

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

May 14, 2025

The Regents of the University of California met on the above date at the UCSF-Mission Bay Conference Center, San Francisco campus.

Members present: Regents Anguiano, Batchlor, Beharry, Cohen, Drake, Elliott, Hernandez, Kounalakis, Leib, Makarechian, Matosantos, Pack, Park, Reilly, Robinson, 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, and Lloyd, 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 began her remarks by congratulating the graduating class of 2025.

1. PUBLIC COMMENT

Chair Reilly thanked those who signed up for public comment. 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 take them with respect and empathy, noting the courage it takes 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. Asha Ayub, UCLA resident physician and member of the Committee of Interns and Residents, a local of Service Employees International Union (CIR/SEIU), stated that 6,400 CIR/SEIU resident physicians and fellows across UC provided care for over 165,000 inpatient admissions, 400,000 emergency department visits, and 4.5 million outpatient visits. Residents worked 80 hours per week and up to 20 hours per shift while carrying average student debt of over \$300,000. Dr. Ayub urged the Office of the President (UCOP) to negotiate with the union and to allow evening negotiations in order to prioritize patient care and physician resources. CIR/SEIU has collected over 3,200 signatures from its members.

- B. Jose Medina, Riverside County Supervisor, spoke in support of the growth of the UC Riverside School of Medicine because State investment transformed lives and communities. UCR was an anchor in the region's healthcare system, training doctors who reflect the community, building a workforce committed to service, and expanding care in places that need it most. The Inland Empire had about 50 primary care physicians for every 100,000 people, less than the recommended number of 60 to 80 physicians. With the University's continued support, UC Riverside could grow its clinical footprint, increase the number of resident physician positions, and close the widening care gap in the Inland Empire. Mr. Medina urged the University to invest in the mission of the Riverside campus.
- C. Kelly Burk, UCSF resident physician, stated that the lack of contract negotiations prevented CIR/SEIU members from receiving a salary that met the cost of living, maintained safe staffing levels, and improved access to mental health care. Suicide rates were high among physicians; a union member from the Midwest region had died several weeks ago. Dr. Burk stated that it was disrespectful that UCOP backtracked on dates and offered the first bargaining session on the day before the CIR/SEIU contract was due to expire. Union members demanded compensation for bargaining past their contract's expiration.
- D. Sandra Oseguera, UC Berkeley graduate student and incoming President of the UCB Graduate Assembly, addressed campus climate across the UC system. In the past five months, graduate students were living with heightened anxiety, not knowing whether they would be deported or whether they would lose projects, laboratories, or appointments. There was a gap between UC efforts and how communities on campus were experiencing the present moment. She asked for accurate and timely communication tailored for students.
- E. Evelyn Guerra, UCR graduate student and Student Advocate to the Regents (StAR), urged UC to take immediate action to ensure the safety and well-being of undocumented students. For every day that she was on campus, Ms. Guerra was afraid that she would be deported and separated from her children and spouse. She called for timely communication of UC actions to foster a sense of belonging among undocumented students.
- F. Gail Lorenzana, Children's Hospital Oakland staff member, called on UCSF to respect workers and protect patient care. The alignment with UCSF in 2014 led to reduced services, delayed care, and the loss of longtime doctors due to decisions based on insurance and location. UCSF planned to terminate the labor contract with the National Union of Healthcare Workers of Children's Hospital Oakland (NUHW CHO) one year early and force members to become UCSF employees. The NUHW CHO contract protected nurses' rights and work-life balance for over 70 years. Ms. Lorenzana disagreed with UCSF's position that the change would improve patient care and support a \$1.6 billion investment in Oakland.

