

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

July 14, 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, Areias, Craven, Hernandez, Hueston, Kounalakis, Lee, Makarechian, Matosantos, Melton, Milliken, Park, Reilly, Robertson, Robinson, Sarris, and Tokita

In attendance: Regents-designate Lum, Retana, and Roiland, Faculty Representatives Palazoglu and Scott, Staff Advisors Hanson and Hunter Barker, Secretary and Chief of Staff Lyall, Deputy General Counsel Woodall, Chief Compliance and Audit Officer Bustamante, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Vice Presidents Brown, Henderson, and Kao, Chancellors Assanis, Frenk, Gillman, Hu, Khosla, Larive, May, and Muñoz, and Recording Secretary Li

The meeting convened at 10:35 a.m. with Chair Anguiano presiding.

Chair Anguiano, in her first meeting as Chair, began her remarks by congratulating the graduating class of 2026. She acknowledged and thanked Regent Reilly for her leadership as past Chair, adding that the Board would continue to benefit from her strength, wisdom, resolve, and kindness. Chair Anguiano looked forward to working with Vice Chair Robinson and President Milliken. She thanked her fellow Regents for their confidence in her, and she accepted this position with a sense of humility, responsibility, and commitment to the University's mission. As a low-income, first-generation college graduate, Chair Anguiano understood the transformative nature of educational opportunity. She expressed deep gratitude to the people of California for their trust and enduring investment in UC, and she thanked Governor Newsom and the State Legislature for honoring the funding Compact with the University in this year's State budget and for their continued support.

Chair Anguiano welcomed three colleagues who were now voting Board members. Student Regent Miguel Craven, who completed his undergraduate education at UC Merced, balanced academic life as a graduate student at UC Davis with the significant responsibilities of serving on this Board. Alumni Regent Charles Melton, the new President of the Alumni Associations of the University of California (AAUC) and an alumnus of UC Davis and UC Berkeley, was the Director of Public Policy and Research at Turo and had previously served at the Office of the President and the U.S. House of Representatives. Alumni Regent Karl Tokita, the new AAUC Vice President and an alumnus of UCLA and UC Irvine, was the founder and Chief Operating Officer of KSK Medical and served on the board of Driving Out Cancer. Chair Anguiano also welcomed back Staff Advisor Matthew Hanson, Director of New Ventures at UC Irvine Beall Applied Innovation, who has been instrumental in advancing the new Regents Innovation Awards. She welcomed new Alumni Regent-designate Jessica Lum, a UC Santa Cruz alumna who led external affairs efforts at nonprofit trade associations and local government; new Alumni Regent-designate Paco Retana, a UCLA alumnus who was a licensed clinical social worker and the Chief Program Officer at

Wellnest. Chair Anguiano welcomed new Staff Advisor Wendy Hunter Barker, the Assistant Dean of Strategy and External Relations at the UC San Diego Rady School of Management. Chair Anguiano noted that this was Faculty Representative Palazoglu's final Board meeting and thanked him for his service, commitment to the University and principles of shared governance, thoughtful counsel, and steady leadership.

1. PUBLIC COMMENT

Chair Anguiano 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. Pamela Burdman, UC Berkeley alumna and Executive Director of Just Equations, a policy institute focused on mathematics in education equity, expressed opposition to reinstating standardized admissions tests. Claims about declining mathematics preparation came from a single campus' flawed report, which did not disclose different standards for calculus readiness and wrongly blamed declines on low-income students. Courses like UCLA's Mathematics for Life Scientists provided better ways to improve mathematics learning. Returning to the use of a screening tool ran counter to the mission of serving a diverse population.
- B. Gloria Romero, candidate for California Lieutenant Governor, stated that she and gubernatorial candidate Stephen Hilton urged the immediate reinstatement of the SAT as a significant component of a comprehensive admissions review. Achievement gaps in the K–12 system were profound and a civil rights emergency, but they could not be resolved by eliminating the measures that reveal them. One does not create equity by allowing students to arrive at UC without determining whether they possess foundational mathematics and literacy skills. One must help disadvantaged students by uncovering this before they enroll, not after.
- C. David Kleinfeld, UC San Diego professor and alumnus, stated that in order for the State's tiered system of public higher education to work well, it needed an assessment that considered many factors that included grades, standardized tests, and comments from teachers and community leaders. Mr. Kleinfeld observed a decline in reading comprehension in the last five years of teaching his undergraduate physics laboratory course. He called for additional information from an independent source like the SAT.
- D. Ricardo Miranda, UC San Diego student and Student Advocate to the Regents (StAR), stated that Flock cameras and automated license plate reading cameras were installed on UC campuses because of an increase in vehicle and electric bicycle theft despite decreases in nearly every other type of crime on campuses. Mr. Miranda stated that reports were artificially inflated to justify the installation of these cameras, which violated civil rights and were used to surveille and arrest undocumented individuals. Data from these cameras were being sold to out-of-state

and federal agencies, and even the Los Angeles Police Department has ended its contracts with Flock. Mr. Miranda urged UC to end these contracts.

