

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

July 17, 2024

The Regents of the University of California met on the above date at the UCSF-Mission Bay Conference Center, San Francisco campus and by teleconference meeting conducted in accordance with California Government Code §§ 11133.

Members present: Regents Batchlor, Beharry, Drake, Elliott, Hernandez, Lee, Leib, Makarechian, Pack, Reilly, Robinson, Salazar, Sarris, Sherman, and Sures

In attendance: Regents-designate Brooks, Komoto, and Wang, Faculty Representatives Cheung and Steintrager, Secretary and Chief of Staff Lyall, General Counsel Robinson, Chief Compliance and Audit Officer Bustamante, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Executive Vice President Rubin, Interim Senior Vice President Turner, Vice Presidents Brown, Gullatt, Kao, and Lloyd, Chancellors Block, Gillman, Hawgood, Khosla, Larive, Lyons, May, Muñoz, Wilcox, and Yang, and Recording Secretary Li

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

1. PUBLIC COMMENT

Chair Reilly stated that the Board of Regents valued input of community and encouraged open discourse and diverse viewpoints. While some comments might elicit disagreement, the Board asked that all in attendance conduct themselves in a respectful manner so that everyone has an equal opportunity to express their thoughts and opinions.

Chair Reilly 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. George Gongora, police lieutenant at the UC Merced Police Department, stated that he and UCM police sergeants were not being compensated according to a systemwide compensation matrix for non-represented UC police effective October 2022. He stated that the sergeants' pay structure should be adjusted and that his own pay should be corrected to reflect his performance and years of service. These concerns have been raised to campus leadership and human resources since mid-2023 without success. He sent further information to the Regents via email.
- B. Brian Conrad, Director of Undergraduate Studies in Mathematics at Stanford University, praised the Stage 2 report from the Workgroup on Mathematics (Area C) Preparation, which was convened by the UC Board of Admissions and Relations with Schools (BOARS), for providing clear messaging to parents and school districts. The report emphasized the importance of taking precalculus courses in

high school for a UC data science degree, as well as the importance of calculus for UC degrees in economics and artificial intelligence. Mr. Conrad also praised Category 4 and Appendix B and urged the Board to fully implement the report's recommendations.

- C. Anita Nuechterlein, UCSF staff member, asked why the University would not denounce genocide in Gaza. Ms. Nuechterlein stated that UC leaders were silent about this issue and that censorship was occurring across UC.
- D. Noor Nakhaei, UCLA Graduate Student Association President, stated that UC's treatment of student protesters has strained the trust between students and the administration. She urged the Regents to rebuild this trust through direct dialogue with students, which she contrasted with the recent restraining order against United Auto Workers (UAW) members. Students were advocating for justice, not harm, and transparency would help students navigate these situations more effectively.
- E. Carmen Lee, UC staff member, expressed disappointment in UC's proposed two percent pay increase in contract negotiations with the American Federation of State, County and Municipal Employees (AFSCME) 3299, as well as healthcare premium and parking increases. Ms. Lee struggled to afford rent and other expenses and could no longer afford a healthy and sustainable lifestyle. AFSCME members sought a contract that addressed basic needs and kept pace with rising inflation.
- F. Maya Keshavan, parent, spoke in support of the Stage 2 report from the Area C Workgroup, which recommended calculus for all UC majors in science, technology, engineering, and mathematics (STEM), which includes data science. The report also noted the increasing importance of quantitative methods in the social sciences. Ms. Keshavan emphasized the importance of calculus in many fields and that under-resourced students should not be diverted from this path.
- G. Agnes Bolos Suarez, UCSF staff member and AFSCME 3299 member, stated that she has worked at UCSF for over 20 years and that UC's contract proposal was disrespectful. Ms. Suarez stated that wages, housing, affordable health care, safe staffing, and job security were basic needs. She wondered if she would be able to pay all her bills, adding that she needed affordable health care as a diabetic.
- H. David Margulies spoke in strong support of the Stage 2 report from the Area C Workgroup and expressed hope that the Regents would endorse the guidance from the report. Mr. Margulies lived in a socioeconomically disadvantaged public school district with a large percentage of Hispanic students. He stated that high school data literacy classes left students unprepared and unable to pursue STEM majors. As a former researcher at IBM, he understood that working with numbers did not necessarily mean that one was learning the mathematics necessary for success in a quantitative field.

