

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 17, 2026

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, Brooks, Cohen, Hernandez, Komoto, Makarechian, Milliken, Park, Reilly, Robinson, Sarris, Sures, and Wang

In attendance: Regents-designate Craven, Melton, and Tokita, Faculty Representatives Palazoglu and Scott, Staff Advisers Frías and Hanson, Secretary and Chief of Staff Lyall, General Counsel Robinson, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Senior Vice President Turner, Vice President Kao, Chancellors Frenk, Hawgood, Hu, Larive, May, and Muñoz, and Recording Secretary Li

The meeting convened at 2:45 p.m. with Chair Reilly presiding.

Chair Reilly congratulated Regent Sarris on his reappointment to the Board.

1. **REMARKS OF THE CHAIR OF THE BOARD**

Chair Reilly began her remarks by acknowledging the extraordinary work of faculty, students, researchers, clinicians, and staff to advance the University's mission of education, research, and public service, as well as the University's impact in California and around the world. Chair Reilly noted that this meeting's UC Inspires presentation would feature the Proof of Concept Fund pilot program, a Regents-inspired initiative that helped UC researchers translate discoveries into real-world solutions. The program illustrated how UC can accelerate innovation, strengthen California's economy, and improve lives. Earlier today, Regents had an opportunity to meet with faculty inventors and start-up company founders whose work has been supported by this program.

Chair Reilly noted some recent visits Regents made to various campuses, through which they could learn about work taking place across UC, show their commitment to the success and well-being of the UC community, and better understand how the Board could provide support. During a recent visit to UCLA, Chair Reilly and fellow Regents toured a robotics laboratory, met with student leaders to discuss basic needs initiatives, learned about preparations for the 2028 Summer Olympics, and met with Academic Senate leadership. Chair Reilly thanked Regent Hernandez for representing the Board at the Council of UC Staff Assemblies' quarterly meeting at UC Merced. Last month, Regents visited innovation and entrepreneurship sites at UC Davis and UC Santa Cruz, including Aggie Square in Sacramento and the Radiological Instrumentation Laboratory at UCSC. Chair Reilly and several Regents also attended Chancellor Hu's inauguration, which showcased the talent and energy of the Riverside campus community and highlighted the Chancellor's vision for expanding opportunity and strengthening partnerships across the Inland Empire.

In light of the 2025 Basic Needs Annual Report, the University must ensure that its students are able to pursue their education without the burden of hunger or unmet basic needs. Campus basic needs centers coordinated food, housing, and financial support, serving tens of thousands of students each year. State investment and campus initiatives helped expand support, increasing CalFresh enrollment, campus food markets, emergency grants, and rapid rehousing programs. Still, food insecurity continued to affect far too many students and housing affordability remained a significant concern, especially in high-cost regions. Sustained attention, innovation, and strong collaboration with local and State partners were required to address these issues.

Chair Reilly concluded by sharing some achievements across the UC system. UC San Diego researchers were presenting at the South by Southwest conference the ways science could safeguard wildlife. UCLA Health received a \$100 million gift from Stewart and Lynda Resnick to advance mental and behavioral health services, the single largest gift for mental health care in UCLA Health history. UC Davis received a \$120 million gift from the Weill Family Foundation, the largest such gift ever given for veterinary medicine. Eighteen UC faculty members were named 2026 Sloan Research Fellows, the most of any institution. UCSF received \$824 million in National Institutes of Health awards in 2025. The UCLA women's basketball team won its second consecutive Big Ten Conference Tournament title, and UCLA student Alysa Liu won two gold medals in the 2026 Winter Olympics, the first American to win Olympic gold in women's individual figure skating in nearly 25 years. Chair Reilly encouraged all to read President Milliken's recent interview in *The Los Angeles Times*.

2. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Milliken recalled the three issues guiding his first seven months at the University: access and affordability, protecting UC's research enterprise, and UC's responsible leadership in artificial intelligence (AI). Achieving these was essential to UC's future and to rebuilding public confidence in higher education. A number of structural issues have made higher education vulnerable to criticism. He shared some of those criticisms outlined by Princeton University President Christopher Eisgruber in his Clark Kerr Lecture at UC Berkeley. Over the last several decades, competition for students has intensified. A small group of universities have become far more selective and better resourced, and college admission has become a high-stakes process, fueling anxiety and resentment about access and fairness. As the leading public university in the world, UC was well-positioned to move away from exclusion toward access and excellence. It needed to expand the opportunity for more students to earn a UC degree, such that a great education, a great career, and a great life are the goals. UC needed to help more Californians see a UC education as both attainable and transformative, and it was doing so through programs like Transfer Pathways and the Transfer Admissions Guarantee, but there was more work that must be done.

