 2018. UC had two California projects generating 80 megawatts of renewable solar energy and anticipated a new 150-megawatt project and a 15-megawatt battery. UC has grown from generating 0.1 to 250 megawatts in 20 years and has continued to focus on improving energy efficiency. UC has saved \$460 million since the clean energy policies were adopted and almost \$90 million in 2022 alone. Mr. Phillips presented a chart of UC greenhouse gas emissions over time. Emissions from commuting and air travel dropped significantly in 2020 but have partially rebounded since then. On-campus fossil fuel use, dominated by power plants, has remained relatively steady. In 2023, UC announced new climate goals to accelerate its transition away from fossil fuels. The State provided each campus with funding to construct a decarbonization study, which would determine what it would take to cut campus emissions while focusing on equity and UC's research and teaching mission. UC Davis, UC Berkeley, and UC Santa Cruz completed their plans, having started work before the State provided funding. Campuses partnered with the Academic Senate to develop plans, and a systemwide Pathways to Fossil Free UC Task Force was holding monthly meetings to guide this effort.

Adam Cooper, UC San Diego graduate student and representative of the Task Force, stated that, despite the challenges of the climate crisis, such as extreme weather and rising temperatures, students were transforming climate anxiety into climate action. Pollution emitted today would affect the atmosphere for millennia, so the speed with which one acts would have global and generational consequences. Climate was a general education requirement at UCSD, which has developed a first-year seminar sequence that engages with campus decarbonization planning. Students were organizing campaigns with the UC Green New Deal and the California Public Interest Research Group (CALPIRG) to educate and mobilize students. Two years ago, the Academic Senate called on the Regents to reduce fossil fuel combustion by 60 percent by 2030 and 95 percent by 2035, but on-campus combustion has not changed. In order to match this ambition, UC needed to act within the next few years, which would require much planning, participation, and funding. UC must



keep climate a systemwide priority in minds, hearts, agenda items, and budgets. The University could build a fossil-free UC with students as its champions and messengers.

Mr. Brostrom stated that the University's accomplishments gave him hope that UC's innovation, commitment, and community would lead the way. Mr. Phillips recognized the hard work of Chief Sustainability Officer Matthew St. Clair, who had advocated UC's first sustainable practices policy before the Regents as a UC Berkeley student 20 years ago.

Regent Raznick asked whether there was an analysis of how much progress each campus must make in order to achieve these climate goals. Mr. Brostrom replied that the report had a section for each campus and medical center with this information. The decarbonization studies would provide a pathway, a timeline, and a funding proposal.

Regent Raznick asked if information about campus proposals and initiatives were available. Mr. Brostrom replied that only three campus' decarbonization plans were complete. He anticipated that the remaining campus plans would be completed by the end of the summer, and UC would aggregate them into one report.

Regent Tesfai asked Mr. Cooper about the UCD, UCB, and UCSC decarbonization timelines and the importance of the distinction between the 2035 deadline set by the Academic Senate and the 2045 deadline set by UC policy. Mr. Cooper replied that all three campuses planned to transition from on-campus methane cogeneration plants to electrified systems that could use renewable energy. This would reduce the UC system's emissions by about 25 percent. In order to match the ambition of the Intergovernmental Panel on Climate Change and the State of California to halve emissions by 2030, three similarly sized UC campuses or one high-emission campus like UCLA or UCSD would also need to work within that expedited timeline. He explained that the timeline mattered because carbon dioxide is cumulative. The sooner UC acts, the less carbon dioxide would remain in the atmosphere. Mr. Brostrom expressed agreement and emphasized the importance of interim steps because of the cumulative, compounding impact.

Staff Advisor Mackness asked how frequently UC revisited goals in each category, such as food sustainability, and the extent to which they were revised. Mr. Phillips stated that the UC Sustainable Practices policy was reviewed and updated annually. The food sustainability goal was adopted several years ago. Different staff were working on all the goals, which Mr. Phillips believed were all important. Food was connected to climate, health, and student well-being.

## 8. **REPORT OF INTERIM, CONCURRENCE, AND COMMITTEE ACTIONS**

Secretary and Chief of Staff Lyall reported that, in accordance with authority previously delegated by the Regents, action was taken on routine or emergency matters as follows:

### Approvals by Interim Action

- A. The Chair and Vice Chair of the Board approved the following recommendations from the January 2024 Regents meeting:
- (1) ***Approval of Appointment of and Compensation for Nicholas Holmes, M.D. as Senior Vice President – Children’s Services and President, UCSF Benioff Children’s Hospitals, UCSF Health, San Francisco Campus as Discussed in Closed Session***
    - a. Per policy, appointment of Nicholas Holmes, M.D. as Senior Vice President – Children’s Services and President, UCSF Benioff Children’s Hospitals, UCSF Health, San Francisco campus, at 100 percent time.
    - b. Per policy, an annual base salary of \$1.2 million.
    - c. Per policy, a hiring bonus of 20 percent of base salary (\$240,000), which is intended to make the hiring offer market-competitive and to assist in securing Dr. Holmes’s acceptance of the offer. The hiring bonus will be paid in a lump sum subject to the following repayment schedule if Dr. Holmes separates from the University or accepts an appointment at another University of California location within two years of his appointment: 100 percent if separation occurs within the first year of employment, and 50 percent if separation occurs within the second year of employment, subject to the limitations under policy.
    - d. Per policy, and starting in the 2024–25 plan year, eligibility to participate in the Clinical Enterprise Management Recognition Plan’s (CEMRP) Short Term Incentive (STI) component with a target award of 15 percent of base salary (\$180,000) and maximum potential award of 25 percent of base salary (\$300,000) subject to all applicable plan requirements and Administrative Oversight Committee approval. The 2024-25 plan year starts on July 1, 2024 and ends on June 30, 2025, and the first possible short term incentive award will be determined following the close of the 2024–25 plan year. Any actual award will be determined based on performance against pre-established objectives and may be prorated in the first year of participation.
    - e. Per policy, reimbursement of actual and reasonable moving and relocation expenses associated with relocating Dr. Holmes’ primary residence, subject to the limitations under Regents Policy 7710, Senior Management Group Moving Reimbursement. If Dr. Holmes voluntarily separates from this position prior to completing one year of service or accepts an appointment at another University of California location within 12 months of his initial date of

appointment, he will be required to pay back 100 percent of these moving and relocation expenses.

- f. Per policy, eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.
- g. Per policy, standard pension and health and welfare benefits and standard senior management benefits, including eligibility for senior manager life insurance and eligibility for executive salary continuation for disability after five consecutive years of Senior Management Group service.
- h. For any outside professional activities, Dr. Holmes will comply with the Senior Management Group Outside Professional Activities (OPA) policy and reporting requirements.
- i. This action will be effective as of Dr. Holmes' hire date, estimated to be on or about March 1, 2024.

(2) ***Approval of Appointment of and Compensation for Suzanne Wones as University Librarian, Berkeley Campus as Discussed in Closed Session***

- a. Per policy, appointment of Suzanne Wones as University Librarian, Berkeley campus, at 100 percent time.
- b. Per policy, an annual base salary of \$385,000.
- c. Per policy, reimbursement of actual and reasonable moving and relocation expenses associated with relocating Ms. Wones' primary residence, subject to the limitations under Regents Policy 7710, Senior Management Group Moving Reimbursement. If Ms. Wones voluntarily separates from this position prior to completing one year of service or accepts an appointment at another University of California location within 12 months of her initial date of appointment, she will be required to pay back 100 percent of these moving and relocation expenses.
- d. Per policy, eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.
- e. Per policy, standard pension and health and welfare benefits and standard senior management benefits, including eligibility for senior manager life insurance and eligibility for executive salary continuation for disability after five consecutive years of Senior Management Group service.

- f. For any outside professional activities, Ms. Wones will comply with the Senior Management Group Outside Professional Activities (OPA) policy and reporting requirements.
- g. This action will be effective as of Ms. Wones' hire date, estimated to be on or about July 1, 2024.

(3) ***Approval of Appointment of and Compensation for Athena Jackson as University Librarian, Los Angeles Campus as Discussed in Closed Session***

- a. Per policy, appointment of Athena Jackson as University Librarian, Los Angeles campus, at 100 percent time.
- b. Per policy, an annual base salary of \$350,000.
- c. Per policy, reimbursement of actual and reasonable moving and relocation expenses associated with relocating Ms. Jackson's primary residence, subject to the limitations under Regents Policy 7710, Senior Management Group Moving Reimbursement. If Ms. Jackson voluntarily separates from this position prior to completing one year of service or accepts an appointment at another University of California location within 12 months of her initial date of appointment, she will be required to pay back 100 percent of these moving and relocation expenses.
- d. Per policy, eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.
- e. Per policy, standard pension and health and welfare benefits and standard senior management benefits, including eligibility for senior manager life insurance and, after five consecutive years of Senior Management Group service, eligibility for executive salary continuation for disability.
- f. For any outside professional activities, Ms. Jackson will comply with the Senior Management Group Outside Professional Activities (OPA) policy and reporting requirements.
- g. This action will be effective as of Ms. Jackson's hire date, estimated to be on or about March 1, 2024.

(4) ***Approval of Appointment of and Compensation for June Yu as Interim Vice President – UC National Laboratories, Office of the President as Discussed in Closed Session***

