

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

November 13, 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 Anguiano, Batchlor, Beharry, Cohen, Drake, Elliott, Hernandez, Kounalakis, Lee, Leib, Makarechian, Pack, Pérez, Reilly, Sarris, Sherman, and Sures

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, Interim Senior Vice President Turner, Vice Presidents Brown, Kao, and Maldonado, Chancellors Gillman, Hawgood, Khosla, Larive, Lyons, May, Muñoz, Wilcox, and Yang, Interim Chancellor Hunt, and Recording Secretary Li

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

1. PUBLIC COMMENT

Chair Reilly noted the importance of hearing from members of the campuses and the community on issues concerning the University. She expressed appreciation to those who took the time to attend this meeting. The Board of Regents valued open discourse and diverse viewpoints. While some comments might elicit disagreement, the Board asked that all in attendance conduct themselves with respect 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. Daniel Russell, UC Berkeley staff member and President of University Professional and Technical Employees (UPTe), called for a fair labor contract. He stated that the University has bargained with UPTe in bad faith for five months, that UC would not seriously consider UPTe's proposals while making proposals that were unacceptable to the union, and that UC did not mention increasing healthcare costs during bargaining. UPTe had requested data on vacancies 18 months ago but received nothing. Mr. Russell stated that UC had over \$20 billion in liquid capital amidst increased wait times and workloads and poorer patient care. Thousands of UPTe members have pledged to strike if necessary.

- B. Matthew Jones, representative of the California Nurses Association (CNA), stated that nurses and healthcare workers were deeply dismayed by increases in healthcare insurance premiums. UC, one of the wealthiest university systems in the country, paid its healthcare directors as much as \$2 million per year. Mr. Jones demanded transparency from UC administrators and emphasized the effect these increases would have on workers and their families. He expressed CNA's solidarity with the UC Coalition of Unions, especially the American Federation of State, County and Municipal Employees (AFSCME) and UPTE, which were preparing to strike.
- C. Juliette Suarez, UCSF staff member and UPTE representative, stated that, as a clinical social worker, she was paid 32 percent less than her colleagues at UCSF medical centers who served wealthier patients. She called attention to clinician burnout, understaffing, and growing waitlists, as well as the crisis in recruitment and retention. Ms. Suarez stated that the University has bargained with UPTE for five months but not in good faith and has threatened to greatly increase members' healthcare costs. She added that UC had the power to avoid a strike.
- D. Eduardo Tapia Jr-Urbieto, UC San Diego student and Chair of the UC Student Association (UCSA) University Affairs Committee, shared that Student Advocates to the Regents (StARs) would highlight the following concerns at this meeting: undocumented student employment, food insecurity among Black, Indigenous, and people of color, and ethical investment. Mr. Tapia Jr-Urbieto stated that UCSA opposed the proposed 9.9 percent increase in nonresident tuition and asked the Regents to engage with StARs throughout the meeting.
- E. Adam Tfayli, President of the UCLA Undergraduate Students Association Council and international student, called for divestment from weapons manufacturing, sharing that his village in Lebanon had been bombarded by rocket strikes. Mr. Tfayli had many conversations with Regents about UC's complicity in global conflict; he opined that hesitation about change stemmed from the perceived distance between UC and the consequences of its investments. He asked those in attendance to be mindful of the thirst, starvation, and death resulting from UC investments. Mr. Tfayli looked forward to speaking further with the Regents.
- F. Vanesa Cruz Granados, UC Irvine undocumented student, expressed fear of the incoming Trump administration, noting that UC did not provide employment opportunities for undocumented students during Democratic presidential and gubernatorial administrations. She asked Regents Matosantos, Anguiano, and Leib to stand with undocumented students and implored the Board to reconsider implementing of the strategy of the Opportunity for All campaign.
- G. Mursal Danish noted the contradiction of UC's sustainability goals in California and worldwide with its investment in companies such as Blackrock, Blackstone, Lockheed Martin, and Elbit Systems. Scientists have estimated that over 281,000 tons of carbon dioxide was generated by the first two months of Israel's

bombardment and ground invasion of Gaza. Ms. Danish stated that the first step toward a clean future was the University cleaning the blood from its hands.