- G. Richard Roth, former State Senator, recalled that when he spoke to some Regents in 2023 regarding healthcare access in the Inland Empire, he had noted that high-quality health care was essential to the region's efforts to improve business attraction, economic development, and quality of life. He had suggested UC and UCR had a critical role in those efforts. While the population and economic development have grown, the region remained medically underserved. He thanked the University for its continued effort to address this issue.
- H. 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: the expansion of paid training and research opportunities for undocumented students and opposition to the Thirty Meter Telescope (TMT) on Mauna Kea and investments that do not align with UC values. Mr. Tapia Jr-Urbieto emphasized the importance of embracing shared governance and urged chancellors to consult with students about budgets, and he asked UC to protect academic freedom and UC's rich education. He encouraged the Regents to speak with the StARs who were present.
- I. Aina Gagui, Children's Hospital Oakland nurse, objected to the termination of the over 70-year-old collective bargaining agreement with NUHW CHO before it expired in order to rush integration with UCSF. The hospital's retention rate had been very high and many employees stayed for decades due in part to work-life balance provisions in the contract. Many nurses have threatened to find jobs elsewhere. The California Nurses Association has engaged in good faith impact bargaining, but proposals were being rejected. She urged UC to delay full integration to make time for productive bargaining.
- J. Angel Canales, UC Riverside alumnus, shared that UC Riverside was considering the closure of its community garden, a student-run farm meant to address student food insecurity. As of June 30, UC would no longer fund the community garden. He hoped that the University could find a solution to keep the garden open.
- K. Vanesa Cruz Granados, UC Irvine undocumented student and StAR, noted that UC allocated funding this year for undocumented student fellowships, but undocumented student resource centers were waiting for word regarding the future of this funding. She had heard that centers would receive \$2.5 million, half of the current allocation, which would place existing programs in jeopardy. Ms. Cruz Granados called for increasing funding to \$10 million.
- L. Liana Dong, UC San Diego student and StAR, called for divestment from the TMT and for compliance with the Native American Graves Protection and Repatriation Act (NAGPRA). A recent audit found that UC held the remains of thousands of indigenous individuals as well as hundreds of thousands of cultural items. Ms. Dong stated that the masking policy at Regents' meetings, which only allowed non-respirator masks to be worn, demonstrated UC's failure to meet the needs of immunocompromised and disabled students. Preventing students from protecting

their health, even if they are participating in political action, made UC unsafe for disabled people.

- M. Elizabeth Milos, UCSF staff member and member of University Professional and Technical Employees (UPTE) Members for Palestine, objected to the genocide in Gaza and the University's support for the Israeli apartheid state. Ms. Milos had been wearing her keffiyeh to work every day but was told during a meeting that she would be terminated if she continued to do so. She stated that Rupa Marya, M.D. was a UCSF professor who was suspended for expressing pro-Palestinian views, and that Paul, Weiss, Rifkind, Wharton and Garrison, the law firm that attacked Dr. Marya, provided \$40 million worth of free legal aid to the Trump administration.
- N. Marques Williams, Children's Hospital Oakland staff member and NUHW steward, spoke in opposition to the proposed integration with UCSF. It would negatively affect patients and NUHW CHO members by illegally subcontracting work for less take-home pay and more expensive benefits. Union members had advocated for improved working conditions in their last contract, and having one's own union was a democratic right. Mr. Williams regarded the integration as union-busting in disguise. He added that UCSF sought to silence union members' voices and dismantle their power.
- O. Alan Wong, UC Davis alumnus, stated that, as higher education is facing many challenges, with the public questioning its value, it was a critical time for the Board to firmly support faculty, staff, and students, protect academic freedom, and defend against the politicization of the academy. Mr. Wong recalled supporting the State Senate confirmation of Regent Emeritus David S. Lee, the first full-term Chinese American Regent, some 30 years ago and thanked Regent Emeritus Lee for his service. Mr. Wong anticipated that the Regents would be making difficult decisions following the May Revision of the State budget; the Regents should hope that students would be thanking them 30 years from now too.
- P. Kelly Truong, UCLA student and representative of Swipe Out Hunger, stated that food insecurity among students was increasing and that basic needs centers and programs were in danger of being terminated. According to a UC survey conducted in 2022, Black, indigenous, and Latino(a) students experience higher levels of food insecurity than other student populations. International students were not eligible for CalFresh and depended on basic needs programs. Ms. Truong asked UC to fund Swipe Out Hunger at UCLA, hire full-time staff for basic needs programs, and expand basic needs support across UC campuses.
- Q. Claudia Polsky, clinical professor at UC Berkeley School of Law, stated that she was nearly 60 years old and has been working 80 hours per week since January 20. She helped organize campus rallies for academic freedom and, for the past ten weeks, Ms. Polsky has been preparing a lawsuit on behalf of UC Berkeley and UCSF research faculty, which would be filed this month in a federal district court

in Northern California. She remarked that she was preparing the lawsuit rather than the Regents. Ms. Polsky was working on three litigation declarations on behalf of researchers who had lost their funding, and she sought a commitment from one of the two relevant chancellors or one individual Regent to provide three immediate solutions to keep these researchers funded during a period of judicial limbo.