- E. Rogelio Encarnacion, UC Riverside student and StAR, called for more opportunities for low-income, undocumented students. A UC Davis study found that the number of low-income, undocumented students at UC and the California State University declined by 30 percent from 2018–19 to 2022–23. Research from The Civil Rights Project found that restrictions on employment and other benefits made college less accessible and less affordable for Generation Z undocumented students. Mr. Encarnacion called for the creation of more fellowships like the Presidential Fellowship for Experiential Learning and UC Riverside’s Butterfly Project Fellowship.
- F. Francisco Ornelas, UC Santa Cruz student and StAR, shared the experience of a friend, one of nearly 90,000 undocumented postsecondary students in the state. The financial aid she received through the California Dream Act Application (CADAA) only covered tuition, not other expenses. Undocumented students were talented and ambitious, and they deserved the same opportunities as their peers. He called on UC to end the ban on hiring undocumented students and to support Assembly Bill (AB) 713, the Opportunity for All Act.
- G. Chris Busby, UCSF radiology scheduler and member of Teamsters Local 2010, asked for the reinstatement of remote work. He and his family had moved out of state after remote work became permanent, but he was told to return to on-site work three months ago while similar units were still working remotely. He moved cross-country to a very expensive housing market, leaving behind his wife and child, could not afford to travel home often, and had very little work-life balance.
- H. Yancy Garcia, UC Irvine student and StAR, called for better support for undocumented students in light of the federal administration’s attacks and the uncertain future of the Deferred Action for Childhood Arrivals program. Undocumented students could not obtain the professional skills typically gained through on-campus employment and could not qualify for CalFresh, and CADAA and UC fellowships did not adequately cover expenses. Ms. Garcia urged UC to end the ban on hiring undocumented students, support AB 713, and allocate funding for alternatives to CalFresh for undocumented and international students.
- I. Pradeep Sen, UC Santa Barbara professor, shared his observation that, starting in 2022–23, following the removal of standardized testing requirements, students in his class struggled to complete the same homework assignments he had assigned for over 15 years. He was setting aside time to teach concepts students should already know, which meant less time for course concepts. While students from different demographics might perform differently in standardized testing, the solution was not to remove the one metric that determined whether students had the proper foundation to succeed in college.

- J. Tizoc Arenas, representative of the Building and Construction Trades Council of Alameda County (BTCA), noted that the California Nurses Association, University Professional and Technical Employees, and American Federation of State, County and Municipal Employees have all settled the health and welfare benefits provisions of their contracts. The San Francisco Building and Construction Trades Council was offered the same benefits package, and Mr. Arenas asked that the same benefits be offered to BTCA.
- K. Jessie Ryan, President of the Campaign for College Opportunity, urged UC to oppose reinstatement of the SAT, underscoring that this was the wrong solution to an undefined problem. According to information from the Office of the President, since the removal of standardized testing admissions requirements, retention rates remained stable and graduation rates increased. Research recognized that the SAT harmed low-income students and students of color. Instead of becoming more selective, UC should become more supportive of students, working with the K–12 system to improve college preparation.
- L. Umesh Vazirani, UC Berkeley professor, stated that there was an overwhelming academic case to reinstate the SAT and that test-blind admissions worked against the University's interest. He stated that UC Berkeley Professor Jonathan Glater's op-ed defense of the current policy was based on racial and demographic outcomes, a framing targeted by the federal administration. An educational justification was also difficult to sustain since over 3,000 UC faculty reported that students were arriving at UC without middle-school mathematics and writing skills. Mr. Vazirani requested that the Regents add to the agenda a vote on the restoration of the SAT and ACT effective fall 2027.
- M. Xi Dong, UC Santa Barbara professor, urged the University to restore standardized testing for admission as quickly as possible. Since the removal of the SAT and ACT, he and his colleagues noticed a significant decline in student preparedness. Nearly every leading public and private peer institution has reinstated testing in admissions; Mr. Dong expressed concern about the consequences of the continued delay of reinstatement given the broad faculty consensus across disciplines, and he urged the Regents to add to the agenda a vote on the restoration the SAT and ACT.
- N. Denise Luna, representative of EdTrust-West, a policy advocacy organization, expressed opposition to reinstating the SAT and ACT admissions requirement. Robust research showed that student performance in standardized testing was tied to socioeconomic status and grades earned were a better predictor of first-year grades and degree completion. By reinstating the SAT and ACT, UC would revert to a system that disadvantaged low-income, Black, and Latino(a) students. EdTrust-West asked for a data-driven process, transparency, and collaboration with stakeholders including students, families, advocates, and experts.
- O. Sabeeha Merchant, UC Berkeley faculty member, stated that over 3,000 UC faculty members from ten campuses signed open letters calling for the reinstatement of the