- H. Jayha Buhs-Jackson, UCLA student and UCSA representative, noted the importance of the UCLA Black Bruin Resource Center food pantry for Black student retention. This year, the period in which students could pay for meals at on-campus restaurants using meal swipes was significantly reduced. Ms. Buhs-Jackson called for extending this period to 8:00 p.m. and establishing more food pantries. She looked forward to speaking to Regents about the expansion of UC Davis' Aggie Fresh program to all UC campuses.
- I. Elizabeth Fenchel, UCSF nurse and CNA Chief Nurse Representative, expressed healthcare workers' outrage at health insurance premiums rising once again in the coming year. Nurses were disgusted at UC passing along these astronomical costs to its healthcare workers. CNA supported AFSCME and UPTE, both of which planned to go on strike next week.
- J. Shachar-Lee Yaakobovitz, UC alumna and Campus Regional Manager at StandWithUs, stated that, while campus climate has improved for Jewish students, the environment has remained hostile at some campuses. She asked the Regents to continue enforcing Regents Policy 4408: Policy on Public and Discretionary Statements by Academic Units; the zero-tolerance policy for encampments; and time, place, and manner policies. Ms. Yaakobovitz highlighted the need to protect Jewish students and to educate students, staff, and faculty about antisemitism.
- K. Namrata Deepak, UCLA student, called on the University to prioritize maintaining access to UC and transparency about how tuition dollars are spent. She expressed strong opposition to the 9.9 percent tuition increase proposed for nonresident students. Ms. Deepak praised the diversity of people and experiences at the University but cautioned that a tuition increase would make UC inaccessible to many out-of-state and international students and urged the Regents to reconsider it. If tuition increases, student input is needed in the University's financial decisions.
- L. Katie Ritchey, UC Santa Cruz staff member and member of the UCSC Staff Advisory Board, urged the Regents to include a salary increase for non-represented staff members in the upcoming UC budget. She shared that she earned below the low-income threshold in Santa Cruz County. Budgetary challenges at UCSC have led to layoffs as well as a lack of funding for equity increases, upward mobility, and funding for STAR Awards. Staff feared that they would no longer be able to afford to live in Santa Cruz as costs rise and wages remain stagnant.
- M. Jaden Harrison, UC Riverside student, stated that the UCR Title IX Office should better protect the identities of those from at-risk populations, such as sex workers and members of the LGBTQ community, from being used to gain financial advantage. Mr. Harrison shared that this happened to his friend, who experienced a psychotic breakdown and later left UC Riverside.

- N. Michael Harris stated that far more needed to be done to address antisemitism at UC. Every campus should continue to enforce existing time, place, and manner restrictions in a viewpoint-neutral fashion, and UC healthcare facilities must enforce their own regulations regarding political speech expressed through attire and social media. He called on the University to adopt the International Holocaust Remembrance Alliance's definition of antisemitism and, pursuant to State Assembly Bill 2925, ensure that any anti-discrimination training addresses discrimination against the five most targeted groups in the state.
- O. 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. He noted that the disparity in income growth between non-represented and represented staff has deepened as the cost of living in California has continued to rise. Many non-represented staff were struggling to keep up and were forced to weigh health decisions against financial strain. Addressing this disparity is crucial for well-being, productivity, and retention. CUCSA urged UC to take a fair and equitable approach to pay increases for all staff that would address these financial pressures and reflect staff's vital contribution to the University.
- P. Kaitlyn LeGros, UC Santa Barbara staff member and CUCSA delegate, shared that her salary was 21 percent below market rate. She stressed that that salary increases for non-represented staff must be predictable, reasonable, and aligned with those of represented staff in order for the University to continue attracting and retaining skilled and dedicated staff, ensure fairness, boost morale, and reinforce UC's commitment to the well-being of all employees. Ms. LeGros stated that staff with stagnant salaries in areas with a high cost of living such as Santa Barbara were more likely to become rent-burdened, and that it was not surprising that staff leave UC, taking institutional knowledge with them, when they were spending over 50 percent of their take-home pay on housing costs. Ms. LeGros called for a fair and equitable approach to staff compensation that ensures that all staff receive increases that reflect current financial realities.
- Q. David Anyakora, UC San Diego alumnus, stated that the UC system was a leader in the number of U.S. patents and technology transfers, which were both tied to supporting regional development. He emphasized the importance of protecting intellectual property as access to knowledge is diminished by the rise of artificial intelligence and of collaborating with other institutions.
- R. Medina Danish, UC Berkeley student and representative of the Associated Students of University of California, called for divestment from ecocide and genocide in Palestine, a position supported by the vast majority of UCB students. According to Greenpeace, Israel emitted an estimated 536,410 tons of carbon dioxide in the first 120 days of its assault on Gaza, where the air has been contaminated with white phosphorus in violation of international law. In addition to the resultant decrease in agricultural productivity, olive trees have also been targeted. Ms. Danish noted that the Regents voted to divest from genocide in Sudan in 2006.