Expanding access is not just about the opportunity for more students to get into UC, but also about keeping graduates connected with UC by building lifelong relationships between students and UC institutions. Lifelong learning, once considered a hobby, was now an imperative. No four-year degree could fully prepare one for a 40- or 50-year career in a

quickly changing world, and President Milliken wanted UC graduates to look to their alma mater when they need to learn, retool, and reskill throughout their careers. UC should be able to provide a high-quality, relevant, and easily accessible education for life.

Such an education must also be affordable, and the Tuition Stability Plan was one way that UC advanced affordability. However, for many students and families, the real hardships lay in the broader costs of attendance, expenses over which UC had less control, such as housing, food, transportation, and health care, but which continued to rise. To that end, the University must strengthen its financial aid program and its support for basic needs initiatives to ensure that a UC education remains within reach for all Californians. While much would be transformed, advanced, and disrupted by rapidly changing information technology, President Milliken believed that this technology would provide dramatic ways to expand the University's reach and lower costs and that UC should lead this work.

At a time when confidence in higher education was being tested, UC must demonstrate how excellence and access go hand in hand; ensure that a UC education is attainable and affordable; support students' lifelong learning throughout their careers; and take advantage of all the tools available to advance this mission. In this way, the University would reaffirm why the University of California matters so deeply to this state, the country, and the world.

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

Faculty Representative Palazoglu began his remarks by quoting from the message on the University website's landing page: "Our mission: Improving lives. The nation's leading public university is dedicated to solving problems that matter to you." This was a promise from UC, a public contract. The UC faculty's mission was based on teaching, research and creative activities, and public service, and underlying these was the inherent curiosity that pushed boundaries to offer solutions to the world's challenges and new perspectives for society. Research at UC fulfilled the public contract not only by inspiring and solving problems, but also by educating the future workforce and driving policy and social discourse. Disrupting UC's research mission also disrupted UC's ability to meet the expectations of this contract. Mr. Palazoglu provided examples of how this disruption would affect cybersecurity, performing arts, medicine, social justice, and agriculture, and how it would move the doomsday clock.

The termination and suspension of federal research grants have already created disruption. Research staff lost their positions, time-to-degree increased, and faculty had to navigate a chaotic funding environment. With ever-increasing labor costs, fewer graduate students could be supported by faculty grant awards. As a result, more cohorts of doctoral students were destabilized, and many departments and programs needed to manage their graduate student enrollments differently. One might conclude that a moderated research presence and diminished impact would be the new normal for UC, but Mr. Palazoglu did not accept that outcome and believed that the University should not accept it either. In his view, the UC community had the agency to design a future that would not only preserve the public contract but also create a resilient approach to teaching, research and creative activities, and public service.

Mr. Palazoglu noted that UC was co-sponsoring State Senate Bill (SB) 895, a bond measure on the November ballot that would create the California Foundation for Science and Health Research. This was recognition that investing in research is fundamental to the University's future. If SB 895 passes, Californians would be reaffirming their belief in and support for research that transforms their lives and their communities, but it was ultimately the responsibility of UC faculty, administration, and the Regents to find ways to sustain the University's research mission and to recommit to UC's role and destiny as the leading university in the world. In sharing the governance of the University, the faculty and the administration shared challenges and the successes, pain and hope, and cost and return. Today, UC was at a crossroads in higher education and education more broadly. Education was critical thinking, freedom of inquiry, creativity, liberation of the mind, and a promise to future generations. UC faculty throughout the system were ready to face the challenge and lead the way; that was their public contract. Mr. Palazoglu concluded by quoting from "The Gold and the Blue," the personal memoir of former UC President Clark Kerr (1911–2003): "As goes education, so goes the future of the State of California."

4. **RESOLUTION IN APPRECIATION – RICHARD LEIB**

Upon motion of Chair Reilly, the following resolution was adopted, Regents Anguiano, Batchlor, Brooks, Cohen, Hernandez, Komoto, Makarechian, Milliken, Park, Reilly, Robinson, Sarris, Sures, and Wang voting "aye."