- R. Lily Brawner, UCLA student and representative of the UCLA Undergraduate Students Association Council (USAC) External Vice President, asked the Regents to support student initiatives such as Samahang Pilipino Advancing Community Empowerment (SPACE) and Samahang Pilipino Education and Retention (SPEAR). These programs were under attack due to threats to diversity, equity, and inclusion programs. Ms. Brawner stated that her SPEAR peer counselor understood her struggles as an accomplished low-income student with diagnosed mental health issues. She called on UC leaders to prioritize funding resource centers, cultural celebrations, and student-run programs regardless of budget deficits, as well as increased transparency about how one navigates the current political climate without sacrificing one's identity.
- S. Hyerim Yoon, UCLA student and representative of USAC, asked UC to support and protect international and undocumented students systemwide. She stated that the recent mass revocation of student visas was deeply traumatic, and that UC did not provide immediate legal resources to students, housing guarantees, or formal reassurance that academic careers would be protected. UCLA students developed legal guides and pooled funds for immigration consultations. She called on the Regents to include and prioritize noncitizen and marginalized students in crisis responses, to safeguard international students, and to establish a systemwide emergency action protocol for international and undocumented students.
- T. Victoria Tong, UCLA student, called for increasing funding for UCLA food recovery programs. Last year, the student-run Bruin Dine, which redistributes leftover food from dining halls, recovered 8,456 pounds of food and served 6,105 hot meals free of charge to students. It was unacceptable for UCLA to be disposing of tons of food when 39 percent of UCLA students were food insecure. Senate Bill 1383 required State agencies to establish and support food recovery programs. Additional funding would enable Bruin Dine to purchase additional food pan carriers, refrigerator units, and mobile food vending carts.
- U. Shayna Gil, UC Santa Barbara student and StAR, objected to UC's investment in TMT, which was environmentally devastating and infringed upon the autonomy of indigenous people. Given the recent State audit regarding NAGPRA compliance, UC must take steps to implement the auditor's recommendations. Ms. Gil stated that UC was complicit in the ongoing genocide in Palestine through its investment in companies such as Lockheed Martin and Raytheon. The Regents made policies that did not align with the UC community's demands for divestment and suppressed the freedoms of students and workers.

- V. Carl Maier, UCLA student and President of Swipe Out Hunger, asked the Regents to fund BruinFresh, a food program developed by Swipe Out Hunger that was modeled after AggieFresh at UC Davis. In the last few years, Swipe Out Hunger fed hundreds of thousands of students and has identified weak points in basic needs services. In particular, undocumented and international students experienced significant rates of food insecurity but did not qualify for CalFresh. Undocumented students' inability to work also exacerbated the food insecurity they faced.
- W. Darin Clark, representative of Nor Cal Carpenters Union Local 646, expressed concern about UC Santa Cruz's student housing project. During a walk-through of the project, for which W.E. O'Neil Construction was general contractor, he found that plans deviated from approved plans, and he was disappointed by the quality of work from ADCO Drywall and Metal Framing.
- X. James Woolery, UCLA student and USAC External Vice President, called on the University to expand UC Davis' AggieFresh food program across the UC system. Among the 42 percent of UC students who reported experiencing food insecurity, 45 percent did not utilize CalFresh. This number was much higher among undocumented and international students, as well as students who were unable or afraid to access government services.
- Y. Sherry Zhou, UCLA student, urged UC to protect international and undocumented students. Although some terminated UC student visas were later reinstated, UCLA had only one part-time immigration attorney at its legal services center. Ms. Zhou noted the intersection of physical safety and basic needs and called for more funding to address undocumented and international students' food insecurity. She urged investment in UCLA's BruinFresh initiative and food recovery programs.
- Z. Marian Roan, Children's Hospital Oakland staff member and NUHW CHO member, asked that the Regents put a stop to UCSF's proposed integration plan. The plan would cancel the NUHW CHO contract and would result in less take-home pay; Ms. Roan estimated that she would receive \$2,000 less per month. Two dietitians were being laid off due to their faculty appointments at UC Berkeley, resulting in the loss of programs and services at the hospital.
- AA. Mariko Roberts, UCSF nurse and member of the California Nurses Association (CNA), stated that nurses were ready to advocate for safe staffing and high-quality patient care during upcoming contract negotiations. UC nurses stood in solidarity with the American Federation of State, County and Municipal Employees and University Professional and Technical Employees and demanded that the Regents intervene and resolve contract negotiations. Ms. Roberts shared that her health insurance costs nearly doubled in the past two years to almost \$4,000 per year. UCSF's Parnassus location was closing parking to all nurses without notice, and nurses were not involved in the new workload acuity scoring system. Ms. Roberts stated that this violated the labor contract and Title 22.

