

# THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 19, 2025

The Regents of the University of California met on the above date at the UCLA Luskin Conference Center, Los Angeles campus and by teleconference meeting conducted in accordance with California Government Code §§ 11133.

Members present: Regents Anguiano, Beharry, Cohen, Drake, Hernandez, Lee, Leib, Makarechian, Matosantos, Myers, Pack, Park, Reilly, Robinson, Salazar, Sarris, 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, Senior Vice President Turner, Vice Presidents Brown, Gullatt, Kao, Lloyd, and Yu, 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 welcomed Regent Robert “Bob” Myers to the meeting and congratulated Regent Elliot on his reappointment to the Board.

## 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. Daniel Rose, UC Santa Barbara student, thanked the Regents and President Drake for campus climate initiatives and antisemitism education. Speaking on behalf of the Jewish community, Mr. Rose shared examples of how antisemitism and anti-Israel rhetoric have harmed the college experience at UCSB. Last spring, an industry event hosted by the UCSB Society of Women Engineers was disrupted by protesters yelling “we charge UCSB with genocide” and “*intifada* revolution.” Protesters also hung posters in the campus’ Multicultural Center that read “Zionists not welcome.” Mr. Rose asked that the University continue to enforce campus climate policies consistently.

- B. Valeria Montoya Ramirez, UCLA staff member and UCLA Staff Assembly board member, urged the Regents to approve a significant salary increase for policy-covered staff, noting that these staff worked tirelessly to support students, faculty, and campus initiatives. The wages of non-represented staff have not kept pace with the rising cost of living. Salary adjustments have ranged from zero to four percent while housing costs have increased up to ten percent annually, in addition to rising healthcare premiums, parking costs, and pension contributions.
- C. Kalani Phillips, UC Irvine student, representative of Survivors and Allies, and Student Advocate to the Regents (StAR), urged the University to support LGBT survivors of sexual violence and to implement State Senate Bill (SB) 1491, which required that a dedicated staff member serve LGBT students. Survivors and Allies found that transgender students at UC were 45 percent less likely to trust UC therapists than their cisgender peers, and transgender students wished to see skilled trauma specialists and queer-competent therapists. Ms. Phillips suggested that confidential advocates be placed at LGBT resource centers, where survivors feel safe, and stated that survivor care is health care.
- D. Daniel Avidon, UC Irvine student, expressed gratitude to the UC campuses that were participating in the Hillel Campus Climate Initiative, which provided antisemitism training to administrators. Mr. Avidon shared instances in which Jewish students felt scared because of the actions of UC employees. A faculty member took a student to a protest encampment during class time, and students were questioned about their support for Israel. He implored the University to enforce its policies with consistency and to make students feel welcome and safe.
- E. Eduardo Tapia Jr-Urbieto, UC San Diego student and UC Student Association (UCSA) University Affairs Committee Chair, highlighted the priorities that StARs would share during the public comment period: \$10 million in ongoing funding for training and research opportunities for undocumented students, more confidential resources for survivors of sexual violence and Title IX data transparency, and food initiatives for undocumented and international students. Mr. Tapia Jr-Urbieto called for the development of a basic needs committee to hold UC accountable to its goals. He encouraged the Regents to engage with StARs and listen to students offering public comment, especially those with whom they disagree.
- F. Madelyn Kelly, UCLA student and StAR, stated that many campuses, including UCLA, lacked an alternative to CalFresh despite UC's commitment in 2020 to create one for undocumented and international students. These students were navigating the challenges of higher education and changing federal policies. Food insecurity, which was a financial, academic, and health issue, was at odds with UC values. Ms. Kelly asked that every UC campus establish a fully funded grocery stipend program for undocumented and international students.
- G. Vanesa Cruz Granados, UC Irvine student and StAR, stated that students and staff at undocumented student centers were concerned about a potential 50 percent

decrease in funding for experiential fellowships. She noted that existing programs at UC served only ten to 12 percent of UC's undocumented student population. In particular, UC Irvine was projected to spend its allocation on only 78 fellowships, and scholarships at UC Riverside were subject to restrictions. Ms. Cruz Granados asked that UC increase the allocation for experiential fellowships to \$10 million and offer opportunities during the summer. She wished to speak with Regents later.