- S. Erin Kinoshita, UC San Diego staff member and member of Teamsters Local 2010, addressed the 30 percent increase in coinsurance for specialty drugs in the UC Blue and Gold and the Kaiser Health Maintenance Organization (HMO) health insurance plans. The prescription for a lifesaving drug for one of Ms. Kinoshita's family members would increase from \$25 to \$150. While UC accepted hundreds of millions of dollars every year to research and develop drugs, Ms. Kinoshita would have to cut her already tight budget for food and utilities to afford this prescription. She asked President Drake to rescind the coinsurance increase and maintain the current coinsurance of \$25 for specialty medications.
- T. Javier Nuñez Verdugo, UCLA student, stated that the proposed 9.9 percent nonresident tuition increase, which would affect nearly 33 percent of the incoming class at UCLA, would not reflect UC's equity and excellence efforts. Students were already struggling to meet basic needs due to the rising cost of living at UC campuses, but such an increase would threaten the ability of nonresident students from the global south and students without an Assembly Bill 540 exemption to attend UC, given the risk of college debt. Instead of increasing tuition and chancellor salaries to nearly \$1 million, the University should focus on meeting students' growing needs.
- U. Sherry Zhou, UCLA student, spoke in opposition to the proposed nonresident tuition increase. At the last meeting, Regents voted to give chancellors and other high-level UC employees over \$1.5 million in pay increases, taking money from those who need it most. The tuition increase would exacerbate basic needs insecurity and make UC inaccessible to international and out-of-state students, who would also be facing a new U.S. presidential administration. Ms. Zhou implored the Regents to prioritize student needs and requests, investing in students, disability specialists, holistic basic needs, and free speech and the ability to protest.
- V. Catherine Cobb, President of Teamsters Local 2010, stated that UC planned to increase health insurance premiums from nine percent to 11 percent on January 1, 2025, after already increasing premiums from 15 percent to 193 percent last year. UC also planned to increase copays for many types of office visits and prescription drugs by up to 50 percent, and the UC Core plan would have a premium for the first time. Increases have far exceeded annual inflation for two years and might lead to employees going without necessary medications or health care. The University must rein in these increases and give employees a chance to provide input.
- W. Ameen Lotfi, UC Berkeley graduate student instructor, quoted the mission statement of the University: "to serve society as a center of higher learning, providing long-term societal benefits through transmitting advanced knowledge, discovering new knowledge, and functioning as an active working repository of organized knowledge." Through the retirement plan, a portion of workers' paychecks were invested in companies responsible for genocide. Lockheed Martin and Elbit Systems produced destructive, sadistic weaponry that has contributed to the deaths of hundreds of thousands of Palestinians. The razing of every single

university in Gaza was funded by UC investments; it has been normalized that Palestinian students are paying tuition that is used to aid and abet the murder of their own family members. These students had to beg to be acknowledged while learning that *keffiyeh* scarves made Zionists uncomfortable on campus. Mr. Lotfi added that Zionists were abusing, stalking, and publishing the identifying information of Jewish anti-Zionists. UC's silence amidst an ongoing genocide despite overwhelming student support for divestment reflected a nationwide trend.

