

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

January 22, 2025

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 Anguiano, Batchlor, Beharry, Cohen, Drake, Elliott, Hernandez, Kounalakis, Leib, Makarechian, Myers, Pack, Park, Reilly, Salazar, and Sarris

In attendance: Regents-designate Brooks, Komoto, and Wang, Faculty Representatives Cheung and Palazoglu, 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, Senior Vice President Turner, Vice Presidents Brown, Kao, and Maldonado, Chancellors Frenk, Gillman, Hawgood, Khosla, Larive, Lyons, May, Muñoz, Wilcox, and Yang, and Recording Secretary Li

The meeting convened at 8:40 a.m. with Chair Reilly presiding.

Chair Reilly expressed optimism while recognizing the challenges presented by the wildfires in Los Angeles, a State budget deficit, a divided nation, and the uncertainty of what lies ahead. The Regents and the UC community would face these issues directly while cognizant of the work of the University that supports the UC community and the entire state.

1. PUBLIC COMMENT

Chair Reilly stated that the Board of Regents valued public input, the sharing of diverse viewpoints, and the exchange of ideas. While some comments might elicit disagreement, Chair Reilly asked that all in attendance approach today's comments with respect and empathy, and to honor the courage needed to share one's thoughts.

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. Fatima Kunwer, UC Berkeley student, addressed student action in opposition the University's investments that support the genocide of Palestinians. Ms. Kunwer expressed frustration that students' attempts to negotiate or speak with UC administration, including through a student divestment task force, have been ignored, and that rules for protesting kept changing. Students would continue to do what they believed to be their moral imperative on behalf of Palestinians and all oppressed people throughout the world.

- B. Travis Hayden, UC San Diego student, called on UC to support students facing basic needs insecurity. UCSD students were struggling to attend school in one of the most affluent cities in the country. Every day, Mr. Hayden observed a long line of students at the campus basic needs hub and food pantry; these safety nets have become a lifeline for far too many.
- C. Hesham Jarmakani, UC Berkeley alumnus, stated that the UC system was contributing to genocide in Gaza by investing in companies such as Lockheed Martin and Boeing, and he called for divestment. Hundreds of thousands of Palestinians have been martyred, that there were individuals whose entire families were wiped out in Gaza, and the Palestinian Christian population in Gaza was at risk of going extinct. In Mr. Jarmakani's view, UC should take a stance against Israel since it took stance against apartheid in South Africa.
- D. Cole Salton, UC Berkeley law student and representative of Students for Justice in Palestine, called for divestment and expressed his solidarity with American Federation of State, County and Municipal Employees (AFSCME) workers. According to a labor lawyer who had been arrested for protesting South African apartheid at UC Berkeley, the University divested ten years after her arrest. He asked the Regents not to delay being on the right side of history.
- E. A speaker read a statement on behalf of Valerian Weinzwieg. Money from students was being invested in the genocide in Palestine; tuition and UC operations were being used to murder friends and family in Gaza. It was sad that students had to appeal to the Regents' humanity regarding the students' own money.
- F. Molly Shepherd, UC Berkeley staff member, called for divestment from war, noting UC's investments in companies like Lockheed Martin and Caterpillar, which were profiting from genocide in Palestine and humanitarian crises elsewhere. She had a vested interest in UC's fiscal success and a moral compass through her job as a fundraiser and her contribution to the UC pension. She encouraged UC to review students' and faculty's thoughtful recommendations for divestment, adding that she knew that there was pressure from Zionist sympathizers and donors.
- G. Vanesa Cruz Granados, UC Irvine student, stated that she felt ashamed of California, the Regents, the University, and the Office of the President (UCOP) for cowering before money and power. She asked why the Republican party could act so quickly while UC could not do a thing to protect students and workers and end genocide. Ms. Cruz Granados stated that she would be speaking to Regents later in the day.
- H. Jake Twomey, UC Santa Barbara student and State Board Chair of the California Public Interest Research Group (CALPIRG) Students, shared the organization's work. CALPIRG Students' campaign to ban plastic grocery bags in California was covered by *The New York Times*, and its fundraiser for the Los Angeles wildfires raised over \$5,000 in just a few hours. Mr. Twomey suggested the use of open

textbooks to address the rising cost of course materials, noting UC's decision to use open-access journals in 2021. Over 65 percent of students reported not buying course materials due to prices, which was harmful to completion rates. Mr. Twomey looked forward to speaking to Regents about this issue.