- H. Leila Chiddick, UCLA student, StAR, and representative of Survivors and Allies at UCLA, called for two free sessions with a UC counselor for survivors of sexual violence regardless of their insurance coverage. According to a Survivors and Allies 2021 study, one respondent was referred off campus and another did not participate in the UC Student Health Insurance Plan and could not access resources. Ms. Chiddick stated that survivor care is health care
- I. Whitney Young, UC Irvine academic counseling director, expressed concern that the erosion of diversity, equity, and inclusion (DEI) practices in response to federal executive orders would negatively affect student experience and persistence. These practices became norms due to evidence-based research. Ms. Young asked how students' needs could be met if they were not being identified and how UC could provide high-quality advising in the future without DEI practices. She offered to speak further on this topic.
- J. Kyle Gilbert, UC San Diego student, shared that he and his friends experienced antisemitism in the classroom and elsewhere on campus. He explained that antisemitism and anti-Zionism were connected because of the Zionist belief in returning to the land that *Hashem*, or God, had given to the Jewish people. Mr. Gilbert shared that he was running for student government to protect his friends, family, and the Jewish community, and he asked that UC stand with Jewish people and help end antisemitism and all forms of hate on campus.
- K. Becky Oskin, UC Davis staff member and member of the UCD Staff Assembly, shared that the UCD Office of Public Scholarship and Engagement, the first of its kind at UC and whose programs were recognized as national models by the Association of Public Land-grant Universities, would close at the end of the fiscal year due to budget shortfalls. In particular, work on a project measuring the impact of UC Davis' community partnerships had stopped. As a single parent, Ms. Oskin was frightened to lose her job when no other opportunities were available on campus.
- L. Jessica Wolf, UCLA staff member, called on the University to continue supporting hybrid and flexible work schedules, which would give parenting staff more time with their children and reduce UC's carbon footprint. While not everyone had the option to commute to work by bicycle as she did, Ms. Wolf believed that all staff should have some options.

- M. Jayha Buhs-Jackson, UCLA student and the UC Student Association (UCSA) Caucus and Community Appointed Officer, encouraged the Regents to meet with representatives from UCLA Swipe Out Hunger and student government, as well as provide undocumented and international students with a monthly stipend as an alternative to CalFresh. Ms. Buhs-Jackson noted that the UCLA Undergraduate Student Association passed a resolution urging the implementation of this stipend. With 40 percent of UCLA undergraduate students being food insecure, UCLA had some of the highest levels of food insecurity among UC campuses.
- N. Jacob Creer, UCLA staff member and member of the American Federation of State, County and Municipal Employees (AFSCME) 3299, stated that UC has repeatedly broken its promise of equity, integrity, and public service. He stated that staff were sleeping in cars and had holes in their shoes while UC chancellors received pay increases of \$500,000. He added that many healthcare staff were leaving UC due to low pay while UC spent \$6.5 million on the President's housing. Mr. Creer called on the University to raise wages to match the cost of living, provide housing benefits for workers, and divest from predatory companies like Blackstone.
- O. Monica Martinez, UCLA staff member and member of the AFSCME 3299 bargaining team, called on the University to give the union a contract that it deserves. She stated that, while frontline workers struggled to pay rent and buy eggs, UC gave another pay increase to a UCLA chief executive officer who already earned \$1.5 million and could receive housing assistance. Ms. Martinez shared that she rented a room from her family due to housing costs and worked two jobs, but her story was not unique; many of her colleagues worked two jobs.
- P. Jennifer Miyaki, UCLA disabled student, spoke on behalf of other disabled students who could not attend the Regents meeting due to the new masking policy. She stated that the transparent masks provided did not offer the same air filtration and protection as non-transparent masks, and that UC must prove that these masks offer equal or greater protection. Ms. Miyaki described masks for disabled and immunocompromised students as disability aids and stated that designating an overflow room for disabled individuals was discriminatory and violated the Americans with Disabilities Act. She implored the Regents to include students in their discussion of item A2, *Update on Supporting Students with Disabilities at the University of California*.
- Q. Nicolette Lecy, UC Merced graduate student and StAR, addressed item A2, *Update on Supporting Students with Disabilities at the University of California*, and called for student parent resource centers that provide childcare, child-friendly study spaces, family housing resources, and dependent food assistance. Student parents at campuses that do not have dedicated services must navigate multiple departments or go without support, and those on family leave lose access to health care and food pantries. Ms. Lecy, who was also a student parent, asked the Regents to prioritize centralized resources, systemwide grants, and better leave policies.