- BB. Brinaye Grant, UCLA student and representative of Swipe Out Hunger, shared that she and many students have experienced food insecurity, which affected students' engagement with their education and their sense of belonging. For undocumented students, these challenges were more pronounced. Ms. Grant urged the Regents to fund UCLA's BruinFresh initiative and to expand food access across UC.
- CC. Cesar Plascencia, representative of Nor Cal Carpenters Union Local 646, noted the difference it would make if UCSC's student housing project had been awarded to a contractor that hired locally and invested in the community instead of a contractor that lied in its application. UCSC could have benefited from local workers who care deeply about their work and raise their families in the community. The union was circulating a petition across the Santa Cruz campus.
- DD. Lloyd Reber, representative of Nor Cal Carpenters Union Local 646, reported that based on his own walk-through of the UCSC student housing project, for which W.E. O'Neil was general contractor, the lack of attention to detail was apparent. He shared his many years of experience with drywall and metal stud framing, working as a foreman, and with the construction of schools and hospitals.

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

Chair Reilly recalled that, earlier this month, she joined a virtual discussion hosted by Friends of the University about keeping the University's collective voice strong, particularly regarding federal actions that directly affect the UC mission. These federal decisions shaped the opportunities UC could offer, the discoveries UC could pursue, and the students UC could enroll and empower. For more than 150 years, UC has not wavered from its mission of education, research, and public service or its core values of academic independence through the passage of time, world wars, depressions, and pandemics. The University would respectfully engage with those who disagree with it and would be open to self-reflection and improvement. President Drake and the chancellors have charted a course for the University, aligned with like-minded universities and millions of students, faculty members, administrators, staff, and other stakeholders to affirm that they must and will continue to engage in this most important work for the benefit of the state, the nation, and the world. One could be confident that all of UC's resources have been and would continue to be employed to help preserve the University. This was a difficult fiscal moment for the State and the University; UC was grateful for the efforts of Governor Newsom and the State Legislature to protect the University as much as possible from financial hardship. Despite these challenges, UC's relationship with the State has never been stronger. The prior week, Regent Leib facilitated a conversation with State Senate President Pro Tempore Mike McGuire to a sold-out crowd at the UC Student and Policy Center.

Lawrence Livermore National Laboratory (LLNL) Director Kimberly Budil and her team would present advances in supercomputing during this meeting's UC Inspires item. Chair Reilly acknowledged the recent passing of former LLNL Director John S. Foster, Jr. (1922–2025). Last week, the Board confirmed the appointment of J.B. Milliken as 22nd President of the University starting August 1. Chair Reilly thanked Regent Chu and the