- I. Michael McCormack, UCLA staff member and delegate of the Council of UC Staff Assemblies (CUCSA), shared that his salary was 20 percent below market rate. CUCSA urged the Regents to support salary increases for non-represented staff that were consistent with those offered to represented staff. Staff needed to build emergency funds and savings, but costs related to basic needs were increasing. Many considered groceries a luxury.
- J. Nanette Tarrosa, worker at UC Irvine Health – Fountain Valley, stated that Fountain Valley workers were not treated as UCI employees after UCI acquired the hospital. Ms. Tarrosa stated that she and her colleagues, who kept the hospital clean, fed, and running, deserved the same benefits as patient care workers—a stable future and retirement. Workers demanded to be deemed full UCI employees.
- K. Carmen Lee, UCSF staff member and member of AFSCME 3299, called for a fair labor contract. Her utility bill nearly doubled in the last year, the price of groceries increased, and she had to forgo sustainable shopping choices. Ms. Lee stated that she was sacrificing her health and well-being while UC leadership received pay increases and home loans.
- L. Sarah Bacon, UC Santa Barbara Graduate Student Association Vice President of External Affairs and member of the UCSB Police Accountability Board (PAB), disputed the statement in item C4, *Update on the University of California Community Safety Plan*, that all campuses now had an active PAB. After reviewing all ten campus PAB websites, Ms. Bacon concluded that many PABs appeared to exist in order to meet compliance requirements. Several websites were out of date, and almost all PAB websites did not have published meeting dates. Ms. Bacon wished to share her recommendations with the Regents and called on PABs to keep websites up to date, publish meeting times, and partner with student organizations to increase student awareness of and attendance at PAB meetings.
- M. Vivien Burt, UCLA faculty member and member of the Jewish Faculty Resilience Group (JFrg) at UCLA, asked that the Regents ensure true dialogue across differences and acknowledge the rightful existence of Israel in order to eradicate anti-Zionism and antisemitism on campus. Dr. Burt stated that the vast majority of Jewish people identified as Zionists. While fact-based criticism of Israel was acceptable, meaningful dialogue could only occur when Israel's right to exist as a sovereign Jewish state in its historical homeland is accepted as a moral imperative.
- N. James Woolery, UCLA student, called for expanding Medi-Cal coverage in case there are potential changes by the incoming U.S. presidential administration, as well as a faster response to public health emergencies. Although the campus had

transitioned to remote instruction during the Los Angeles wildfires, UCLA student workers were still called in to work on campus, which exposed them to poor air quality. He noted the rapid rise in cases of bird flu across the nation and the federal government's ineptitude at handling national health crises.

- O. Ryan McCarty, Director of Research at Dry Scientific Incorporated, expressed concern about the University's conversion to a systemwide semester calendar. He stated his suspicion that the public documents presented disproven information and disregarded peer-reviewed literature and potential impacts on research. The conversion would cost at least \$300 million and be a burden on low-income and minority students. Mr. McCarty encouraged early review of the purpose and structure of this effort and decision-making based on verified facts.
- P. Stephanie Valencia demanded that UC approve an allocation of \$10 million for paid opportunities for undocumented students and allied faculty. Ms. Valencia also demanded that equitable employment litigation be allowed to proceed but not escalate to the federal courts. Resources were being taken away from undocumented students at UCSC. Ms. Valencia appealed to UC's legal authority and moral responsibility to support undocumented students and staff.
- Q. Shachar-Lee Yaakovovitz, UC alumna and representative of StandWithUs, urged UC to uphold Regents Policy 4408: Policy on Public and Discretionary Statements by Academic Units, the zero-tolerance policy regarding encampments, and time, place, and manner policies for protests. Ms. Yaakovovitz stated that antisemitism was veiled anti-Zionism, such as the claim that there was a genocide in Gaza, and she called for the condemnation of all forms of antisemitism.
- R. Henry Friedman, UCLA faculty member and representative of JFrg, asked the Compliance and Audit Committee to evaluate whether time, place, and manner policies are properly enforced. The *Daily Bruin* reported that, on December 29, about 150 people marched through Westwood to the UCLA Medical Plaza, which UCLA police deemed a violation of time, place, and manner policies, but no action was taken.
- S. Sherry Zhou, UCLA student, urged UC to significantly expand basic needs programs, noting that State and federal welfare programs were inaccessible or insufficient. Ms. Zhou stated that 44 percent of undergraduate students reported experiencing food insecurity and over 16 percent experienced housing insecurity. Tuition and the cost of living continued to rise, particularly for out-of-state and undocumented students, and student workers were underpaid. UCLA student workers were recently penalized for leaving work due to the wildfires, and those who stayed were not given hazard pay or adequate evacuation plans.
- T. Ameen Lotfi, UC Berkeley graduate student instructor and researcher, called on UC and the Board to justify how investing in Lockheed Martin and Elbit Systems reflected the UC mission. Mr. Lotfi stated that the labor of graduate students should

be for the common good and advancement of knowledge, but a portion of his paycheck was invested in companies responsible for genocide. These companies developed weapons that contributed to the deaths of hundreds of thousands of Palestinians. Every university in Gaza has been razed to the ground.