- I. Rukhsana Ansari, shared that her son, a UC Berkeley student, died of an accidental fentanyl overdose in May after consuming counterfeit Adderall while studying for his final examinations. The loss of her son demonstrated the need for greater support and resources for UC collegiate recovery programs to improve campus awareness and harm reduction efforts in order to prevent opioid overdose fatalities.
- J. Edith Cohen, computer scientist, praised the Area C Workgroup for clarifying the mathematics requirements for preparing for a UC education, particularly for STEM majors. Ms. Cohen asked the Regents to adopt the Workgroup's recommendations.
- K. Mohit Saraswat, UC Merced graduate student, expressed appreciation for the proposed Joe C. Wen School of Population and Public Health at UC Irvine and School of Computing, Information, and Data Sciences at UC San Diego. He stated that the Academic Personnel Manual has been revised to include the mentorship of graduate and professional students in the teaching and service criteria for faculty tenure and promotion. Mr. Saraswat thanked Provost Newman and Vice Provost Douglas Haynes for their efforts and urged the swift implementation of this change.
- L. Sean Hebard, District Manager of the Nor Cal Carpenters Union, stated that UC's poorly crafted base qualification questionnaire allowed W.E. O'Neil Construction to willfully misrepresent its company history. He urged the Regents to reform UC procurement practices, to stop the construction contract at UC Santa Cruz from moving forward, and to implement a new, fair, and impartial bidding procedure.
- M. Harvey McKeon, field representative for Nor Cal Carpenters Local Union 505, stated that W.E. O'Neil Construction failed to disclose a range of lawsuits and a worker's death on a jobsite in bidding forms for a large student housing project at UC Santa Cruz. He stated that the company intended to hire ADCO Drywall and Metal Framing (ADCO), which was party to wage theft settlements. The union wished to engage in constructive dialogue instead of litigation.
- N. Gabriel Banuelos addressed the Board in Spanish. He stated that ADCO promised to pay him and his colleagues \$30 per hour but did not pay them for all the hours worked and later fired them when they demanded their pay. Mr. Banuelos stated that ADCO owed them more than \$9,000 in salaries and damages.
- O. Bernadette Parker, UCSF staff member and AFSCME member, stated that UC's proposal, which included unlimited increases to healthcare costs, rejected the union's demand for housing assistance and would not cover the cost of living. Ms. Parker contrasted her two full-time jobs and fear of losing housing with Chancellor Khosla's pay increase, UC's purchase of new hospitals, and investment in Blackstone. She stated that essential workers were the reason the University was a world-renowned institution.
- P. Vero Caverogusquiza, UC Santa Barbara student, called for accountability from the University for students feeling unheard. She remarked that that UC should heed

students' calls for Black student retention and success grants, equal opportunity for work, and collegiate recovery programs on every campus. Students wanted their unions to be respected, did not want to be brutalized, and cared about Palestine.

- Q. Namrata Deepak, UCLA student, encouraged the Regents to prioritize student and faculty interests and when considering item J2, *Adoption of Regents Policy on Public and Discretionary Statements by Academic Units*. She expressed concern about allowing chancellors to interpret and implement the policy, as the UCLA administration broke student trust after the violence that student protesters experienced. Ms. Deepak urged the Regents to give students and faculty a voice in the implementation and enforcement of this policy.
- R. Zack Wasserman, representative of the Oakland Metropolitan Chamber of Commerce, urged the Regents to support the proposed construction project at UCSF Benioff Children's Hospital, which served thousands of children every year and was one of five Level 1 pediatric trauma centers in the state. This project would enable the hospital to better serve the community.
- S. Thyra Cobbs, UCLA graduate student, called on UC to properly address the needs of Black UC students. She stated that State Senate Bill (SB) 1331 would create a fund for Black reparations, and SB 1403 would create an agency to oversee the funds. Sacramento State University became the state's first Black-Serving Institution and established the nation's first Black honors college. Ms. Cobbs stated that the University seemed to be disenfranchising its Black students.
- T. Javier Nunez-Verdugo, UCLA student and External Vice President of the UCLA Undergraduate Students Association Council (USAC), called on the Regents to reconsider the increase in policing, the harsh response to student protest, and the oppression of free speech. Since April, there have been many accounts of racial profiling by law enforcement; some community members have been followed for wearing keffiyehs, for walking home from the library at night, or for "looking suspicious." Students who raised concerns about this were referred to the campus equity, diversity, and inclusion office, which took months to generate a report.
- U. Vincent Rasso, representative of the Campaign for College Opportunity, expressed concern about constraining mathematics options without fully understanding the implication this would have on access to data science and other mathematics pathways. The Campaign for College Opportunity called for more clarity regarding recommended fourth year mathematics courses and was concerned that some recommended courses went beyond the Academic Senate's recommendations. He urged UC to engage with stakeholders such as K-12 teachers and counselors.
- V. Ronald Cruz, representative of the Coalition to Defend Affirmative Action, Integration and Immigrant Rights, and Fight for Equality By Any Means Necessary (BAMN), spoke in opposition to item J2, characterizing it as an attack on academic freedom and freedom of speech. He stated that its passage would not silence the