members of the Special Committee to Consider the Selection of a President for their tireless dedication, inclusivity, rigor, and clear vision. Chair Reilly expressed appreciation for individuals who were attending their final Board meeting. She commended Regent Beharry, the 50th Student Regent, for his tireless advocacy for all students, particularly those from underrepresented communities. Chair Reilly recognized Alumni Regent Pack's advocacy for UC, particularly UCR, his outstanding service, and his presentation on veterans at UC. She praised Alumni Regent Salazar for his student activism at UC Berkeley and his contributions as a member of the Special Committee to Consider the Selection of a President. Chair Reilly expressed appreciation for Staff Advisor Emiru's perspectives and commitment to data-driven outcomes. She recalled that Mr. Emiru had once said, "Impact is not always immediate or visible, yet you continue forward, driven by purpose rather than applause." Two chancellors would soon be departing. UC Riverside's trajectory in social mobility, its national reputation, and its achievements in health care were a testament to Chancellor Wilcox's leadership. His infectious and wonderful laughter would be missed. Chancellor Yang was the definition of servant-leader and beloved part of the Gaucha community who led UC Santa Barbara to new heights of innovation and reputation. Across decades, President Drake has served the University with distinction, dedication, and humanity. During his five-year tenure, President Drake guided UC through a global pandemic, during which the University had to rethink every aspect of its operations, and made sure that UC research and its health enterprise were at the forefront of the COVID-19 response. President Drake led with clarity, wisdom, and grace. His top priority was that UC students, faculty, and staff could thrive, and that UC could continue its trajectory of success for years to come. His wise counsel has made the University's shared work stronger and the institution much better, and he was the embodiment of UC values and a model of public service. Chair Reilly thanked President Drake for his service.

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

President Drake began his remarks by noting that he had attended over 150 Regents meetings, the first one in November 1994 with Chancellor Yang. He congratulated the 2025 graduates and their families and called attention to research-related items on the agenda that demonstrated a positive and profound effect of UC's research enterprise, especially given recent cuts to UC's grant funding. UC research and discoveries benefited individuals and communities across the state and the country. Today, Governor Newsom was expected to release the May Revision to the State budget; President Drake expressed gratitude to the Governor for the funding Compact and both the Governor and the State Legislature for care for higher education. He thanked the Board for its continued advocacy regarding the State budget and Associate Vice President Kathleen Fullerton and the Office of State Governmental Relations (SGR) for their efforts. SGR was preparing for the effects of funding reductions and would continue to work with the State on finalizing the budget. UC was closely monitoring the federal budget process to analyze potential impacts and to respond appropriately. President Drake thanked Associate Vice President Chris Harrington and the Office of Federal Governmental Relations for devoting countless hours to this issue. The federal administration's "skinny" budget proposal for fiscal year 2026 would cut \$163 billion in non-defense discretionary spending, which meant cuts to financial aid, academic advising, and UC research partners such as the National Institutes of Health and

the National Science Foundation. UC would continue to advocate as the federal budget takes shape. He thanked all across the University who supported the international community when the federal administration revoked student visas and terminated records, nearly all of which have been restored. Campuses provided support to students through the UC Immigrant Legal Services Center, and the Office of the President provided funding to help students answer questions about their visa status. The Academic Senate issued guidance to help campus and faculty leaders support students who might not be able to complete their degree on their home campus. UC would continue to do all that it could to support international students, scholars, and faculty.

President Drake recognized and expressed his appreciation to those whose terms were coming to an end: Regents Beharry, Pack, and Salazar, Staff Advisor Emiru, and UC Graduate and Professional Council President Ryan Manriquez, all of whom represented their constituencies with great care and compassion. He expressed deep appreciation to Chancellors Wilcox and Yang. President Drake underscored the tremendous dedication and commitment that both chancellors have shown the University. The national average term of a chancellor was about five to six years, but Chancellor Wilcox was the chancellor with the second longest term in the history of UC Riverside, and Chancellor Yang was the longest serving chancellor in the history of the University. Under Chancellor Wilcox's leadership, graduation rates improved, UCR added a School of Medicine and School of Public Policy, and the campus rose to number one in social mobility and joined the Association of American Universities (AAU). Chancellor Yang led UC Santa Barbara on a trajectory of growth and excellence, spearheading the expansion of the research enterprise and student facilities. Under his leadership, UCSB became first AAU member to become a Hispanic-Serving Institution and achieved top ten status in research without an academic medical center. President Drake has known and worked with President-designate Milliken for about 20 years; he was pleased the selection committee chose one of three individuals President Drake had recommended. Deciding to step down as a President or chancellor was a weighty decision. The transition represented renewal and a fresh perspective for the University. President Drake stated that he would do all that he could help the new President succeed and asked the Board to do the same. The Regents' input, collaboration, and thoughtful consideration was very important for the success of the President.