- a. Per policy, appointment of June Yu as Interim Vice President – UC National Laboratories, Office of the President.
  - b. Per policy, an annual base salary of \$433,500. At the conclusion of the interim appointment, Ms. Yu’s annual base salary will revert to her annual base salary in effect as of January 31, 2024 (\$394,068) plus any adjustments made under the Office of the President salary program during the interim appointment.
  - c. Per policy, continuation of standard pension and health and welfare benefits and standard senior management benefits including eligibility for senior manager life insurance and executive salary continuation for disability (eligible after five consecutive years of Senior Management Group service).
  - d. Per policy, continued eligibility to participate in the UC Employee Housing Assistance Program, subject to all program requirements.
  - e. Ms. Yu will continue to comply with the Senior Management Group Outside Professional Activities (OPA) policy and reporting requirements.
  - f. This action will be effective February 1, 2024 through January 31, 2025, or until a new Vice President – UC National Laboratories, Office of the President, is appointed, whichever occurs first.
- B. The Chair of the Board and the Chair of the Finance and Capital Strategies committee approved the following recommendations from the January 2024 Regents meeting:
- (1) ***Advanced Work Phase of the Central Utility Plant Modernization and Expansion Project, UC Davis Health, Sacramento Campus: Working Drawings and Construction Funding, Scope, and Design Following Certification of the Environmental Impact Report Pursuant to the California Environmental Quality Act***
    - a. That the 2023–24 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: Davis: Central Utility Plant Modernization and Expansion – preliminary plans for the entire project – \$15 million to be funded from hospital reserves.

To: Davis: Central Utility Plant Modernization and Expansion – preliminary plans for the entire project, and working drawings, construction, and equipment for the Advanced

Work Phase – \$66 million to be funded from hospital reserves.

- b. That the scope of the Advanced Work Phase of the Central Utility Plant Modernization and Expansion project be approved, which includes: the procurement of critical infrastructure equipment, emergency generators, and electrical switchgear; advanced work that is required ahead of the start of construction of the expansion (including the demolition of the Gross Anatomy Lab Extension); utility relocations; and the construction of new roadways and sidewalks in preparation for the use of Parking Structure 6. In addition, to prepare for the construction of the entire project, the project will construct a modular trailer to house the project's design and coordination office.
- c. Following review and consideration of the environmental consequences of the Central Utility Plant Modernization and Expansion project, as required by the California Environmental Quality Act (CEQA), including any written information addressing this item received by the Office of the Secretary and Chief of Staff to the Regents no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, that the Regents:
  - i. Certify the Final Environmental Impact Report (EIR) for the UC Davis Sacramento Campus Central Utility Plant Expansion project.
  - ii. Adopt the Mitigation Monitoring and Reporting Program for the UC Davis Sacramento Campus Central Utility Plant Expansion and make a condition of approval the implementation of applicable mitigation measures within the responsibility and jurisdiction of UC Davis.
  - iii. Adopt the CEQA Findings and Statement of Overriding Considerations for the Advanced Work Phase of the Central Utility Plant Expansion project.
  - iv. Approve minor Land Use Amendment #3 to the UC Davis Sacramento 2020 Long Range Development Plan.
  - v. Approve the design of the Advanced Work Phase of the Central Utility Plant Modernization and Expansion project, UC Davis Sacramento campus.

- (2) ***Authority to Indemnify the United States of America, United States Coast Guard for the Revocable License for Non-Federal Use of Federal Real Property to Place Ocean Current and Wave Equipment on the Coast Guard Station Humboldt Bay for UC Davis Bodega Marine Laboratory, Davis Campus***

That the President be authorized to approve and execute an agreement allowing the Davis campus to place ocean current and wave equipment on Coast Guard Station Humboldt Bay, including a third-party indemnity provision in favor of the United States.

- (3) ***Authority to Indemnify the State of California, Department of Transportation for Lease of Property for Air Pollution Research for UC Davis College of Engineering, Department of Mechanical and Aerospace Engineering, Davis Campus***

That the President be authorized to approve and execute an agreement allowing the Davis campus to place research trailers on premises controlled by the State, including a third-party indemnity provision in favor of the State of California, Department of Transportation.

## 9. **REPORT OF MATERIALS MAILED BETWEEN MEETINGS**

Secretary and Chief of Staff Lyall reported that, on the dates indicated, the following were sent to the Regents or to Committees:

### **To the Regents of the University of California:**

- A. From the UC President, *Annual Report on the University of California Housing Assistance Programs, Fiscal Year 2022–23*. January 26, 2024.
- B. From the UC President, *Letter to the California Latino Legislative Caucus in response to Letter of Support for Employment Opportunities for Undocumented Students*. January 29, 2024.
- C. From the UC President, press release regarding the *University's Economic Proposal to AFSCME*, "UC proposes 26 percent pay increase for AFSCME workers." February 22, 2024.
- D. From the Secretary and Chief of Staff to the UC Regents, *Summary of Communications, December 2023*. February 23, 2024.
- E. From the Chair of the Board, *Antisemitic Incidents on UC Campuses*. February 28, 2024.

- F. From the Secretary and Chief of Staff to the UC Regents, *Connected – Newsletter of UC ANR*. February 29, 2024.
- G. From the UC President, *Expanded Support for Undocumented Students*. March 1, 2024.
- H. From the Secretary and Chief of Staff, statements from campus leadership regarding recent *Antisemitic Incidents on UC Campuses*. March 5, 2024.

**To the Members of the Finance and Capital Strategies Committee**

- I. From the UC President, *Annual Report on Debt Capital and External Finance Approvals for 2023*. February 26, 2024.

The meeting adjourned at 2:00 p.m.

Attest:

Secretary and Chief of Staff