- R. Oleg Gleizer, UCLA professor and member of the Jewish Faculty Resilience Group (JFrg) at UCLA, asked UC to enforce the law. Last fall, Mr. Gleizer's usual parking space was blocked by a crowd waving Palestinian flags. Afraid of being dragged out of his car and beaten, he parked elsewhere and was ten minutes late for his lecture. He stated that the current atmosphere on campus was toxic not only for Jewish faculty and staff but also for anyone who disagreed with protesters' violent neo-Marxist ideology. In particular, the atmosphere negatively affected his productivity and did a disservice to his students.
- S. Daniel Neuhauser, UCLA professor and member of JFrg, underscored the need for the UCLA community, particularly students, to be exposed to varying perspectives on the Israel-Gaza conflict. He stated that there has been no result from the funding that UC campuses received from President Drake for such an effort. The UCLA Dialogue Across Difference Initiative website listed no future programs. JFrg called for true dialogue and truly impartial leadership.
- T. Averie Roice, UCLA student, demanded divestment and that UC take a stand against the genocide in Palestine. She stated that it was morally reprehensible that UC was investing in genocide and weapons manufacturing across the world while refusing to be accountable or discuss this with students. Instead of investing in companies like Lockheed Martin and Blackrock, UC could fund disability services, cultural programming, and basic needs.
- U. Deborah Termeie, UCLA lecturer and member of JFrg, applauded Chancellor Frenk for his commitment to enforcing campus codes, protecting Jewish people, and holding accountable Students for Justice in Palestine (SJP) at UCLA and Graduate SJP for leading encampments, blocking Jewish students from going to class, chants of "*Intifada*," and vandalism. This was a bold stance against mob rule. JFrg sought to work with Chancellor Frenk and the Regents to effectively confront and eliminate antisemitism at UCLA.
- V. Vivien Burt, UCLA professor and member of JFrg, stressed that UCLA faculty were feeling significant anxiety as some \$700 million in annual research funding was threatened. She stated that the federal cuts proposed in February targeted academia broadly, not Jewish issues specifically. Jewish people were blamed for last year's protests but refused to let the same happen in the fight over funding. Dr. Burt asked the Regents to affirm that threats to funding are not a burden for Jewish people to bear; antisemitism and research cuts needed separate solutions.
- W. Michelle Zeidler, UCLA physician and member of JFrg, thanked Chancellor Frenk for announcing a new antisemitism initiative and treating the situation seriously and with urgency. She stated that criticizing antisemitism was being treated as a bad faith attempt to silence speech rather than a plea for fairness, and that charges of silencing speech were often framed with antisemitic tropes. Dr. Zeidler asked the Regents to firmly continue to confront antisemitism and ensure fairness for all.

- X. Aileen Chan, UCLA nurse and representative of the California Nurses Association (CNA), stated that the union has launched campaigns at UC locations ahead of its contract expiring in October. She expected negotiations to be fair, forthcoming, and supportive of nurses and patients. All unions called on UC to bargain in good faith and not to prolong the process, and CNA demanded that UC protect nurses, patients, and students from attacks on immigrant rights and the First Amendment.
- Y. Leeka Kheifets, UCLA professor and member of JFrg, expressed concern that time, place, and manner rules were being violated without penalty, which could lead to unfortunate results. On March 11, a demonstration took place at Royce Hall despite signs prohibiting them. Ms. Kheifets asked the Regents to make the UC system a welcoming place for Jewish students and faculty.
- Z. Amanda Kosack, UCLA physician and member of JFrg, stated that the Regents and chancellors must take a strong, proactive stance against antisemitism to ensure campuses are safe, inclusive, and committed to truth. False accusations of Jewish people “doxing,” or publishing private or identifying information; committing genocide; and harvesting organs have created a hostile environment for Jewish students and faculty. Antisemitism, often disguised as anti-Zionism, isolated Jewish and Israeli individuals and fostered discrimination that could escalate into violence.
- AA. Josh Garland, UCLA student and Internal Vice President of the UCLA Undergraduate Students Association Council, asked the University to prioritize disabled students in its policies. He called for more funding, drivers, and vehicles for BruinAccess, UCLA’s paratransit service, which could cease operation due to lack of funding. Mr. Garland also called for more funding so that the UCLA Center for Accessible Education could hire more specialists, alleviate caseloads, and lessen wait times for accommodations. He stated that prohibiting the use of outside masks with proper air filtration during the public comment period prevented immunocompromised and chronically ill students from participating in person.
- BB. Edgar Alvarez, identifying as a survivor of the abortion holocaust, demanded an investigation of and an end to the fetal organ harvesting that he claimed was occurring at UCLA and other UC campuses. He stated that babies were born alive and harvested at UC, where human beings were used as laboratory rats because abortion was characterized as health care and fetal organ harvesting as science. This was not appropriate at UC, a place to learn and respect life.
- CC. Michael Avant, President of AFSCME 3299, stated that workers deserved to be respected and called for a fair contract. He stated that the Regents have heard from the bargaining table, through the press, and during the public comment period that members needed a contract that lifted them from financial struggle but acted to push workers further behind. One member was paying \$150 for medications that used to cost \$20, and members were living paycheck to paycheck. Mr. Avant called attention to the salary of Johnese Spisso, President of UCLA Health.