- X. Francis Villanueva, UCLA student, urged the Regents not to vote for the proposed nonresident tuition increase, which would widen educational gaps for underserved, underprivileged, and marginalized students. He asked how UC could claim to care about students and affordability if it increases tuition, makes record-breaking profit, and gives pay increases. The Regents voted to approve policy that limits students' protest and free speech rights and funding to purchase weapons and surveillance tools used on students protesting genocide. Mr. Villanueva asked if UC could commit to funding basic needs, access, and retention programs and to building affordable and livable housing for students.
- Y. Fatima Kunwer, UC Berkeley student, stated that the ASUC and the Graduate Student Assembly have voted to withhold funding to the UC Berkeley Foundation if it fails to divest holdings in companies that were complicit in genocide. In May 2024, United Auto Workers (UAW) Local 4811, which represented researchers and student workers, authorized a strike due to unfair labor practices pertaining to student protest. In January 2024, UAW 4811 voted to affirm actions and positions in pursuit of a ceasefire in Gaza. To date, over 16,600 UC alumni pledge to withhold donations until UC divests from genocide. An overwhelming majority of students supported a ceasefire and an end to genocide. Ms. Kunwer asked when the University would divest from war and genocide as it had done for Sudan in 2006.

Chair Reilly thanked speakers for sharing their opinions and viewpoints. She noted that the Regents did not use this period for an exchange with speakers but took their comments seriously.

2. REMARKS OF THE CHAIR OF THE BOARD

Chair Reilly began her remarks by noting the Veterans Day holiday and expressing appreciation for the dedication and sacrifice of the over 1,500 veterans and active duty personnel currently enrolled at the University. The recent U.S. presidential election was a reminder that one lived in a democracy with a diversity of viewpoints and perspectives. Even in times of disagreement, it is important to remember the values that unite the nation and the University. The work ahead would require listening to one another, respecting each other's differences, and continuing to strive for a future in which all can thrive. Chair Reilly shared that, this past week, she has spoken with many members of the UC community whose lives have been deeply affected by the outcome of this election. The UC community was feeling a range of emotions, including worry, fear, and anxiety about what lies ahead. Chair Reilly stated that these feelings were completely normal and shared that she has also

experienced the same emotions. She assured individuals, especially those who felt defeated, scared, and marginalized, that the Board saw them and were committed to supporting them now and in the future. As Board Chair, she reaffirmed her unwavering commitment to the University's mission to serve society as a center of higher learning, a repository of research, and a vessel to provide public service, as UC has done since its founding as a land grant institution in the 1860s. UC has faced challenges before, and more were likely to come, but the University can and will persevere. Chair Reilly encouraged those feeling the weight of this moment to seek spaces of healing on campus, to speak to one another, and to focus on where to do good in the community. She acknowledged Regent Beharry's and Regent-designate Brooks' outstanding work of encouraging student voter turnout and honoring the struggles and sacrifices of all those who fought to ensure and expand the right to vote. Chair Reilly congratulated UC Davis on achieving Hispanic-Serving Institution eligibility status, serving more than 8,000 Latino(a) students. She thanked participants of last month's Congress and Retreat regarding UC as a Hispanic-Serving Research Institution System and expressed gratitude to Regent Pérez for his involvement and leadership. Chair Reilly also congratulated UCLA on becoming an Asian American and Native American Pacific Islander-Serving Institution.