anti-war movement and that UCLA police collaborated with fascists to attack the student encampment. BAMN demanded the right to file a motion as a defendant intervenor in the lawsuit filed by the Louis D. Brandeis Center for Human Rights Under Law against UC. BAMN also demanded UC's support for such a motion.

- W. Adam Masters, representative of the Building and Construction Trades Council of Alameda County, spoke in support of the proposed construction project at UCSF Benioff Children's Hospital. Its aged facilities were long overdue for an upgrade and were not consistent with the level of care that the hospital provided. The project would add private patient rooms, psychiatric beds, and advanced medical technology to operating rooms.
- X. Vanesa Cruz, UC Irvine student, asked the Regents and President Drake to support State Assembly Bill 2586 regarding student employment and asked the University to stop opposing the bill. In her view, it was embarrassing that members of the Republican Party have cited UC's opposition to the bill. She noted that the University's proposed fellowships for undocumented students had many issues.
- Y. A UC alumna stated that she had been targeted as an Arab student on campus. She claimed that the University brutalized students of color, called U.S. Customs and Border Protection to address issues with undocumented students, was bombing students' families, refused to give undocumented students the opportunity to work, was stealing wages from workers, was putting lives in danger by demolishing People's Park, and was profiting from the genocide in Palestine.

Chair Reilly stated that the Regents did not use this period for an exchange with speakers but were listening and would follow up on comments after this meeting adjourned. Chair Reilly thanked those who participated, noting that their concerns and viewpoints were valued and heard.

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

Chair Reilly began her remarks by acknowledging that this was her first meeting as Chair of the Board. She was humbled and honored that fellow Regents have placed their trust in her. Chair Reilly understood the magnitude of the responsibility of this role and would do everything in her power to uphold that responsibility with dignity and integrity and to honor the Board's trust. She thanked her predecessor, former Chair Leib, who led the Board during difficult times with resolve, commitment, competence, and humor. Regent Leib never retreated from challenges but instead displayed determination, heart, and energy. Making the University better was Regent Leib's "North Star." Chair Reilly thanked former Vice Chair Elliott for his dedicated leadership and for pushing UC to continue to strive for greatness. She noted that Vice Chair Anguiano brought a wealth of experience in business as well as a deep commitment to excellence and equity in higher education.

Chair Reilly recalled setting foot on the Los Angeles campus for freshman orientation 40 years ago. She shared her experiences with her parents back home in Sacramento,