- DD. The speaker addressed the Board in Spanish. She expressed sadness that workers were treated with a total lack of respect. She was able to purchase less food every time she went to the store, because prices kept rising while her salary remained the same. She stated that UC leaders took credit for the work of staff, giving themselves market-based salary increases, and asked about market adjustments for staff salaries. She shared that she felt anger and indignation; it was time to treat workers as humans because they made UC the number one university.
- EE. Jose Martinez, butcher from Cardenas Markets in Riverside, shared his experience working for a company owned by Apollo Funds. Last November, Mr. Martinez cut his finger at work and bled for three hours before he was contacted by a human resources representative, who later took him to an urgent care center and left him there. Another employee who was present had told Mr. Martinez to clock out and did not offer to take him to the hospital. When he returned to work, the company ignored his medical restrictions, and his finger became infected and has not yet fully recovered. He has had to fight the company for everything he was owed.

## 2. REMARKS OF THE CHAIR OF THE BOARD

Chair Reilly stated that the Regents were caretakers of an institution that has powered the fifth largest economy on earth and emphasized the University's leadership in academic excellence, research, and advances in a wide range of disciplines. In 2025, UC stood at a pivotal, unprecedented moment, in which actions from the federal government have sparked conversation about the future of universities. President Drake, the chancellors, faculty and staff, and the Regents were deeply engaged in protecting the values and excellence that have always guided the UC system. Since 1868, the University has been the origin of world-changing ideas, a catalyst for the "California Dream," and a home for solving the world's most pressing challenges. UC has been a training ground for thousands of domestic and international leaders and a source of opportunity for millions, empowering them to create the extraordinary, challenge the status quo, and lead with honesty, purpose, and vision. The fact that the foundation of this institution could be shaken or dismantled challenged one to do everything within one's power to maintain UC not only as the premier public university in the world, but also as a major contributor to the welfare of all Californians and a beacon to all who seek freedom to engage in unfettered inquiry. No institution was perfect; there should always be room for self-reflection, reevaluation, and improvement. Like this nation, UC would always be a work in progress. This was a dangerous crisis. External forces could diminish UC and universities across the nation. The University ought to ensure that its policies always reflect its values, to aggressively advocate for resources, to champion inclusivity, and to pursue discoveries that better the world. The work ahead would take thoughtful, reasoned, and wholehearted commitment, but no worthwhile objective is obtained without adversity or met without grit.

Chair Reilly highlighted several items from the meeting agenda, including a presentation on UC Programs in Medical Education (PRIME), part of the "UC Inspires" series. In January, UC Health published a collection of interviews with PRIME alumni. The Special Committee to Consider the Selection of a President has worked diligently for the last

several months and was committed to identifying a leader who could help the University continue the positive trajectory set by President Drake.