Chair Reilly highlighted items on the agenda. As part of the "UC Inspires" series, former Executive Vice President Carrie Byington would present a report on UC's response to the COVID-19 pandemic and research comparing health outcomes of those in the UC community with those in the employed population of the state. The University's experience during the pandemic offered insight into its leadership, resilience, and bravery, as well as areas of improvement for future public health crises. Chair Reilly thanked President Drake and the chancellors for making important updates to campus climate policies over the last few months. UC campuses have acted swiftly and responsibly to ensure the safety of students, faculty, staff while maintaining openness and vibrancy of the campus environment. She remained fully committed, along with the President and the chancellors, to upholding the safety, security, and freedom of expression of the entire UC community. In light of the Thanksgiving holiday, Chair Reilly expressed her gratitude for the opportunity to be part of the University. It was a privilege to contribute to this community that did vital work for the people of California and the world at large. She concluded by noting that her enthusiasm and optimism stemmed from the transformative power of the University, recalling her own experience as a first-generation student at UCLA.

3. REMARKS OF THE PRESIDENT OF THE UNIVERSITY

President Drake began his remarks by thanking the many members of the UC community who worked to increase voter turnout, especially among first-time voters. It was encouraging to see these efforts to empower individuals to exercise their right and privilege to vote. He acknowledged the uncertainty and disappointment that many felt, and he reminded everyone that work did not stop once ballots were cast. UC was an intellectual leader for the world and a model for inclusive excellence. By staying engaged and committed to advancing the University's mission and upholding its values, the UC community fueled creativity and fullness in society. Last week, he issued a joint statement with California State University Chancellor Mildred García and California Community

Colleges Chancellor Sonya Christian reinforcing their commitment to diversity, inclusivity, and supporting all members of their communities. They would monitor changes closely and take action as necessary. The Regents would be asked to approve the proposed operating budget for fiscal year 2025–26. The budget plan reflected anticipated expenditures and requested revenues consistent with the funding Compact with the State, and included a request for one-time funding to address UC’s growing capital needs. President Drake expressed gratitude to Governor Newsom and State legislators for their continued support despite their difficult task of balancing the State budget. The University was also facing increased cost pressures and budgetary challenges. President Drake’s office would continue to support the campuses to ensure effective and thoughtful management of UC’s limited resources and keep the Board updated.

Earlier this month, the U.S. Department of Commerce and the National Center for the Advancement of Semiconductor Technology announced that Sunnyvale, California would be the location for a new computer chip research and development facility, which was expected to bring \$1 billion of research funding per year to the state. The University has joined the Governor’s Office of Business and Economic Development in addressing America’s declining share of manufacturing capacity for computer chips integral to so many electronic devices. The new facility would bring new opportunities for collaborative research, student internships, rotating professorships, and workshops that would convene UC experts, the National Laboratories, and State, industry, and federal leaders. President Drake thanked Governor Newsom and elected officials including Speaker Emerita Nancy Pelosi, U.S. Senator Alex Padilla, Senator-Elect Adam Schiff, and U.S. Representatives Zoe Lofgren and Anna Eshoo. President Drake concluded his remarks by noting that the UC Health Community Benefits Report for FY 2023–23 detailed some of the many ways that UC Health was investing in the state’s healthcare needs. A critical part of California’s safety net, UC Health was taking concrete steps to improve health equity and address barriers to care. UC Health was also expanding access to care for children and families, with services such as free heart screening for youth, mobile eye care for children, and assistance for youth victims of violence. In FY 2022–23, UC academic health centers invested \$2 billion in net community benefits, activities, and care to promote health and healing across the state, UC faculty practices provided \$881 million in support for patient care, and UC academic health centers delivered \$3.7 billion in uncompensated hospital care for Medicare and Medi-Cal enrollees. President Drake thanked Executive Vice President Rubin, his team, and those working at UC academic health centers for their work.