- U. Christian Arteaga, member of Nor Cal Carpenters Union Local 646, stated that UC must update its procurement policy to prevent bad actors from benefiting from public funds and to ensure that projects are awarded to contractors who uphold the highest labor standards. Mr. Arteaga stated that UC has awarded projects to or considered for award contractors with a history of unsafe working conditions, wage theft, and late and over-budget delivery. The Nor Cal Carpenters Union was committed to protecting workers' rights, ensuring that tax and tuition dollars are spent responsibly, advocating for policies that serve all UC stakeholders.
- V. Eduardo Tapia Jr-Urbieta, UC San Diego Student and UC Student Association University Affairs Committee Chair, shared that Student Advocates to the Regents (StARs) highlighted the following during the public comment period: the protection of undocumented students, the high cost of textbooks, and food security and labor rights. He stated that the Regents' vote to increase nonresident tuition has placed the burden of budget cuts on students and urged the Board and the chancellors to include student perspectives when making decisions about budget cuts. He called for collaboration to achieve the student success and equity goals outlined in the funding Compact with the State and asked the Regents to speak with the StARs.
- W. Stephen Cosenza, UC Law San Francisco student, appealed to principles of mutual respect and justice and demanded that UC divest from weapons manufacturers and those who profit from genocide. He stated that it was antithetical for a public institution of higher education to use tuition and State funds to support genocide and derive benefit from human suffering.
- X. Agnes Bolos, UCSF staff member and member of AFSCME 3299, called for a fair labor contract. Ms. Bolos stated that, as a bargaining team member, she observed the disrespect UC had for union members. Her medication costs and rent were increasing, and her diabetes was not improving due to stress. Meanwhile, UC proposed higher healthcare costs, no wage increases, and step limitations.
- Y. Constance Penley, UCSB faculty emerita and President of the Council of UC Faculty Associations, addressed item J1, *Update on the Multi-Year Compact Between the Governor and the University of California*. In the proposed 2025–26 State budget was an eight percent decrease in ongoing funding from the State General fund for UC and the California State University, as well as the deferral of the five percent base budget increase and of a \$31 million commitment. Ms. Penley asked why UC enters into such agreements if the Governor does not uphold them.
- Z. Naomi Nakamura, UCSF staff member and member of AFSME 3299, stated that the union's contract proposal sought to meet members' basic needs. Ms. Nakamura

stated that members have taken an eight percent wage cut over the past five years while Regents approved a base pay increase of 79 percent for chancellors and the President. She stated that 64 percent of patient care workers and 97 percent of service workers at UC were on the poverty line. Workers sought housing that would not drain their paychecks.

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

Chair Reilly began her remarks by again acknowledging those affected by the wildfires in Los Angeles County and pledged the University's support. Chair Reilly welcomed Chancellor Frenk and praised his leadership during the wildfires, and she also recognized President Drake and the Office of the President for their swift action at that time. She welcomed Regent Robert Myers to the Board; Regent Myers was the former General Manager and President of the Golden State Warriors and a member of 1995 National Collegiate Athletic Association (NCAA) basketball championship team at UCLA. The Special Committee to Consider the Selection of a President, led by Regent Chu, has held three town hall meetings to gather input from the UC community. Chair Reilly thanked the Irvine, Davis, and San Francisco campuses for hosting these town hall meetings and noted that there was still time to provide one's thoughts to the Special Committee. At the start of a new year and new U.S. presidential administration, the University has continued to provide undocumented students with the same opportunities as documented students whenever and wherever possible. In addition to working with students to develop and enhance their UC experience and better prepare them for the future, UC must consider the legal uncertainty that remained. This issue was before the courts; one hoped that the situation would become clearer in time and that UC would be able to provide undocumented students with the opportunities that they deserve.

When she assumed the role of Chair of the Board, Chair Reilly wished to highlight the University's contributions to California and beyond. This vision gave rise to the "UC Inspires" series, a platform to showcase extraordinary achievements and impact of the University family. At this meeting, California Chief Service Officer Josh Fryday and UC students would share the transformative impact of the California College Corps, a paid service program that provided students with valuable work experience, learning from community-based organizations to address critical issues such as K-12 education, climate action, and food insecurity. According to the spring 2024 UC Undergraduate Experience Survey, 65 percent of respondents participated in community service on campus and 76 percent engaged in service off campus, and 90 percent reported that community-focused activities significantly influenced their desire to continue service after graduation. Also at this meeting, recipients of the Regents Foster Youth Award and the President's Outstanding Student Leadership Award would be recognized. Chair Reilly concluded her remarks by expressing her belief in the power of one University, comprised of ten campuses, six academic health centers, and three National Laboratories. Students, faculty, staff, chancellors, Regents, and alumni walked together with the values that have guided UC for more than 150 years: the belief that higher education is a platform for social mobility and public good, one that is inclusive and celebrates diversity. The concept of one University would be essential as UC navigates challenging times ahead, addressing

obstacles with shared purpose and strength. The UC community was stronger and more effective together. Chair Reilly thanked all for their leadership and dedication to UC.