WHEREAS, as Rich Leib has completed his term of service on the Board of Regents of the University of California with great distinction, the members of the Board wish to express their deep appreciation to him for the thoughtful counsel, strategic insight, and steadfast commitment he brought to the deliberations of this body from 2018 to 2026; and

WHEREAS, he provided exceptional leadership to the University as Chair of the Board of Regents from March 2022 to June 2024, and contributed tremendously to every committee of the Board, including serving as Chair of the Academic and Student Affairs Committee, Chair of the Public Engagement and Development Committee, Chair of the Governance Committee, and Vice Chair of the Health Services Committee; and

WHEREAS, throughout his tenure, Regent Leib demonstrated a profound commitment to strengthening the University's relationship with the people and elected leaders of California, helping to deepen the partnership between the University and the State Legislature, and reinforcing their shared stewardship of one of the world's premiere public universities; and

WHEREAS, Regent Leib was a tireless advocate for innovation and entrepreneurship at the University of California, spearheading the Regents' Working Group on Innovation and Entrepreneurship and later serving as Chair and Vice Chair of the Special Committee on Innovation and Entrepreneurship, leading a comprehensive review of innovation across the University and advancing concrete recommendations to support faculty entrepreneurs, reduce barriers, and accelerate the translation of academic discoveries into life-changing

solutions to society's most pressing challenges, ensuring that the groundbreaking research of UC faculty and students improves lives across California, the nation, and the world; and

WHEREAS, as a member of the search committees for new chancellors at the Merced, Berkeley, Los Angeles, and Santa Barbara campuses, he has left an indelible mark on the leadership of the University, helping to shape its course for many years to come; and

WHEREAS, his career and record of professional accomplishment reflect a deep and sustained commitment to public service and education, including service as President of the California Community College Board of Governors, ten years on the Solana Beach School Board (including two years as Board President), and his ongoing work with civic and nonprofit organizations dedicated to advancing public policy, mental health, and the arts; and

WHEREAS, throughout his service as a Regent, Richard Leib has been widely respected for his enthusiasm, collegial spirit, and unwavering dedication to the mission of the University of California, and especially to his beloved Gauchos;

NOW, THEREFORE, BE IT RESOLVED that the Regents of the University of California express their sincere gratitude to and admiration for Rich Leib for his outstanding service to the University and to the people of California, and secure in the knowledge that he will always be a champion for the University of California, extend their warmest best wishes and direct that a suitably inscribed copy of this resolution be presented to him as an expression of the Board's profound appreciation.

Chair Reilly shared that Regent Emeritus Leib joined the Board in 2018 and served as Chair of the Board from March 2022 to June 2024. Throughout his tenure, Regent Emeritus Leib chaired multiple Committees, contributed to the selection of several chancellors, and strengthened UC's partnerships with Californians and elected leaders. In helping launch and lead the Regents' Working Group on Innovation Transfer and Entrepreneurship and later serving as Chair and Vice Chair of the Special Committee, Regent Emeritus Leib elevated this issue, supported faculty entrepreneurs, and accelerated the translation of UC discoveries into real-world solutions. While he never took himself too seriously, Regent Emeritus Leib was also the first to take action when he witnessed an injustice or imbalance. As Chair, Regent Emeritus Leib led the Board through difficult times; he understood that universities were places of expression and deeply held beliefs, but he never lost sight of the University's responsibility to ensure safety, continuity, and respect, for every member of the UC community. Chair Reilly thanked Regent Emeritus Leib for his advice, support, and friendship. On behalf of the Board, she thanked Regent Emeritus Leib for his service.

Regent Emeritus Leib recalled that his mother, a high school teacher and single parent, instilled in him the importance of attending UC, so he worked hard and later enrolled at UC Santa Barbara. He was proud to have served on the Board, making many great friends, and would continue to promote the University in the future. In his view, UC was the great equalizer, a gem that must be cherished and fought for. He recognized the work of the

Regents, President Milliken, the chancellors, Secretary and Chief of Staff Lyall, and Regent Park, his partner in the Regents' innovation and entrepreneurship work.