neither of whom had graduated from college but had set aside their own ambitions so that all six of their children could. Chair Reilly's time at UCLA laid the foundation for everything that followed, including in her current role as a Regent. Over the last nine months, anger and frustration from the issues of the world have been expressed on UC campuses. The Israel-Hamas war in Gaza has divided the University and, as a diverse community, UC must rise to the occasion, build bridges, and recommit itself to its core values: mutual respect, open dialogue, and freedom of speech and inquiry. She and Vice Chair Anguiano were committed to enhancing free speech and addressing bigotry, intolerance, and intimidation on campus. Chair Reilly pledged to work with President Drake, the chancellors, and the Board to ensure that UC policies are upheld, that behaviors challenging these policies are not tolerated, and that students, faculty, and staff feel safe, supported, and heard. She would also work to increase capacity for California students at UC, prioritizing the elimination of equity gaps, expanding UC's reach to underserved parts of the state, and ensuring that students' basic needs are met. Chair Reilly would advocate for UC Health's role in expanding access to affordable care across California. She recalled her involvement in the development of the UC Student and Policy Center in Sacramento, which raised the visibility of the University. She would work with the team in Sacramento to advocate for resources, improve outreach, and strengthen partnerships with researchers and State policymakers. Internally, Chair Reilly sought ways for the Board to operate more efficiently and smoothly and would strive to facilitate collaboration. She praised the Board's exceptional collective knowledge and experience. The Regents were tasked with stewarding and helping lead into the future this University, which has been recognized as the greatest public university system on the planet. Generations of students, faculty, and staff have made it so. Chair Reilly called on the Regents to measure themselves against these high standards, and she looked forward to working with each of them.

Chair Reilly welcomed new Alumni Regents-designate Anne Wang, an alumna of UCLA, and Brian Komoto, an alumnus from UCSF. She also welcomed new Staff Advisor Mayté Frias from UC Davis and noted that the Board would consider the appointment of a new Student Regent-designate. This was the last full Board meeting for Faculty Representative Steintrager, whom Chair Reilly regarded as a wonderful thought partner and strong advocate for the faculty and for what is best for UC. She noted his calm demeanor, steady hand, voice of reason, and wry sense of humor. She concluded by stating that she looked forward to working with President Drake and thanked him for his leadership.

3. REMARKS OF THE PRESIDENT OF THE UNIVERSITY

President Drake welcomed Chair Reilly, Vice Chair Anguiano, new Board members, and Chancellor Richard Lyons, who was attending his first Board meeting. As the University was planning for the next academic year, President Drake reflected that the last year presented new and complex challenges for the UC community and the whole country, but he believed much more could be achieved through finding common ground. He and UC leaders were reflecting on what they have learned during the last several months on the campuses and were strengthening processes and procedures to ensure all could work, learn, live, engage in research, and seek medical care in a safe and welcoming environment. It has not always been clear how to fulfill UC's responsibility as a public institution and

support freedom of expression, but the University was doing all it could to be supportive and would share more information in the coming weeks on new resources. President Drake asked the UC community to keep an open mind, seek common ground, and hold space for empathy.

The final State budget passed by the State Legislature and signed by Governor Newsom included critical support for UC during a challenging budget year for the State. UC was deeply grateful to State leaders and was ready to support California. President Drake recognized the incredible contributions of UC employees who provided health care, enabled groundbreaking research, and implemented policy decisions. He thanked Faculty Representative Steintrager for his service and for sharing the Academic Senate's viewpoints with clarity and a collaborative spirit. Mr. Steintrager was a staunch advocate of faculty who deftly navigated complicated institutional issues. President Drake expressed deep appreciation for Chancellor Block, who made access and opportunity the central themes of his leadership as Chancellor of UCLA for 17 years. He positioned UCLA as a national leader in attracting and supporting first-generation, low-income, and underrepresented students, and the campus advanced in rankings under his leadership. President Drake thanked Chancellor Block for his incredible career in public service and all he has done for UCLA, the University, and California.

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

Faculty Representative Steintrager began his remarks by reflecting on his experience serving during tumultuous times. He was Chair of the UC Irvine Division of the Academic Senate during the wildcat strike of UC Santa Cruz graduate students and the spread of the coronavirus and Vice Chair and Chair of the systemwide Academic Senate during demonstrations, encampments, clashes, negotiations, and police actions in response to the events of October 7 and thereafter as well as the rapid emergence and accessibility of generative artificial intelligence (AI). Still, he would not rank these highest in terms of disruption and duration. He predicted that universities would strike a difficult balance between commitment to free expression and support for impassioned, informed political engagement and principles of community. Large language models would be incorporated into the world for good and for ill, and UC was just beginning to determine how to bring AI into instruction, how to manage its impact on admissions, and how to consider its immense carbon footprint. In both cases, the Academic Senate was ready to engage with UC leaders.