SAT and ACT. Signatories, who included four former Chairs of the systemwide Academic Senate, 41 chairs of campus admissions committees, over 100 deans and department chairs, including seven of the nine mathematics departments, and over 100 members of the National Academies or MacArthur Fellows, asked the Board to place the restoration of the SAT and ACT on the September agenda for a vote. Ms. Merchant recalled that taking the SAT had made higher education possible for her even without a high school record in this country.

- P. John Neill, professor and UC San Diego alumnus, stated that the Regents were presented with scientific evidence in the early 2020s that the SAT and ACT were necessary to select prepared students but ignored these data and yielded to political pressure to discontinue standardized testing. This caused great harm to students who were unprepared for the rigor of the UC system and to professors who must spend time providing remedial instruction. Mr. Neill expressed support for standardized testing and providing remedial teaching at community colleges.
- Q. Zaynab Masri, UC Santa Cruz graduate student, shared that she experienced harassment as a visibly Muslim and Arab student. According to the 2024 UC Accountability Report, 51 percent of UCSC students identifying as Muslim did not feel safe, and last year, the Council on American-Islamic Relations designated UC Berkeley a “Hostile Campus” for Palestinian, Muslim, Arab, and allied students and faculty. Ms. Masri stated that these indicators reflected a systemwide pattern and urged the University to meaningfully address Islamophobia and anti-Arab hatred. She called for a liberated Palestine and divestment of UC funds.
- R. Mina Aganagic, UC Berkeley professor, spoke on behalf of some 3,000 faculty who signed the two open letters urging the Board to reinstate the SAT as part of holistic admissions evaluation. The SAT remained the strongest prediction of college readiness, especially among underrepresented students. Rather than reduce the number of these students, reinstating the SAT would help identify which low-income, first-generation, and underrepresented students would thrive at UC. Without the SAT, faculty were forced to reteach elementary and middle school material in introductory courses, misallocating resources instead of increasing access, and UC was undermining its mission to be an engine of upward mobility. In 2020, the Board overruled the Academic Senate’s unanimous support for the Standardized Testing Task Force’s (STTF) recommendation to keep the SAT. Ms. Aganagic called on the current Board to reinstate the SAT by 2027.
- S. Brian Conrad, Director of Undergraduate Studies at Stanford University, stated that Area C of the A–G requirements avoided the flawed validation process engulfing UC mathematics preparedness. The Academic Senate’s oversight of admissions standards should not be subordinate to the State Board of Education, and it did not serve the public interest to prioritize the optics of UC admission at the start of college over invisible crushed dreams by the end. First-year course performance had a significant impact on the subsequent college trajectory. Mr. Conrad shared a quote from former President Janet Napolitano, “We do a student no good by

admitting them if they are not really ready.” He asked the Board to discuss and add to the September meeting agenda a vote to realign UC admissions policy to the 2020 STTF recommendations effective fall 2027.