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

President Drake began his remarks by acknowledging the tragic wildfires in Southern California and made note of the devastating effect that historic winds had on the fires. Many lost their homes, businesses, or lives. He also acknowledged those who came from around the country and the world to fight the fires. President Drake welcomed Chancellor Frenk to the University, highlighting that his experience as former President of the University of Miami and former Federal Secretary of Health of Mexico made him a voice of wisdom and guidance during this natural disaster. The University was closely monitoring the executive orders issued by and actions from the new U.S. presidential administration for their potential impacts. President Drake recognized that many in the UC community were experiencing fear and uncertainty, which made working, studying, teaching, and thriving difficult. The future was not known, but UC remained steadfast in its values, mission, and commitment to supporting the entire UC community. For over 150 years, the University has focused on teaching, research, scholarship, and public service, as well as knowledge creation and preparing students to be ethical, fact-based leaders. UC was grounded in its integrity and would keep working to ensure that the University remains a beacon of light for California and the world.

Last month, the U.S. Department of Energy extended UC's contract to manage Lawrence Berkeley National Laboratory for five more years, and in November, the National Nuclear Security Administration issued a five-year extension for Lawrence Livermore National Security, LLC, of which UC was a key partner. President Drake congratulated UC National Laboratories for their latest performance ratings and emphasized their important work. The Office of the President was working with the chancellors to ensure a vibrant academic and internship program at the UC Student and Policy Center in Sacramento year-round, and there were plans to include students from more UC campuses. The Center played a role in educating students about politics and policymaking, raised awareness about UC scholarship and research, and connected UC faculty with legislators. Governor Newsom's 2025–26 State budget included a proposed funding reduction of 7.9 percent, or about \$395 million in ongoing funding. Following the restoration of the one-time reduction of \$125 million last year, this reflected a net reduction of about \$271 million relative to the prior year's funding. President Drake looked forward to working with the Governor and partners in the State Legislature to mitigate harmful impacts to the University and to continue to invest in higher education and students. This month, UC announced record-breaking enrollment of California students, with significant increases of students from underrepresented groups, transfer students, and Pell Grant recipients. In 2024, students from underrepresented groups increased by 2,568, making up 32.3 percent of undergraduate students. African American student enrollment rose by 4.6 percent, American Indian student enrollment by 12.9 percent, and Latino(a) student enrollment by 3.1 percent. President Drake concluded his remarks by echoing Chair Reilly's comments about UC's support for the undocumented community. The University was committed to doing everything it could to provide an equitable educational experience. UC would make

the necessary arguments in cases pending in the courts and would work to achieve a resolution that provides all students with the opportunities they deserve.

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

Faculty Representative Palazoglu delivered remarks on behalf of Faculty Representative Cheung, who was recovering from illness. In the immediate aftermath of divisive expressive activities last spring, the University recommitted to its enforcement of long-standing time, place, and manner policies to ensure safety, integrity of physical assets, and unfettered access to instruction. Anxieties about what would transpire in the fall never materialized, much to the relief of planners at the campuses and the Office of the President. There has been a growing interest in examining UC faculty misconduct policies and processes with the objective of exonerating the innocent and disciplining the guilty more quickly. There was a natural desire for the rapid closure of faculty misconduct cases where factual evidence points to manifestly offensive or seemingly incriminating action, but satisfactory closure of all cases must be tempered by the collective American credence that the accused is innocent until proven guilty. This belief required fair, equal, and just treatment of the accused and adherence to transparent procedures that comply with applicable State and federal law. Failure to comply with internal procedures could result in consequences, including the dismissal of all or part of a case, reputational damage to the University, and financial penalties beyond the recovery of forgone earnings. Dr. Cheung cited *Miranda vs. Arizona* and *United States v. Senator Theodore F. Stevens* as examples of U.S. criminal jurisprudence of new trials because proper procedures were not followed. Another example of the importance of fair and transparent process was the 1996 kidnapping of the son of Hong Kong billionaire Li Ka-shing by Cheung Tze-keung, who was found, arrested, and executed within 60 days of Mr. Li filing a grievance with the new government following the handover of Hong Kong to the Chinese government. British Hong Kongers applying an American lens could reasonably question whether the abridgement of process was worth the price of limiting freedoms. The aforementioned cases had a bearing on the presentation about faculty dismissal policies and process at the Academic and Student Affairs Committee meeting and represented cautionary tales. The Academic Senate welcomed the opportunity to review procedure and revise practices that were inadequately responsive to current needs, while anchored to a shared commitment to fair, equal, and just treatment of the accused whether they are faculty, staff, or students. Comprehensive investigations leading to hearings, or prolonged hearings in complex cases, might require time beyond predetermined targets. This inevitable reality would be well-served by granting additional time for good cause. As UC moves in the direction of more rapid closure of faculty misconduct cases, it must do so by adopting process steps that foster trust and uphold core values of fairness and transparency.