Following this Board meeting, President Drake planned to take a sabbatical and then return to the faculty. He recalled his journey in the University these last five decades, as a medical student, resident physician, junior faculty member, staff member in the dean's office, vice president, and chancellor. He was grateful to the Board for the opportunity to serve as President and the Board's partnership all these years. There was no shortage of challenges but also opportunities for success and chances to demonstrate one's support, appreciation, and love for this University. President Drake emphasized the difficulty of this work for spouses and partners; he and his wife Brenda hosted over 500 events and entertained over 20,000 people. He praised how well his wife prepared for each event, learning about the guests and making each event memorable. He thanked Governor Newsom and the State Legislature, noting the Governor's regard for higher education and support at a time when UC was being challenged.

President Drake highlighted the progress that the University has made, enrolling its most diverse student body in fall 2024 and adding more than 11,000 California resident students since 2020. UC launched the Tuition Stability Plan to ensure stable, predictable costs and created new pathways to graduate from UC debt-free. President Drake thanked Regent Sarris for his partnership in the creation of the Native American Opportunity Plan, modeled after the Blue and Gold Opportunity Plan, which covered tuition and student services fees for California students from federally recognized Native American tribes. UC Health increased the number of beds by 50 percent and was now the largest provider of outpatient Medi-Cal visits among major healthcare systems in the state. UC Health improved health outcomes through its initiatives for diabetes and hypertension management, all while navigating challenges such as the COVID-19 pandemic; campus protests; and social, political, technological, and economic change. For over 150 years, UC has been a leader in research and innovation in areas such as space, agriculture, biotechnology, artificial intelligence, and the humanities. Lawrence Livermore National Laboratory being first to achieve fusion ignition would not have happened without the University, an institution that draws remarkable people of all backgrounds who embody the UC mission and are dedicated to improving local communities, the state, and the nation. No words could fully express President Drake's gratitude for being able to serve the University, a humbling and deeply gratifying experience that he would cherish.

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

Faculty Representative Cheung noted the changes in senior leadership at the Office of the President and the Riverside and Santa Barbara campuses, as well as the Academic Senate's participation in the careful selection of successors. Dr. Cheung looked forward to welcoming new leaders and extended his heartfelt thanks and wishes of fulfillment and happiness to President Drake, Chancellor Wilcox, and Chancellor Yang. President Drake, who was also President of Academic Senate, served the University for roughly 40 years and was a champion of shared governance, willing to consult the Academic Senate and to consider faculty sentiments. He supported a joint Senate-administration study of a common academic calendar, extending the examination of fully online undergraduate degree programs, expanding the Mortgage Origination Program, and supporting faculty salary adjustments. President Drake prioritized listening to faculty perspectives. Dr. Cheung believed that President-designate Milliken and Faculty Representative Palazoglu would build on these reinvigorated shared governance practices to address future challenges.

The University community has remained steadfast in carrying out the UC mission despite continuing volleys of chaos inflicted on higher education. UC was operating under manufactured austerity, and once reliable compacts with federal sponsors were being upended. Stop work orders, grant award cancellations, program terminations, infrastructure retrenchments, and looming deep budget cuts were expected to have an enduring impact. With the loss of human talent, rebuilding long-standing programs would take several years at best. Both the UC administration and the Academic Senate were addressing these challenges. The Academic Senate Task Force on UC Adaptation to Disruptions (UCAD) met frequently and focused on three ways to mitigate harm. The first was narrowing the University's funding gap stemming from shortfalls of federal and State resources; the

Academic Senate supported the administration's proposal to slightly extend the time to full retirement plan funding in order to retain liquidity. The second action was adopting situational flexibility in the review process for faculty promotions and advancement. Faculty research grants from federal agencies were abruptly terminated, halting peer-reviewed scholarship. There needed to be clear and consistent recognition that academic productivity might be lower than expected due to disruption. The third action was providing institutional funding for research that is no longer deemed a priority of the current U.S. presidential administration. More orderly wind-down of research projects would give students a brief respite for planning their future, and short-term and bridge funding could help faculty who choose career adaptations and transformations. Private philanthropic sources from within and beyond the UC community might be called upon to make a difference. Some campuses were moving in this direction, and Dr. Cheung hoped more would follow suit. The Academic Senate stood ready to join the UC administration and the Regents in defense of the University.

The meeting adjourned at 10:05 a.m.

Attest:

The Secretary and Chief of Staff