5. **UC INSPIRES: INNOVATION AND ENTREPRENEURSHIP PROOF OF CONCEPT FUNDING SHOWCASE**

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

Chair Reilly stated that, across the UC system, faculty, students, and researchers were producing ground-breaking ideas with the potential to improve health, strengthen the economy, and address society's most pressing challenges. She recognized the work of Regent Park, Regent Emeritus Leib, and the Regents Working Group on Innovation Transfer and Entrepreneurship. Regents have visited campuses to observe the progress made on the Working Group's recommendations.

Provost Newman began her remarks by noting the showcase of UC innovators and entrepreneurs that had occurred earlier in the meeting. The University was a global leader in patents, and UC-affiliated start-up companies contributed billions of dollars to the California economy, supported tens of thousands of jobs, and employed globally recognized experts. Despite existing campus research funding and entrepreneurship programs, more funding was needed to develop and test prototypes and to measure demand. In November 2023, a survey of all ten campuses found that 11 campus Proof of Concept (POC) programs funded 671 projects, which led to the creation of 167 start-up companies and licensing of 208 technologies; this was a return 22 times the amount of funding invested. The survey also indicated that 70 percent of projects deemed worthy of POC support could not be funded. In October 2024, following a recommendation from the May 2021 report of the Regents Working Group on Innovation Transfer and Entrepreneurship, the University launched a POC Fund pilot program. Through mentorship and investment, the program would bridge the "valley of death," the gap between research discovery and commercialization to benefit California and the world.

Paul Roben, Associate Vice Chancellor for Innovation at Commercialization at UC San Diego and Chair of the President's Entrepreneurship Network Council, recalled that the Regents and then President Drake had approved \$2 million for a pilot POC Fund in order to establish POC programs at each of the ten campuses. Unlike fundamental research, projects funded by these POC programs were driven toward the commercial milestones of creating products and services. Project applications underwent a two-stage review process: an internal review by campus experts and an independent review by a panel including investors and industry experts. Networking and mentoring during the second stage helped research teams understand how to advance the impact of their work. Within one year of establishing these programs, campuses funded 15 percent of the 315 submissions received across the system, or 47 projects, although they saw commercial potential in 40 to 50 percent of applications. There were also 32 invention disclosures, and 17 start-up companies were created or were in the process of creation. These projects reflected the depth and breadth of the University's research enterprise. Some campuses have matched

the funding coming from the Office of the President (UCOP), and other campuses were expected to follow. UC has expanded its network of investors and industries, which created an ecosystem that would lead to a range of outcomes and advance impact. Funded projects were engaging in commercial development by creating prototypes, defining regulatory pathways to approval, and engaging in clinical or field testing, and creating data sets. Some projects were also pursuing follow-on funding.

Tyson Kim, Associate Professor of Ophthalmology at UCSF, shared that his laboratory was developing technologies to treat eye diseases such as glaucoma, the world's leading cause of irreversible blindness and a disease that affected 80 million patients and created about \$9 billion in annual healthcare costs. Current therapies for glaucoma lowered pressure in the eye but were often temporary, inadequate, or risky. His laboratory was developing imaging for previously inaccessible regions of the eye, including the anatomy controlling the inflow and outflow of fluid. The same system could deliver targeted laser therapy with image guidance and cellular precision while avoiding collateral damage, lowering pressure in the eye controllably, safely and sustainably. POC funding and UCSF's Innovation Ventures have enabled early-career faculty like Dr. Kim to take the leap toward innovation and translation. Following POC funding to support its pre-clinical milestones, this project received approval from the Institutional Review Board of the U.S. Department of Health and Human Services (HHS) for its first in-human diagnostic study and refined its business strategy and commercialization pathway, all while involving students and trainees. This led to a UC spinout company and over \$1 million in initial funding.

Ian Wheeldon, Professor from the Department of Chemical and Environmental Engineering at UC Riverside, stated that his project with Sean Cutler, Professor from the Department of Botany and Plant Sciences at UCR, focused on creating a low-cost device for detecting per- and polyfluoroalkyl substances (PFAS) compounds, also known as "forever chemicals." These compounds were ubiquitous in everyday products such as clothing, coatings, and firefighting foams, and they were ubiquitous in the environment. Tens of millions of acres of farmland and cropland and many superfund sites were contaminated with PFAS, leading to about \$63 billion in healthcare-related costs. Detecting these compounds was very costly, requiring expensive equipment and long turnaround times. With POC funding, this program was able to develop a device similar to a lateral flow device for detecting COVID-19 that could identify PFAS protein receptors at low cost and on a large scale. Follow-on benefits of POC funding included interaction with the National Science Foundation Innovation Corps (NSF I-Corps) program and the Defense Advanced Research Projects Agency Commercial Strategy Office, which led to the identification of early markets. POC funding also enabled the development of a prototype and entrepreneurial training opportunities, and led to the founding of a start-up company, Living Sensors. The project also had about \$1 million in pending funding.