- T. Kourtney Kawano, UCLA alumna and UC Berkeley faculty member, demanded an end to the UC’s involvement with the Thirty Meter Telescope (TMT) project on Mauna Kea in Hawaii. The Native Hawaiian creation story spoke of interconnected ecologies; therefore, harm done to the mountain by scientists, the military, the settler State, and tourists has already deeply affected the surrounding ocean, and construction of the TMT would further exacerbate desecration of the land.
- U. Nathan Sayre, UC Berkeley professor, called for the reinstatement of standardized testing in UC admissions as soon as possible. In recent years, the examination grades in his undergraduate courses have changed from a bell curve to a U-shape, with most common grades being As and Ds and more students receiving Fs. Mr. Sayre tried to accommodate students by reducing the workload and simplifying lectures and examinations, but polarized preparedness served neither well-prepared nor underprepared students. He asked that a vote be added to the September agenda on the reinstatement of the SAT and ACT for fall 2027 applicants.
- V. Ronnie Spitzer, UC Berkeley lecturer who taught freshman and sophomore classes for engineering and physics majors, shared that she observed a difference in test scores and a bimodal final grade distribution in which more students had lower grades. These students were so unprepared mathematically that Ms. Spitzer was unable to help them. She urged UC to reinstate the SAT at the September meeting.
- W. Robert Littlejohn, UC Berkeley emeritus professor with over 35 years of experience in teaching science and math, stated that one of the many negative consequences of a test-blind admissions policy was the psychological damage of throwing unprepared students into science and mathematics classes. These students cannot catch up while learning new material and are subjected to intense stress, anxiety, crushing failure, humiliation, and damage to their academic record, all while they waste time and money. Mr. Littlejohn asked the Regents to add to the September meeting agenda a vote to restore the SAT and ACT for fall 2027 applicants.
- X. Raphael Bousso, UC Berkeley professor and Chancellor’s Chair in Physics, read a statement from UC Berkeley Nobel laureate Jennifer Doudna. “Dear members of the Board of Regents, I am concerned that UC is compromising the scientific excellence that make us world class. For years, I have co-taught Bio 1A, one of our largest introductory science courses, and I have watched student preparation for college-level molecular biology decline sharply. Students without adequate academic background cannot benefit from our lectures, labs, and office hours with world-class scientists. Meanwhile, capable students, including and especially those from disadvantaged backgrounds, are denied this opportunity because UC no longer uses standardized tests, our only common measure of baseline preparedness.

This policy has failed the students it is meant to protect. The Board must act at this meeting to reverse it. We cannot afford further delay.”

- Y. Lloyd Kraal, owner and operator of a fifth-generation farm bordering Angelo Coast Range Reserve, part of the UC Natural Reserve System, stated that dogs on the reserve were chasing deer, quail, and wild turkeys, and dog waste sickened native animals. He added that the property owned by the faculty director had six abandoned vehicles and four dilapidated houses that she rented to reserve workers. Mr. Kraal expressed hope that someone could look into these issues.

2. **REPORT OF THE SPECIAL COMMITTEE TO SELECT A STUDENT REGENT**

Appointment of 2027–28 Student Regent

The Special Committee recommended that Jordan Roiland, a medical student at the University of California, San Francisco, be appointed a Regent of the University of California to serve for the period July 1, 2027 through June 30, 2028, and that he serve as Regent-designate, effective immediately, until the appointment as Student Regent becomes effective.

Chair Anguiano thanked members of the Student Regent search committee: Regent Sarris, who chaired the committee, Regents emeriti Brooks and Komoto, and Regents Hernandez and Makarechian.

Regent Sarris recognized the students who participated in the process, which resulted in three outstanding semi-finalists. Each candidate had an impressive record of academic achievement, leadership, and service. Their accomplishments were a testament to the talent and dedication of UC students. Mr. Roiland distinguished himself through his intellect, humility, and commitment to public service. Regent Sarris noted his thoughtfulness, collaborative spirit, and academic accomplishments. If his appointment is approved, Mr. Roiland would be the first medical student serving as Student Regent. He earned his bachelor’s degree in Applied Mathematics and Statistics and Biochemistry at the State University of New York’s (SUNY) Stonybrook University before serving in the Centers for Disease Control and Prevention (CDC) Public Health Associate Program in the Northern Mariana Islands. After earning an M.S. in Health and Medical Sciences at UC Berkeley, Mr. Roiland was now pursuing an M.D. through the UC Berkeley–UCSF Joint Medical Program. At SUNY, he was a member of the student assembly, and at UCB, he was a member of the Student Advisory Committee to the Vice Chancellor for Student Affairs and a UC Advocacy Network Student Ambassador.

Upon motion duly made and seconded, the recommendation of the Special Committee was approved, Regents Anguiano, Areias, Craven, Hernandez, Hueston, Kounalakis, Makarechian, Matosantos, Melton, Milliken, Park, Reilly, Robertson, Robinson, Sarris, and Tokita voting “aye.”