Chair Reilly invited Chancellor Frenk to make remarks regarding the recent wildfires in the Los Angeles area.

Chancellor Frenk expressed pride in representing the resilient UCLA community. His first full week as Chancellor was not what he had expected, but his career has taught him to pivot quickly into an emergency mode of operation. Taking this position when so many

were living with fear, anxiety, and pain has been heartbreaking, and it would take a long time to process the losses and repair the damage, but the way the UC community has supported each other has given him energy and hope. During the crisis, Chancellor Frenk provided daily updates to the Bruin community with social media videos and campus messages. He expressed gratitude to the Regents for offering support even when some were facing the loss of their own homes, to President Drake for his guidance, and to his fellow chancellors who offered space, campus resources, and emergency personnel. He quickly learned that UC is a community that sticks together and stands together. When the first fire broke out on January 7, Bruins opened their homes, made meals, checked in on each other, and UCLA emergency and healthcare personnel worked around the clock to ensure the safety of the campus community. Staff stayed extra hours to answer questions, the UCLA emergency management planning group was active all day and all night, and the campus made sure that those affected knew that UCLA was there to support them. Volunteer centers prepared 500 emergency packages for Bruins in need, and UCLA launched the Bruin Wildfire Relief Fund for students and employees whose homes were destroyed or faced other hardships. At the height of the crisis, thousands attended four campus town hall meetings and asked senior leaders questions. There was an incredible opportunity to demonstrate that UCLA is not just a university in Los Angeles, but rather the university of Los Angeles. UCLA donated space from its Research Park for a disaster recovery center established by the Federal Emergency Management Agency (FEMA) and the City of Los Angeles. UCLA experts and many alumni were there to provide services, an example of how UC fulfills its service mission. Though the emergency was not fully over, the campus must now focus on recovery and intended to reimagine a more resilient future for the community. UCLA would undergo a thorough evaluation of preparedness for this emergency and ask how it could do better next time. Chancellor Frenk thanked all for their partnership and support and for welcoming him with such kindness into the UC community. He looked forward to continuing to build UCLA's relationship with everyone.

Regent-designate Brooks expressed gratitude for the support and response that the UCLA community received. She recalled hearing the constant sound of sirens and wiping ash from furniture and windows. Regent-designate Brooks recognized campus offices that provided services and support to the UCLA community. Under the leadership of Amanda Finzi-Smith, Director of UCLA College Corps, students assembled 500 care packages that included essentials and clothing. UCLA Residential Life, led by Executive Director Idriss Njike and Resident Director Charlene Waldron, provided over 1,000 meals to the students, faculty, and staff affected by the fires. The Community Programs Office, led by Director Antonio Sandoval Ayala and Associate Director Dennis Santiago Goodspeed, provided fresh fruit and vegetables to those affected. The campus' Black Alumni Association, led by President Na'Shaun Lamar Neal, collaborated with other affinity groups to provide services such as insurance support. Regent-designate Brooks thanked Chancellor Frenk for his tireless efforts and for continuing to meet with her during the crisis, and she thanked Regents, staff, and faculty for checking in on her.

Regent-designate Wang shared the gratitude that alumni had for Chancellor Frenk's daily communication with the community. Over 1,000 UC alumni signed up to volunteer at the FEMA site at UCLA; so many alumni arrived that some were turned away. The University

was working with Mayor Karen Bass' office to expand UC volunteering at the site. UC was offering diploma replacements free of charge to alumni from any UC campus.

5. UC INSPIRES: CALIFORNIANS FOR ALL COLLEGE CORPS

[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 began the presentation by thanking Josh Fryday, Chief Service Officer from the Governor's Office of Service and Community Engagement, for his efforts during the Los Angeles wildfires.

President Drake introduced the item. Most UC campuses participated in the Californians for All College Corps (College Corps), a program that enlists students to give back to the community through paid service. A recent survey found that 17 percent of UC Fellows had the Assembly Bill 540 nonresident tuition exemption, two-thirds were first-generation students, 92 percent reported having financial need, and 70 percent were Pell Grant-eligible. The Californians for All College Corps provided important opportunities for students from underrepresented backgrounds. President Drake thanked Mr. Fryday for his partnership with the Office of the President and the campuses to benefit UC and the State.