4. REMARKS OF THE CHAIR OF THE ACADEMIC SENATE

Faculty Representative Cheung began his remarks by sharing that, last Wednesday, he arrived at the Office of the President in Oakland and found the building perimeter boarded up and secured, a defensive action against any violent response to the national election results the night before. In this moment of change in the federal government, the University’s community of learners, scholars, and service providers might feel unease about potential harm in the future. Dr. Cheung asked if federal student financial aid would be cut, saddling some learners with career-altering debt, if gains in closing equity gaps would come undone, if promising energy and fetal cell research would never see the light

of day, and if vulnerable populations would lose all access to health care. He was reminded of the gripping uncertainty he felt as an immigrant teenager living in Lower Manhattan in the mid-1970s. At the time, New York City was at the brink of bankruptcy, and the U.S. economy was damaged by an oil embargo. Then U.S. President Gerald Ford declined federal assistance to the city, and the school budget sank, people went hungry, crime soared, and aspirations dipped during this financial crisis. With institutions of learning, which Dr. Cheung regarded as engines of social mobility, under duress, State and local government and community action made the difference. New York City recovered, Egypt made peace with Israel, American prosperity rebounded, cars became more fuel efficient, and Dr. Cheung moved to California. It was his deep belief that responsive governments, compassionate institutions, and human innovation could be mobilized to navigate potential harm to engines of social mobility. Through the years, Dr. Cheung has witnessed how resiliency and resourcefulness helped solve challenging problems. He was optimistic that California would mount broad and vigorous support for the University's dedication to its mission if such intervention is needed. Governor Newsom announced a special session of the State Legislature to safeguard California values pertaining to climate change, reproductive rights, immigration, and more. UC has been steadfast in ensuring access to a world-class education regardless of immigration status, and UC Health would continue to combat structural inequities that were barriers to healthcare access. In an exercise of shared governance, the Academic Senate would partner with UC administrators to advance the UC mission in the face of anticipated headwinds from Washington, D.C.

Dr. Cheung shared the Academic Senate's priorities for the current academic year. The Senate would also continue to create clear transfer pathways for diverse cohorts from the California Community Colleges and seek balance between the right to freedom of speech and protest and protecting the right to unfettered access to education. The Academic Senate needed to explore the feasibility of a common payroll calendar in which salary adjustments are effective July 1 for all employees, examine applications of artificial intelligence in instruction and student support, and reconfigure academic doctorate programs to meet the realities of the labor market and funding support. The Senate should study redesigned options to stabilize health insurance premiums for active and retired employees and collaborate with UC Health to expand healthcare access, especially in the Central Valley and the Inland Empire. It was also incumbent on all to advocate for full decarbonization of UC campuses sooner rather than later. Dr. Cheung shared that he was Chair of the Academic Advisory Committee in the search for President Drake's successor. He expressed his wish that the next President support Academic Senate priorities.

Regent Pérez shared that his last term had come to an end in March. However, with a chancellor search at UC Berkeley, an academic year with great challenges, and a budget negotiation, he felt that there were too many unresolved issues to end his time on the Board and asked Governor Newsom to extend his term in order to resolve some of these issues and to give the Governor time to appoint a new Regent. At the last Board meeting of the year and the beginning of a Presidential search as well as before a new legislative year, he thought that this was the most opportune time to end his service on this Board. Regent Pérez has informed the Governor, and his term would end on Friday unless the Governor extends his term while selecting his replacement. Regent Pérez thanked Chair Reilly, the

employees of the University, and the chancellors. As Committee Chair of the Health Services Committee, he gained a deeper appreciation for the work of the UC Health chief executive officers and others, and he was inspired by the growth of the University's healthcare impact and its commitment to expanding healthcare access.

Chair Reilly thanked Regent Pérez and underscored how difficult it would be to say "goodbye." She stated without hyperbole that he was irreplaceable. The Board would find time to properly recognize Regent Pérez and his contribution to the University. Chair Reilly stated that he has been a great mentor to her, and that this was a sad day for the Regents.

President Drake recalled that he was chancellor UC Irvine when he met Regent Pérez, who was in a different role at the time, the many conversations they had that led to his return as President, and how closely they have worked together for many years. President Drake regarded Regent Pérez as an entirely engaged leader in California and in the University. On behalf of everyone present, he thanked Regent Pérez and acknowledged his service.

The meeting adjourned at 9:45 a.m.

Attest:

Secretary and Chief of Staff