Regent-designate Roiland stated that he was deeply honored to serve as the first medical student in this role. He reflected on how public education and his work in the Northern Mariana Islands strengthened his belief in public service and in the responsibility of public institutions to heed the community. Through medicine, Mr. Roiland learned that trust was built by asking thoughtful questions, clear communication, taking seriously others' experiences. He emphasized the importance of humility, as better decisions came from bridging different forms of knowledge and experience. During unprecedented uncertainty in higher education and the communities that UC served, he planned to listen carefully, engage honestly across differences, and learn. While no single student could represent the full range of experiences at UC, he would seek to build relationships to ensure that student perspectives are presented with accuracy, context, and respect. Diversity strengthened the breadth and rigor of the University's work. Mr. Roiland expressed gratitude to his family and his personal, professional, and academic mentors. He also expressed gratitude to preceding Student Regents, especially Regent Emerita Brooks and Regent Craven, and to many others. He expressed deep respect for the responsibilities of the Board and a strong commitment to serving the University with integrity, curiosity, and care.

3. **REMARKS OF THE CHAIR OF THE BOARD**

Chair Anguiano stated that the University was established in the State Constitution as a public trust, an enduring obligation to preserve the institution and meet the needs of the people it was created to serve. Since the California Master Plan for Higher Education of 1960, the state was now larger, more diverse, more interconnected, and more complex than ever. Technology was transforming work and learning, and the state faced profound challenges in housing, health care, climate resiliency, economic mobility, and civic trust. The University must work to protect its research enterprise, academic freedom, and institutional independence from the actions of the federal government while ensuring that future Californians would inherit a UC that is stronger, more relevant, and of more value.

Conversations during Chair Anguiano's campus visits shaped her thinking and clarified her priorities for the year ahead: bringing the University to more Californians, redefining college readiness, public leadership in the artificial intelligence (AI) era, and strengthening UC's long-term sustainability. The University needed to explore new physical and digital ways of serving Californians and strengthen its regional partnerships in order to offer more Californians access to the full breadth of what the UC offered in higher education, health care, research, partnerships, or lifelong learning.

The University should ask what knowledge, skills, and experiences best prepared students for success at UC and beyond. UC must work with educators, families, and communities to strengthen college readiness, even before a student arrives at a UC campus. Chair Anguiano expressed gratitude to the Academic Senate for undertaking a review of standardized testing and A–G course requirements in order to examine how UC defined and evaluated college readiness in a rapidly changing world. Consistent with principles of shared governance, the faculty would lead this work while the Board deepened its own understanding of the questions at hand, and the Academic Senate was expected to provide a recommendation by the end of this academic year. The University had a responsibility to

ask better questions, understand evidence, hear diverse perspectives, deliberate thoughtfully, and make wise, long-term decisions that prepared students for lives of learning, leadership, and contribution.

With its scale, research excellence, interdisciplinary expertise, and public mission, the University had a unique opportunity and profound responsibility to help shape how AI attracts research, transforms teaching and learning, strengthens health care, and ultimately serves humanity and the public good. Chair Anguiano commended President Milliken for launching the UC AI Steering Committee, which aimed to help UC adopt AI and to responsibly lead and shape AI's future role in society. The Steering Committee was slated to provide an update during the September meeting.

In order to continue serving California with excellence, the University must remain financially sustainable, operationally effective, and continually improving governance while protecting one of the world's leading research enterprises and strengthening UC Health. Chair Anguiano acknowledged Health Services Committee Chair Sures and Vice Chair Reilly as UC launched a review of UC Health governance, noting that Regent Reilly would lead the Board in this effort. Chair Anguiano concluded by emphasizing that the University's greatest strength and progress came from the diverse experiences and perspectives of its people. The UC community learned from its past, embraced its present, and built for the future, its different stories making up the fabric of this remarkable University and this remarkable state.

4. **REMARKS OF THE PRESIDENT OF THE UNIVERSITY**

President Milliken joined Chair Anguiano in welcoming the new members and advisors to the Board, and he expressed appreciation to Faculty Representative Palazoglu for his service and counsel. He looked forward to working closely with Faculty Representative Scott. President Milliken also recognized the tenure of Provost Newman, who would return to UC Berkeley as the Chancellor's Distinguished Professor of Sociology and Public Policy. Ms. Newman agreed to serve as senior adviser to the President in support of the UC's international research partnerships and Degree Plus program during the transition.