Mr. Fryday stated that, through the partnership between the Governor's office and the University, the Californians for All College Corps has become a model spreading to states like Minnesota and New York. Mr. Fryday thanked Regents for championing the program, the chancellors for their partnership, and Executive Vice President and Chief Financial Officer Brostrom for envisioning and executing the program. He described a broader vision in which every Californian is expected and given the opportunity to serve their community, recalling his own service in the U.S. Navy; an opportunity to solve problems and work with people from different backgrounds, perspectives, and political ideologies; and the opportunity to contribute to something bigger than oneself. Higher education, specifically UC, was at the center of this vision. Mr. Fryday presented a video introducing College Corps, which he likened to California's version of the G.I. Bill. The program offered \$10,000, an amount determined in partnership with UC that would cover what Pell Grant recipients and students receiving financial aid would need, to students who commit to 450 hours of service for the academic year. College Corps Fellows worked in nonprofit organizations and local government and were part of a cohort on campus and a community of nearly 3,500 students from across the state. Roughly one-third of College Corps Fellows came from seven UC campuses. Mr. Fryday referred to the program as a "win-win-win." This was a win for students who graduate with less debt and build social capital, networks, and skills. This was also a win for the community. In the last three years, College Corps Fellows have engaged in over three million hours of community service in food banks, clinics, parks, and climate mitigation work. College Corps Fellows served their community during the Los Angeles wildfires. This was a win for the state: College Corps prepared and inspired the future workforce while instilling a sense of service.

Sahari Castañeda, College Corps Fellow from UC Merced, shared that she engaged in 920 hours of service in her two years of participation, addressing food insecurity and climate action in her community. College Corps had a profound effect on Ms. Castañeda's life, deepening her connection with her community and with likeminded individuals and engaging her lifelong passion for volunteering. College Corps bridged the gap between her campus and the surrounding community. She gained insight into the local Hmong and reinforced her commitment to fostering compassion in every interaction. The program showcased the resilience of her generation and inspired hope for those facing financial difficulties. Ms. Castañeda came from a low-income background, and being a College Corps Fellow helped her achieve financial independence. Even with a Cal Grant and federal financial aid, she balanced two jobs in her first year of college while taking a heavy courseload, which left little room for personal or academic growth. The program enabled her to leave one of her two jobs and focus on something meaningful. College Corps also influenced her career trajectory. In her first year as a College Corps Fellow, Ms. Castañeda learned about food policy at Community Initiatives for Collective Impact. In her second year, she applied what she learned in the classroom at the Merced Irrigation District. These experiences inspired her to pursue a minor in political science, on top of a major in environmental system science. Ms. Castañeda aspired to work as an environmental scientist in State government or take a role in conservation in the community.

Jasmin Lopez, former College Corps Fellow and UCLA graduate student, shared that being a nontraditional student from a low-income background made community support very meaningful. College Corps gave her a sense of community at UCLA; the program united students from similar backgrounds and facing similar challenges in service. Ms. Lopez, who did not always have the privilege of prioritize her education in the past, focused on education in her service and worked in an anti-recidivism program. This experience demonstrated to her that education could help overcome cycles of hardship. College Corps alleviated some of the financial burden of pursuing an undergraduate education and gave Ms. Lopez confidence to pursue graduate studies. College Corps enabled her to give back to the community in a way that reflected her own journey. Ms. Lopez was now studying public interest law and was placed in an internship at Mayor Karen Bass' office after participating in the fire relief program.

DJuane "DJ" Nunley, College Corps Fellow from UC Berkeley, stated that before joining College Corps, he had pursued a career in the music industry, which damaged his relationship with his family. College Corps changed his outlook on life and inspired him to major in social welfare. Mr. Nunley now helped families facing food insecurity and homelessness. As the father of eight children, balancing school and life was overwhelming, but College Corps enabled him to invest time in education and embrace campus life. The program helped him cover transportation and basic needs, which helped his family tremendously. Mr. Nunley credited College Corps for his admission to UC Berkeley. Focusing his service on education and behavioral health, he tutored college-bound students in Alameda County Juvenile Detention Center. He used to believe that he could not help others because of how he was perceived. College Corps embraced Mr. Nunley and connected him with others with a similar background. He and his wife, also a College Corps Fellow, were focused on therapy and research to help others.

Mr. Fryday shared that, in the 2025–26 State budget, the Governor has proposed ongoing and sustainable funding for this program. One hoped that the program would continue to grow, expanding to additional campuses and accepting more students.

Regent Beharry thanked the students for sharing their experiences and expressed pride in UC Merced, one of the first campuses to participate in College Corps. He underscored how the program benefits the Merced area. Regent Beharry asked whether there were data on the long-term impact on participants, such as how long it took Fellows to secure employment, their salary ranges, and the industries they were entering. Such data would be helpful when seeking funding. Mr. Fryday responded in the affirmative. College Corps collected data on the Fellows' current impact on the community and the program's ability to help Fellows graduate with less debt. The program recently launched Corps to Career, which helped Fellows with job placement. Many Fellows were pursuing careers in education, and many expressed an interest in public service and social work.