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

President Drake announced that, last month, UC Merced earned R1 status from the Carnegie Classification of Institutions of Higher Education, denoting the highest level of research activity in the classification system. The Merced campus achieved this in less than 20 years, affirming its stellar research enterprise that benefits the local community, the state, and the nation. President Drake emphasized the uniqueness of reaching this level of research activity as a new university while being recognized as a leading institution for social mobility. He congratulated Chancellor Muñoz and the UC Merced team for this accomplishment, which came at a time when the value of research was being debated or threatened. Though alarming, these developments were not unforeseen. Many of the U.S. presidential administration's plans were made clear during the presidential campaign, and the Office of the President (UCOP), campuses, the UC Health enterprise, and laboratories began mapping impacts and contingency plans long before the election. After the U.S. presidential election, President Drake established a strike team comprised of different teams across UC to track, analyze, and respond to the flood of information and actions coming from the federal government. Last week, he traveled to Washington, D.C. to meet with legislators from both political parties, higher education partners, and UC alumni and students. All these conversations had the same undercurrent about the great deal of uncertainty about the future. UC was also planning for a proposed State budget reduction of nearly eight percent, which was alarming under any circumstances and even more so alongside new federal policies. These cuts threatened UC's ability to deliver its core mission and work to expand education access for all Californians.

In assessing the federal administration's actions, three primary risks to the University were identified. First was the potential freezing or decreasing of federal contracts and grants. UC has partnered closely with the National Institutes of Health (NIH) and the federal government for the last 80 years, and the reduction or elimination of research funding would lead to job loss, limit the creation of new knowledge, slow the development of new cures and solutions to society's most vexing problems, and reduce the pool of well-trained, innovative future leaders. UC has taken a particularly assertive stance, supporting legal actions, leading advocacy campaigns, and organizing a letter from researchers with thousands of signatories. This threat was existential. Second, the potential cut to Medicare and Medicaid would significantly affect the UC Health enterprise and its patients. The University was tracking this carefully and preparing for impacts on programs. The third risk was related to UC values, the fundamentals of the University's identity, the people UC served, and how UC supported them. To respond, the legal team was working to protect the University through the courts. President Drake and other UC leaders were engaging State and federal officials daily regarding UC policies and funding priorities, while the Office of State Governmental Relations and the Office of Federal Governmental Relations provided policy analysis, coordination, and direct advocacy.



Given potential State and federal funding impacts, UC was preparing for significant financial challenges. President Drake stated that he would direct every UC location, including UCOP, to prepare a financial strategy and workforce management plans and to implement cost-saving measures. He announced a forthcoming systemwide hiring freeze to help manage costs and conserve funds. Some federal actions might conflict with UC values, and some might require the University to assess carefully and decide the best path forward. After the terrorist attacks on October 7 and subsequent campus protests, UC reviewed its policies and approaches, due in part to a request from the State Legislature, and examined response protocols for expressive activities, and made comprehensive changes to ensure a consistent systemwide response. Last week, the State released \$25 million, which it previously held back, to ensure that UC effectively addresses campus climate issues, a recognition of the progress the University has made to address antisemitism on its campuses.

President Drake reflected on the last 80 years of partnership between the University and the federal government. UC's scientific discoveries changed the world and improved countless lives. When he was a medical student at UCSF, many diseases had no cure or effective treatment; he recalled counseling patients with incurable diseases. Childhood leukemia had once been a terminal diagnosis, but at least 90 percent of such cases could now be treated effectively, and HIV/AIDS could now be diagnosed, treated, and prevented. There have been countless advances in medicine and many more were on the horizon due in large part to research discoveries at UC and other universities; this would not be possible without a long-standing partnership with the federal government and the NIH. The University's work and values were at risk today, and President Drake recognized that fear within the community could make studying, working, and teaching difficult. Unequivocally, the University of California would be here at the end of the day. While the rules of engagement might have changed, UC's foundational values have not. For over 150 years, UC has focused on teaching, research, and public service for the greater good.

As a child, President Drake learned to sing "America the Beautiful," a song that reflected the America of his imagination. In middle school, he lived in fear of the Cold War and racism. He recalled being inspired by a speech about voting rights given by then U.S. President Lyndon Baines Johnson to a joint session of the U.S. Congress on March 15, 1965, after the violence on the Edmund Pettus Bridge in Selma, Alabama. Ten years ago, he visited the National Archives in Washington, D.C. and was allowed to examine original documents not usually on public display, including a copy of President Johnson's speech. President Drake noticed that the speech was typewritten and edited with pencil in President Johnson's own hand, and he marveled at how much the imperfect union of this nation was imagined and made manifest in one's own hand, by actions of individuals to improve communities, states, and the nation. President Drake then noticed that President Johnson had underlined "shall" in "we shall overcome." This was powerful language coming from a white southerner during the Jim Crow era. Members of Congress greeted President Johnson with sustained and universal applause.