President Milliken was impressed by Chair Anguiano's dedication, thoughtfulness, sense of responsibility, as well as her recognition of the Board's role as stewards of the public trust. She suggested that effective stewardship is forward-looking to anticipate the needs of a rapidly changing California. The University was created to educate the state's most talented students, prepare leaders through outstanding graduate and professional education, conduct research that changes the world, and contribute significantly to building the state's economy. Californians have always supported the academic excellence of the University, evidenced by a record five Nobel Prize winners from UC last year. Such excellence required investment and nurturing. Similarly, Californians have always believed in access, taking pride in the engines of social and economic mobility that were the California Community Colleges, the California State University, and UC. President Milliken reflected on how much California has changed since UC's founding in 1868, the tripling of the state's population since the California Master Plan for Higher Education of 1960, and the

ever-growing demand for a UC education. The 2023 report from the Regents Task Force on Institutional Growth asked the University to reimagine how it could make high-quality UC offerings available to more Californians through the growth of campuses and other sites and the use of technology to reach more Californians through their lifetime. A 21st century master plan would recognize the recent and rapid developments in technology; UC must use all the available resources to advance the University, observe where it excels, and to serve Californians even better. UC's underlying commitment to California has remained unchanged, but how UC would fulfill those responsibilities would continue to evolve. There would be profound changes in the ways people learn and work, the advancement of artificial intelligence, and the needs of communities. Meeting these needs would require evaluating evidence, deliberating thoughtfully, listening carefully to each other, humility, and committing to the tradition of shared governance. The Board and administration must thoughtfully exercise their fiduciary obligations and work closely with faculty experts to address the important issues regarding college readiness, including A–G requirements and the role of standardized tests in admissions. President Milliken underscored the importance of making the right decisions. This work must be approached thoughtfully but without delay, grounded in evidence, and clearly communicated to the public. President Milliken was confident that such an approach and spirit would strengthen the University, making it better prepared to serve future generations and more deserving of the trust of the people of California.

5. REMARKS OF THE CHAIR OF THE ACADEMIC SENATE

Faculty Representative Palazoglu began his remarks by congratulating Regents Anguiano and Robinson as new Chair and Vice Chair of the Board and welcomed the new Regents-designate and advisors. He praised Provost Newman's leadership during a challenging period and expressed his respect for her determination to do what was best for UC and for the way she prioritized faculty excellence and welfare. This was Mr. Palazoglu's final address as Faculty Representative; in September, Academic Senate Chair-designate Susannah Scott would be joined by Vice Chair-designate Amani Nuru-Jeter as Faculty Representatives to advance UC's mission in partnership with the Office of the President and the Board in the best tradition of shared governance. It has been an honor and a privilege for Mr. Palazoglu to serve as the Chair of the Academic Senate and to represent an exceptional group of faculty. He was humbled by the trust placed in him and hoped he was able to respond with a transparent, principled, and collaborative style. He reflected on being an academic leader during a time of such crisis and angst and expressed gratitude to all who shared their wisdom and support, especially Faculty Representative Scott.

In May 2001, the Regents voted to pass Resolution 28, which read, "the University shall seek out and enroll, on each of its campuses, a student body that demonstrates high academic achievement or exceptional personal talent, and that encompasses the broad diversity of backgrounds characteristic of California." Following its passage, then President Atkinson asked the Academic Senate to consider adopting undergraduate admissions evaluation procedures that would consider applicants in a comprehensive manner and utilize a variety of measures of achievement. UC's current admissions policies and standards reflected the spirit of Resolution 28 and were consistent with UC's mission

to ensure every qualified student with the talent and determination to succeed might have the opportunity to benefit from a UC education. The Board of Admissions and Relations with Schools (BOARS) was charged with advising the President and the Academic Senate on undergraduate admissions. BOARS' "Guidelines for the Implementation of University Policy on Undergraduate Admissions" articulated 12 selection criteria to help campus admissions committees implement UC's review process.

Mr. Palazoglu believed that a thorough review of UC admissions policies and standards was overdue. In leading such a discussion, the Academic Senate would not take its delegated authority from the Regents lightly and promised to hear the spectrum of voices, consider the available evidence, and arrive at robust and sound policy decisions. This work would focus on students, as their welfare and future success were UC's responsibility. The Academic Senate's processes might be perceived as slow but would be deliberative and inclusive, and any policy recommendations the Academic Senate brings to the Board for approval would follow this blueprint. The Academic Senate would also seek alignment among the University's shared governance partners in order to achieve consensus. Mr. Palazoglu remarked that great universities revisit old decisions as new evidence is presented and as changing circumstances demand it. He was confident that the answer would emerge as it always did at UC—through careful analysis and open and respectful debate before reaching a thoughtful conclusion.