Christian Dameff, Associate Professor of Emergency Medical Services at UC San Diego, explained that present-day health care required connection to internet technology, but attacks on critical health infrastructure by malicious adversaries, hackers, and State actors affected the ability to provide care, especially for time-sensitive medical issues like stroke, sepsis, and trauma. Over two years ago, the UCSD Center for Healthcare Cybersecurity's

research team of over 20 faculty was awarded UC's first contract from Advanced Research Projects Agency for Health (ARPA-H), an agency within HHS, to study this problem. The team developed CRASHCART, prototype of digital technologies and network-connected systems that a ransomed hospital could use on a temporary basis while its information technology department rebuilt its network. CRASHCART maintained patient safety and documented the care provided for later revenue capture.

Jeff Tully, Assistant Clinical Professor of Anesthesiology at UC San Diego, stated that POC funding for CRASHCART enabled the team to recruit an experienced founder who provided training as an "entrepreneur-in-residence." In only three months, the team built the infrastructure of its start-up, Inoculum Labs, engaged in the technology transfer process, and planned to meet with federal stakeholders regarding implementation in rural hospitals. The team was pursuing further funding and had a roadmap for venture capital.

Alex Ferré, Executive Director of the ALMA Life Sciences Foundation, stated that the Foundation was a biotechnology investment firm that focused on oncology, genomics, and longevity. His portfolio, ALMA Blue, focused on improving ocean health using biotechnology and ocean technology. Many companies in San Diego engaging in this work came from UC San Diego or were affiliated with UCSD, other UC campuses, or the Scripps Institution of Oceanography. Investors looking to help the University needed to ensure that technologies had reached a certain level of rigor of study and due diligence. Mr. Ferré participated in a judging panel alongside other investors and industry experts for Accelerating Innovations to Market (AIM), UCSD's POC program, to determine whether companies were progressing toward commercialization. ALMA Blue decided to invest in Hybrid Reefs, a coral reef restoration company, which used AIM funding to address legal needs and marketing, convene a leadership team, and expand other capabilities. Mr. Ferré noted that all companies that presented to AIM were introduced into its network of investment firms, angel investors, and venture capitalists.

Regent Emeritus Leib recalled that, at every campus, he was told that a POC Fund would be most helpful. Studies have shown that universities with a fund saw a 32 percent increase in commercialization. He remarked that UC must determine how to grow its funding.

Regent Hernandez asked if inviting corporate partners to project presentations could help shorten the "valley of death." Ms. Newman replied that the venture capital community was invited to the showcase, and what Regent Hernandez suggested could be a next step as the process matures. Campuses were actively pursuing corporate interest in and contribution to their technologies.

Regent Wang asked how UC could scale up POC funding and deepen its relationships with industry and venture capital partners. Continued investment in this funding was critical to attracting faculty and creating a culture of entrepreneurship across the UC system. She urged more campuses to bring in "entrepreneurs-in-residence," adding that mentors could come from the alumni community. Mr. Roben stated that faculty would agree that access to such a network of mentors would accelerate technology toward commercialization. Ms. Newman added that Mr. Roben's work served as a model for other UC campuses.

Regent Park emphasized the importance of this work because it was relevant to many aspects of the University's mission. The expenditure was small but very productive. During the Investments Committee meeting, Chief Investment Officer Bachher predicted disruptions to the labor market by artificial intelligence. Regent Park believed that growing the innovation enterprise was a great way to leverage student talent while helping students find their place in the world. Ms. Newman thanked Regent Park for her dedication. Start-up companies developed through UC addressed human need and would benefit large numbers of people.