Regent Beharry expressed hope that College Corps would expand to all undergraduate campuses. He asked if participating in College Corps affected Fellows' ability to receive need-based aid. Ms. Lopez replied that she worked closely with the financial aid office to better understand how participating in College Corps affected her financial aid eligibility. There could be a negative effect on those students who exhausted their financial aid. She did not reach that limit with a combination of College Corps, Cal Grant, and federal financial aid, so there should be more than enough to cover expenses while attending UC.

Regent Hernandez noted that \$10,000 translated to about \$22 per hour and disputed some claims that College Corps was offering below minimum wage. While he hoped that the grant amount would increase in the future, he wanted to clarify this point. Mr. Fryday replied that \$10,000 was meant to meet the expected student contribution. Students initially received a stipend of \$7,000 and received a \$3,000 scholarship after completing 450 hours of service.

Regent Hernandez asked what was needed to expand College Corps to all campuses. Mr. Fryday stated that the program wished to expand not only to all UC campuses, but also such that all students are expected to and given the opportunity to serve.

Regent Hernandez asked how many UC students with an Assembly Bill (AB) 540 nonresident tuition exemption applied for and were participating in College Corps. Mr. Fryday stated that all California students, including those with an AB 540 exemption, were included in the program from the beginning. Hundreds of UC AB 540 students have participated very successfully. Mr. Fryday stated that he would provide this information.

Regent Sarris stressed the importance of collecting data in order to provide a narrative of the program, as well as the need to protect AB 540 students given the new U.S. presidential administration. Regent Sarris echoed the need to include all UC undergraduate campuses.

Staff Advisor Frías shared her observations that UC Davis College Corps Fellows experienced significant leadership development and civic orientation. Fellows were more

self-confident, on the pathway to becoming future leaders, and more likely to serve the community in the future. Mr. Fryday stated that these data could be provided to the Regents. College Corps engaged WestEd to evaluate its data tracking; its ability to expand was dependent on future partnership with the University.

Ms. Frías asked if the program could expand to more service areas, such as health. Mr. Fryday stated that the College Corps initially focused on education, climate and the environment, and food insecurity. College Corps Fellows were deployed to the Los Angeles fire relief effort, staffing the food bank and the disaster resource centers. The program was exploring health, citizen journalism, and digital navigation. Mr. Fryday envisioned a program in which students would be able to meet any community need.

Regent Leib asked if College Corps was at risk of losing federal funding. Mr. Fryday replied that most the program was State funded, with a small amount from the AmeriCorps program that went toward the student stipend. He did not believe College Corps was at risk, but this was something that College Corps was watching closely.

Regent Anguiano asked how many students applied for available positions. Mr. Fryday responded that this last year, over 10,000 students applied for 3,000 positions.

Chair Reilly asked how many positions could be filled. Mr. Fryday replied that between 3,200 and 3,400 positions were funded, and demand was very high. He hoped to be able to scale the program to meet the needs of both students and the community.

Regent-designate Wang asked how the narrative about the program was being shared and how the Regents could help. Mr. Fryday stated that the program engaged in a significant amount of earned media, but it was difficult to disseminate positive and hopeful messaging in the current information environment. He invited Regents to meet College Corps Fellows and to share information about the program with local media, legislators, and other elected officials. Mr. Fryday invited suggestions for outlets through which students could share their stories.

Chair Reilly underscored how College Corps built a sense of community in a society where community was breaking down.

6. ANNUAL REPORT ON SUSTAINABLE PRACTICES

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

Executive Vice President and Chief Financial Officer Brostrom described the theme of this year's Annual Report on Sustainable Practices as collective action on the climate crisis and acknowledged the impact that the Los Angeles wildfires had on UC colleagues and the community. Climate change created conditions that caused and exacerbated catastrophic fires and other natural disasters, as well as making response and recovery more difficult. This disaster was a reminder of the urgency of UC's effort to address the climate crisis.