Mr. Steintrager would rank the organization of labor at UC highest in terms of disruption and duration. His time as Vice Chair and Chair of the Academic Senate was bookended by strikes. The academic labor landscape had been evolving for some time; he recalled the student union movement when he was a graduate student. Unionization was symptomatic of underlying changes in the organization of labor at UC. If only counting ladder-rank and equivalent faculty, the student-faculty ratio has increased from 25.3 in 2005–06 to 29.6 in 2022–23. Excluding ladder-rank faculty, the student-faculty ratio decreased from 100.4 in 2005–06 to 97.4 in 2022–23. A key metric of quality was heading in the wrong direction; UC was relying heavily on non-ladder-rank or equivalent faculty. Mr. Steintrager read a

series of quotations from the minutes from the meeting of the Committee on Finance on May 18, 2000: “The quality of the faculty, more than any other factor, determines the quality of the University.” “One of the biggest challenges facing the University as it grows over the next decade is the recruitment and retention of the best faculty.” “Nothing is more certain to undermine quality than an inability to offer competitive salaries.” “A key measure of quality and competitiveness with other research institutions is the student-faculty ratio. Until 1990–91, the University’s budgeted student-faculty ratio was 17.6 to one. This ratio was already higher than two of its public comparison institutions and significantly higher than all of its private comparison institutions. With the budget cuts of early 1990s, the student-faculty ratio deteriorated even further, rising to 18.7 to one. As the State’s fiscal situation began to improve, the Regents identified restoration of the student-faculty ratio to its traditional level as one of highest priorities.” Mr. Steintrager suggested that UC has long since passed the point when the student-faculty ratio becomes damaging to instructional quality. If instructional quality at a research university is determined by faculty engaging in research also engaging in teaching, then shifting instruction to adjunct faculty and graduate students constitutes a significant part of the harm. The University has also contributed to a mismatch between the number of Ph.D. candidates and available ladder-rank faculty positions. If graduate student workers did not see faculty jobs as likely in their future, it should not be surprising that they would regard themselves more as employees than students. Mr. Steintrager expressed hope that the Board would attend to these structural issues when considering enrollment growth. He did not think that online instruction or AI would help; rather, they might do the opposite. He defined ideology as believing that historical contingencies are natural features of the world. Critique, the antidote to ideology, made way for constructive intervention. The Board and the Academic Senate had a shared responsibility to approach the University and its component parts critically. Mr. Steintrager concluded his remarks with a quotation from Confucius (551–479 BCE): “Reviewing the old is a means of realizing the new—such a person can be considered a teacher.”

5. **ANNUAL COUNCIL OF UNIVERSITY OF CALIFORNIA STAFF ASSEMBLIES REPORT**

[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 Reilly introduced the speakers from the Council of UC Staff Assemblies (CUCSA). John Bodenschatz, Chair of CUCSA, was the Director of Finance for the UC Irvine School of Humanities and has served UC for 27 years. Jen Bowser, Chair-Elect of CUCSA, was the Sustainable Procurement Program Manager and Supplier Diversity Officer at UC Santa Barbara and has served UC for nine years.

Mr. Bodenschatz stated that CUCSA consisted of two delegates from each UC campus, UC Agriculture and Natural Resources, Lawrence Berkeley National Laboratory, and the Office of the President and acted in the interest of all staff, particularly non-represented, policy-covered staff. UC had nearly 60,000 non-represented staff at all salary tiers in

academic programming, technical operations, patient care, and specialized student support, and they made up 42 percent of the staff work force.

Ms. Bowser stated that over 400 individuals responded to CUCSA's informal survey of non-represented staff. Respondents averaged 11 years of service, and 40 percent were UC alumni. On average, respondents reported a 93 percent alignment with the organization's values, and many respondents expressed pride and enthusiasm as a UC employee. They chose flexible work arrangements, overwork, and compensation as areas of improvement.

Mr. Bodenschatz stated that hybrid and remote work remained a strong incentive when recruiting and maintaining talent. One respondent with an immune disorder appreciated UC's flexibility. There was still a demand for standardized policy and resources governing flexible work arrangements; local staff assemblies and employee resource groups noted a sense of inequality regarding who could engage in hybrid work, inadequate explanation for returning to onsite work, and a lack of understanding and empathy from management. CUCSA was impressed with UC Irvine's "Work Reimagined" framework.