Indian poet and Nobel Laureate Rabindranath Tagore (1861–1941) once wrote of a land "where the mind is without fear and the head is held high," "where words come out from

the depths of truth,” and “where tireless striving stretches its arms toward perfection.” This was the place of President Drake’s dreams in his youth, where he and millions of others enjoyed a world-class education, and where he has had the privilege of serving so many. This was a place that one defends and protects to preserve opportunities for outstanding students from all walks of life to learn and grow into the leaders of tomorrow. What UC does and how UC pursues its goals creates the substance that defines the University. UC must stay true to the mission of improving itself, being more inclusive, and building a more perfect institution. Throughout their history, the University and the nation weathered struggles and found new ways to support the people they served. President Drake had tremendous confidence in the strength of the University, which had the determination, perspective, ability to tackle what lay ahead, as well as a commitment to protecting the institution and the people within it. UC would address these challenges, however difficult, together. President Drake concluded his remarks by declaring “Fiat Lux.”

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

Faculty Representative Cheung stated that, within the first 60 days of the new federal administration, higher education has been grappling with rapid-fire pronouncements that took direction from the America First Agenda. A blueprint for remaking the United States was already inked into the country’s tapestry: the federal government was exerting control over school curricula, reinterpreting an immigration statute, changing preferred energy sources, departing from long-standing approaches to international affairs, punishing perceived enemies of the State and excesses of higher education, and upsetting facets of daily life. Effective, disruption-minded operatives were propelling the second term of this U.S. President, and UC did not have a clairvoyant to navigate the turbulence coming from Washington, D.C. At the recent systemwide Academic Congress on Research, speaker Robert Conn, Dean Emeritus of the UCSD Jacobs School of Engineering, observed that the U.S. was retreating into a bygone era, in which the size of the federal government and support for scientific research were both decreasing. Philanthropy could not fill the billion-dollar funding gap created by the federal pullback. Sobering predictions and federal actions at institutions like Columbia University and Johns Hopkins University foreshadowed change for UC. In Dr. Cheung’s view, the forces compelling such change were far too powerful to repulse or sidestep, while some of his colleagues argued that the deployment of playbook tools and the engagement of like-minded parties would prevail. They believed that a bridge over troubled water was needed for the University to resume “business as usual” in the near future. This sentiment was understandable when embracing the familiar was far more attractive than stepping into the unfamiliar.

Adjusting to change is difficult, but the outcome of change might have unforeseen benefits. More than three decades ago, Medicare had adopted the use of relative value units to determine service payments. Pricing control by the federal government was difficult to accept, but the vision of publicly insured patients being abandoned wholesale never materialized, even as health service directives were later implemented. Health service providers adapted to lower payments, work-life balance for the healthcare workforce improved, service quality metrics became the norm, patient-centered practices were amplified, and vulnerable populations found better access to health care. Dr. Cheung

foresaw more challenges in the coming weeks and months, as well as a clear need for the Academic Senate, UC administration, the Regents, and UC constituent groups to come together to create institutional response strategies for a range of scenarios. To that end, the Academic Senate planned to launch the UC Adaptation to Disruptions initiative, which would focus on four areas: restructuring academic programs, resizing programs and the workforce, recalibrating growth objectives, and realigning funding sources with activities. The Academic Senate's deliberations would be anchored to its commitment to UC values of integrity, inclusion, equity, and academic freedom and the University's mission of teaching and education, research and discovery, and service to society. As UC finds its footing in an increasingly challenging higher education landscape, its usual practices would be upended, and faculty would need to provide input about the sacrifices that might be required. Mirroring a quote from U.S. President John F. Kennedy (1917–1963), Dr. Cheung stated that members of the UC community should ask not what one's university could do for one. Rather, one should ask what one could do for one's university.

The meeting adjourned at 10:15 a.m.

Attest:

The Secretary and Chief of Staff