6. UC INSPIRES: CELEBRATING AMERICA'S 250TH AND THE UNIVERSITY OF CALIFORNIA'S CONTRIBUTIONS TO THE NATION

[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 Anguiano stated that, as the nation marked the 250th anniversary of the Declaration of Independence, this presentation reviewed the University's role in advancing discovery, expanding opportunity, and serving the public good for more than 150 years. This was a reminder of UC's accomplishments and its responsibility to continue building on its legacy.

Erin Bricker, Chief of Staff of External Relations and Communications, stated that on July 2, 1862, in the middle of the Civil War, then U.S. President Lincoln created the land grant university system when he signed the Morrill Act. To this day, the public research university remained one of America's greatest innovations, a bet that broad access to higher education would pay dividends for individuals and the entire country. UC has carried that promise forward by expanding opportunity, advancing knowledge, and giving millions of Californians a fair chance in life. On the nation's 250th anniversary, UC's responsibility was the same as it was in 1862, to keep such a promise alive for years to come.

Deena McRae, Associate Vice President of Academic Health Science, stated that UC Health consisted of 21 health professional schools, which trained nearly 20,000 students and residents, and six academic health systems. The University's nearly 80-year partnership with the U.S. Department of Veterans Affairs (VA) began after World War II to help injured and sick service members who were returning home. Dr. McRae

experienced this partnership throughout her training at UC Irvine and her career at the VA Long Beach Healthcare System, UCI, and in her current role at UC Health. She stressed the importance of this partnership to veterans' health and to communities beyond. The University was affiliated with seven of California's eight VA medical centers, and approximately two-thirds of UC medical students, residents, and fellows gained experiences at VA facilities. This partnership accelerated life-saving discoveries in precision medicine for cancers common to veterans, as well as pioneering new treatment for post-traumatic stress disorder. Veterans were receiving the highest-quality breakthrough care.

Susan Murin, Dean of the UC Davis School of Medicine, stated that, as a first-generation college student, she was able to attend medical school because of a scholarship from the U.S. Air Force. Dr. Murin, now a veteran, served as an officer in the U.S. Air Force Medical Corps for over a decade. The VA was a constant in her education and career, and her personal journey illustrated the long-standing, multi-faceted, and beneficial nature of the partnerships between the VA and academic medical centers. The University's ability to educate and train California's physician workforce was very dependent on the clinical opportunities provided at VA facilities. For instance, fellows saw patients with a range of diseases at the VA's primary continuity clinics, and the VA had unique programs that enriched the training experience. The VA also provided funding for postgraduate training; the VA near UC Davis funded about 70 UC-based trainees. UC contributed excellence to the VA workforce and provided VA clinicians with the opportunity to teach UC students and trainees, as well as access to UC faculty development and educational programming.

This relationship between UC and the VA advanced research. VA patients had access to UC-based clinical trials and VA-based trials overseen by UC faculty. UCD faculty with VA appointments were eligible to apply for VA research funding, which covered faculty time and the direct cost of research. Recently, VA research laboratories opened in Aggie Square. Dr. Murin conceived this unique model with Jerry Nadler, M.D., VA Associate Chief of Staff for Research. VA and UC Davis researchers could now work together, providing additional research opportunities for students, residents, and fellows and ultimately benefiting patients. UC faculty clinicians offered tremendous expertise, which elevated the care of veterans. During her joint appointment at the VA, Dr. Murin established a clinic for the care of lung nodules and a lung cancer screening program, and patients requiring advanced care were referred to UC Davis. She was just one of many faculty who had served both the University and the VA. Dr. Murin hoped her story helped showcase the benefits of this relationship to both organizations, workforce development, and the advancement of medicine and patient care.

Provost Newman stated that many of the discoveries that have transformed modern life began on UC campuses, from advances in biotechnology and medicine to computing, agriculture, and clean energy. The University was unique in that it also created an environment where discoveries could become solutions.

David Schaffer, Director of QB3 Bakar Labs at UC Berkeley, recalled that he started his first company in 2011 in order to advance technologies from his research into human

clinical development. He started eight spin-out companies from UC Berkeley, through which UC technologies proceeded to about a dozen human clinical trials for diseases such as cystic fibrosis, age-related macular degeneration, and retinitis pigmentosa. Mr. Schaffer expressed hoped that these technologies would lead to U.S. Food and Drug Administration (FDA) approvals. In November 2021, QB3, one of the four California Institutes for Science and Innovation, launched Bakar Labs in partnership with the Berkeley campus and a donor foundation. At 92,000 square feet, Bakar Labs was the largest biotechnology startup company incubator owned and operated by a university in the entire U.S. Bakar Labs provided state-of-the-art space and programs that educate academic investigators on how to become entrepreneurs who take their technologies into clinical development and ultimately help patients. Bakar Labs' second incubator was located at UCSF, and a third building was now under construction and would house companies that have outgrown the incubator environment. In about 2.5 years, QB3 and Bakar Labs would manage around 410,000 square feet of space for new companies. Mr. Schaffer recommended the book "Startup Campus," which described UC Berkeley's entrepreneurial journey.