Sarah Lisker, Sustainability Initiatives Program Manager at the Office of the President (UCOP), stated that the report represented a significant collaboration of all campuses, academic health centers, UC Agriculture and Natural Resources, Lawrence Berkeley National Laboratory, and UCOP. More than 100 stakeholders contributed over 8,000 data points to populate nearly 200 charts and infographics describing UC's progress toward goals from the UC Policy on Sustainable Practices. The report was available online in an interactive format and featured sustainability goals in 13 policy areas, such as operational goals related to green energy, food procurement, and green buildings, as well as broader goals of anti-racism, health, well-being, and equity. Following the California State University (CSU) system's single-use plastics ban, UC has also made significant progress in phasing out single-use plastics by July 2024; UC and CSU were the first university systems in the country to phase out multiple categories of single-use plastics and have inspired other universities to follow suit. Sixteen of 17 UC locations have at least partially eliminated single-use plastic food ware, and 12 locations have completely phased out plastic bags, with the remaining locations in the process of doing so. One of the challenges has been the lack of commercially viable alternatives. Last year, the Systemwide Zero Waste Working Group organized a workshop at UC Berkeley to address challenges, share best practices, and accelerate systemwide progress when phasing out single-use plastics. For example, a reusable to-go container program has helped UC San Diego dining facilities reduce waste and costs, and other campuses were piloting similar programs. UCLA has fully phased out plastic beverage bottles in all of its vending machines except where alternatives did not exist, and UC Berkeley has replaced disposable to-go cups at sporting events with reusable ones.

Students and faculty activists advocated for sustainability across all dimensions of the UC mission. The UCSD Division of the Academic Senate approved the Jane Teranes Climate Change Education Requirement for incoming first-year students beginning fall 2024 of a one-quarter course that provided them with the knowledge and skills to confront climate change. The Bonnie Reiss Climate Action Fellowship Program celebrated its tenth anniversary this year; 800 Fellows have participated since its launch in 2014, and alumni were launching new careers in climate science, policy, and activism. Reducing onsite greenhouse gas (GHG) emissions remained a major challenge for UC, with campus cogeneration power plants being the primary source of emissions. This goal also demonstrated the University's collective action. The Pathways to Fossil Free UC Task Force, formed in 2022, oversaw the State-funded campus decarbonization studies that accounted for technical, financial, climate justice and equity, and research and educational considerations. Campus provosts, vice chancellors, campus Divisions of the Academic Senate, and academic health center leadership and staff served as executive sponsors, and campuses collaborated with stakeholders and engaged with community members when developing the decarbonization studies. In October 2024, each campuses submitted the findings of their studies to the Task Force, which was compiling results and developing recommendations for the Regents, President Drake, and the chancellors on the steps and timeline needed to eliminate fossil fuels in UC energy systems. The biggest challenge of decarbonization was funding. UC planned to present these findings at a future meeting and hoped to engage the Regents in advocacy for State funding and helping ensure that

proposed capital projects are consistent with decarbonization goals. The UC Policy on Sustainable Practices required campuses to submit GHG emissions reductions targets, informed by their studies, to decarbonize no later than 2045 while achieving progressively significant emissions reductions in 2030, 2035, and 2040. By the end of this calendar year, each campus would have developed a climate action plan for meeting targets while taking equity and climate resilience into account. Ms. Lisker remarked that the University's progress has been remarkable—it had been only two years since UC set new climate goals with a new emphasis on direct decarbonization—and she stressed the need to keep climate action as a systemwide funding priority so that UC could continue leading the response to the worsening climate crisis.

Mr. Brostrom credited the past year's accomplishments in sustainability to the University working together as a system despite each location's unique circumstances. It was more important than ever for UC to continue working together to address the climate crisis.

President Drake, referring to the presentation materials, asked about the University's progress toward decarbonization. Associate Vice President David Phillips replied that UC's decarbonization has been impressive given the growth that has occurred at the same time. Campus use of natural gas continued to be a major challenge. UC campuses had been early leaders in sustainability by making a major investment in cogeneration plants, which had produced power more effectively than the power grid, but must now determine how to convert campus energy systems that rely heavily on gas infrastructure. Much progress has been made with electricity, but gas has been challenging due to the expenses. Mr. Brostrom added that the graphs presented absolute numbers and did not reflect the fact that UC added over 100,000 students, millions of square feet, and hospital systems during this time. UC was still committed to going fossil-free. President Drake suggested that future reports incorporate the University's growth in order to demonstrate that UC has either kept GHG emissions flat or decreased them despite UC expansion.

Regent Hernandez, referring to the presentation materials, observed a modest decline in GHG emissions between 2019 and 2035 and posited that this was due to improving the efficiency of campus power plants. He also posited that the drastic change between 2035 to 2040 came from UC changing its source of energy. Mr. Phillips stated that, on a square foot basis, some campuses have cut their energy use by half over the past decade. Some decreases in GHG emissions would come from the gradual phaseout of fossil fuels; boilers that were not part of the central plant system could be more easily addressed. He confirmed that the larger decreases would occur when campus central plant systems are completely replaced. Mr. Brostrom added that new buildings were all-electric, including an all-electric hospital that just opened at UC Irvine, the first in the U.S. Mr. Phillips stated that the University shifted from a systemwide goal to one in which campuses studied their own systems and selected their own goals. This chart reflected a range of ambitions and practical considerations of each campus. In his view, others were more likely to follow UC's lead with this approach.

The meeting adjourned at 11:20 a.m.

Attest:

The Secretary and Chief of Staff