Staff Advisor Hanson stressed that POC funds increased UC revenue in multiple ways. For one, POC funding helped make laboratories more competitive, which brought in more government grants. At UC Irvine, funded projects were 50 percent more likely to become licensed, which brought in licensing revenue. In industry-sponsored research and clinical trials, more than one dollar was returned for every dollar spent. Campuses were now able to make equity purchases in those start-up companies. This also presented graduate students with opportunity to make significant contributions to society after graduation.

President Milliken praised the faculty members at the showcase, which demonstrated the effectiveness of combining talent, ambition, and funding. He announced that POC funding at UC would continue and anticipated that it would be even more successful in the future.

Regent Emeritus Leib recognized Regents Advisor Collin Wong-Martinusen and Chair Reilly for supporting this effort.

6. **EAST CAMPUS MEDICAL CENTER SEISMIC IMPROVEMENTS AND RENEWAL, SAN DIEGO CAMPUS: BUDGET, SCOPE, EXTERNAL FINANCING, AND DESIGN FOLLOWING AN EXEMPTION DETERMINATION PURSUANT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT**

The President of the University recommended that:

- A. The 2025–26 Budget for Capital Improvements and the Capital Improvement Program be amended as follows:

From: San Diego: Seismic Improvements of Acute Care Hospital and Associated Structures – preliminary plans – \$12.7 million, to be funded from hospital reserves.

To: San Diego: East Campus Medical Center Seismic Improvements and Renewal – preliminary plans, working drawings, construction, and equipment – \$322,758,000 to be funded from external financing (\$287,115,000) and Hospital Reserves (\$35,643,000).

- B. The scope of the East Campus Medical Center Seismic Improvements and Renewal project be approved. The project shall provide improvements to bring the facility in compliance with California State Senate Bill 1953. The project would also

provide clinical expansion, interior modernization, and upgrades necessary to support new clinical services.

- C. The President be authorized to obtain external financing in an amount not to exceed \$287,115,000 to finance the East Campus Medical Center Seismic Improvements and Renewal project and declare that external financing may be used to reimburse prior expenditures. The President shall require that:
- (1) Interest only, based on the amount drawn, shall be paid on the outstanding balance during the construction period.
 - (2) As long as the debt is outstanding, general revenues of the San Diego Health campus shall be maintained in amounts sufficient to pay the debt service and to meet the related requirements of the authorized financing.
 - (3) The general credit of the Regents shall not be pledged.
 - (4) Any reimbursements will meet all requirements set forth in Treasury Regulations Section 1.150-2.
- D. Following review and consideration of the California Environmental Quality Act (CEQA) determination for the East Campus Medical Center Seismic Improvements and Renewal project, including any written information addressing this item received by the Office of the Secretary and Chief of Staff to the Regents no less than 48 hours in advance of the beginning of the Regents meeting, testimony or written materials presented to the Regents during the scheduled public comment period, and the item presentation, the Regents:
- (1) Determine that the project is categorically exempt from CEQA; and
 - (2) Approve the design of East Campus Medical Center Seismic Improvements and Renewal project, San Diego campus.

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Chancellor Khosla introduced the item. In 2023, UC San Diego purchased Alvarado Hospital Medical Center, now known as East Campus Medical Center (ECMC), for \$200 million. The hospital had 302 beds and was located in the most underserved neighborhood in San Diego. With this purchase, UCSD would not need to build a new hospital, which meant more than \$1 billion in savings. The campus has since upgraded equipment and facilities, and outcomes at the hospital have been positive.

UC San Diego Health Chief Executive Officer Patricia Maysent stated that the San Diego campus sought \$300 million to add seismic upgrades and more services. One of the strategic objectives for the hospital was the ability to move patients from the emergency

departments at the Hillcrest and La Jolla locations. To date, UCSD has made 3,600 such transfers to ECMC. The hospital has delivered about \$75 million of contribution margin per year and has continued to grow highly accretive services such as orthopedics, general surgery, and urology as well as services needed in the community. In its five-day triennial survey, The Joint Commission praised UCSD for quality improvements to the hospital, which has improved from an “F” grade when it was acquired to its current “A” grade.

Upon motion duly made and seconded, the recommendation of the President was approved, Regents Anguiano, Batchlor, Cohen, Hernandez, Komoto, Makarechian, Milliken, Reilly, Robinson, Sarris, Sures, and Wang voting “aye” and Regent Brooks abstaining.

The meeting adjourned at 4:05 p.m.

Attest:

Secretary and Chief of Staff