Ms. Bowser addressed overwork. There were approximately 3,700 positions currently being advertised, but the actual number of vacancies was unknown. Positions that were no longer accepting applications or on hold due to budget and burdens from new mandates added to workload. Respondents expressed concern about insufficient resources, increased workload, time constraints, and redistribution of work due to high turnover, which resulted in lower-quality work and more errors. Respondents were frustrated with the lack of response to staffing needs, slow decision making, and bureaucratic inefficiencies. Administrative innovation would enable staff and leadership to foster a culture of collaboration, change, and process improvement. CUCSA asked the Regents to help by considering the full scope of resources needed to implement policies to prevent an unintentional increase in administrative burden.

Mr. Bodenschatz stated that 78 percent of respondents cited compensation as a priority, and more than half of respondents reported making less than \$100,000 annually, which was below the median state income of \$111,000. Seventy percent reported being the primary source of income for their household. CUCSA suggested three ways UC could improve its position as employer of choice. First, UC must continue to provide predictable, scheduled, and meaningful raises for non-represented staff, even amidst challenging budgets, rising healthcare premiums, and unusual inflation. Second, UC should enhance investments in salaries and benefits for non-represented staff if the forthcoming Total Remuneration Study reveals that UC is trailing the market. Third, UC should standardize regular equity evaluations for each position to ensure fair pay relative to peers and local markets.

Ms. Bowser emphasized the importance of well-being for staff engagement, motivation, and commitment to the UC mission. Campuses offered tools for leading healthy lifestyles and financial planning. Five campuses have committed to the Okanagan Charter: an International Charter for Health Promoting Universities and Colleges, which galvanized campuses to make well-being an institutional value. If UC adopts the charter systemwide, it would be the first statewide university system in the U.S. to do so.

Mr. Bodenschatz stated that, according to human resources software company BambooHR, voluntary turnover could cost up to 15 to 20 percent of total payroll. Pursuing workplace well-being made financial sense and was the right thing to do. He noted that CUCSA reports and recommendations were available and thanked Regent Leib, President Drake, and the Regents for their time.

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

Appointment of 2025–26 Student Regent

The Special Committee recommended that Sonya Brooks, a graduate student at the University of California, Los Angeles, be appointed a Regent of the University of California to serve for the period July 1, 2025 through June 30, 2026, and that she serve as Regent-designate, effective immediately, until the appointment as Regent becomes effective.

Regent Leib thanked the applicants; the students in the nominating committees and student leaders who conducted interviews; he also thanked Regents Cohen, Ellis, and Makarechian, and Regent Emeritus Tesfai for serving on the selection committee. Ms. Brooks was pursuing a master's degree in public health and a doctorate in education at UCLA and had an extensive record of leadership and service. The search committee was impressed by her passion, enthusiasm, and spirit. Ms. Brooks' advocacy of students and inclusive access to the University would be rooted in data and research.

Upon motion duly made and seconded, the recommendation of the Special Committee was approved, Regents Batchlor, Beharry, Drake, Elliott, Hernandez, Lee, Leib, Makarechian, Pack, Reilly, Robinson, Salazar, Sarris, Sherman, and Sures voting "aye."

Chair Reilly congratulated Regent-designate Brooks and invited her to make remarks.

Regent-designate Brooks recalled that, when she used popular music references to call for graduate housing initiatives during public comment eight months ago, she was also envisioning herself serving UC at the Board table. She expressed both gratitude and an eagerness to serve. Ms. Brooks was a board member of the UC Graduate and Professional Council (UCGPC) and would be the first Black woman to serve as Student Regent. As a nontraditional student, she would offer perspectives that are often overlooked and ignored. Ms. Brooks was honored to serve during a critical period of budget challenges and threats to academic freedom. She would focus on psychological and recovery health support, graduate student housing, students who are parents, research and mentorship, and strengthening health and medical education to produce inclusive, compassionate practitioners. She sought to be a voice for the voiceless, create new and innovative ways to meet student needs, mitigate social drivers that had a negative impact on students and communities, and focus on goals shared by students and the institution. In this current political climate, she stood ready to defend fundamental principles of academic freedom and freedom of speech, which formed the bedrock of academic institutions.

The meeting adjourned at 10:05 a.m.

Attest:

The Secretary and Chief of Staff