Melissa Kotterman, Chief Executive Officer of Vivere Oncotherapies, stated that this company was co-founded by UCB faculty, staff, and students to develop therapies to detect and destroy cancer, and it was based on research from Mr. Schaffer and Professor John Dueber. Ms. Kotterman earned her doctorate in chemical engineering at UC Berkeley, and the first company that she and Mr. Schaffer co-founded began in QB3 and was now a publicly traded company with a program in clinical trials for age-related macular degeneration. As a current Bakar Labs tenant and advisor through the QB3 Early-Stage Mentorship Program, Ms. Kotterman has both contributed to and benefited from UC's world-class entrepreneurial system, which offered company formation support, education, and experienced advisors. The University was making a huge impact on start-up companies in sectors ranging from human to planetary health.

Darren Haver, Associate Vice President for Research and Cooperative Extension at UC Agriculture and Natural Resources (UC ANR), stated that California was the nation's number one agricultural state, producing over 400 commodities worth \$60 billion annually. California supplied one-third of the country's vegetables and two-thirds of its fruits and nuts. Farm Advisors based in all 58 counties, UC academics, and specialists engaged in leading-edge research, often in partnership with California producers.

Mark Mason, an agricultural manager for Nature's Reward, a fourth-generation farm based in Salinas, stated that California agriculture was essential to feeding the nation and the world, and Nature's Reward fields were located in San Benito, Santa Cruz, and Monterey Counties, which made up the "salad bowl" of the world. The farm relied on scientific research to reduce inputs such as pesticide, water, and fertilizer while still producing a safe crop. UC Cooperative Extension (UCCE) Farm Advisor Michael Cahn developed CropManage, a data-driven decision support tool that helped the farm use 20 percent less water and 30 percent less nitrogen. Mr. Mason was an early adopter of CropManage for head lettuce some ten years ago, and now the tool helped manage over 40 crops across the state. UCCE Advisors helped farmers with long-term projects and also emergencies. UCCE Plant Pathology Advisor Yun-Chen Wang led a long-term trial of 60 varieties of lettuce in

the Salinas Valley to study soil diseases and genetics. In 2020, in response to \$100 million in lost revenue from crop death in the Salinas Valley, UCCE Farm Advisor Richard Smith set up trials to determine the cause. Farm Advisors compiled best management practices and recommendations that they shared via social media and at meetings attended by growers. UCCE Farm Advisors were well respected in the agricultural industry.

Ms. Newman stated that the University's commitment to access, affordability, academic excellence, and public service was unparalleled in the nation. UC educated more than 300,000 students annually and provided services to help them succeed regardless of background or pathway to higher education.

Tammeil Gilkerson, UC Berkeley alumna and Chancellor of the Peralta Community College District, recalled visiting UC Berkeley through the Early Academic Outreach Program and imagining herself attending college for the first time. Years later, she arrived at UC Berkeley as a low-income, first-generation student, a product of Affirmative Action whose grades and test scores were not among the most competitive. In her work-study job in the financial aid office, Chancellor Gilkerson learned the importance of the "invisible work" that maintained systems and created the conditions for student success. That lesson shaped her current leading style. While working at the Greenlining Institute, Chancellor Gilkerson led a coalition advocating for what would later become UC Merced. Today, as the Chancellor of the Peralta Community College District, she met working parents, veterans, dreamers, and students returning from incarceration, thousands of whom transferred to the University of California every year. As the nation celebrated 250 years, Chancellor Gilkerson asked, "What will we leave behind for those who come after us?" Every day, the Peralta Community College District grappled with how to better serve students and build stronger, more sustainable colleges. Transformation was not easy, and growth did not always mean adding more, but rather making room for what was to come. The promise of opportunity was meant to be extended. Chancellor Gilkerson expressed hope that people would celebrate what they inherited, strengthen it, and pass it on.

Ms. Bricker provided an overview of UC's "America 250" campaign, which aimed to highlight the University's contributions to the state and nation, reinforce the value of public higher education, elevate UC's national profile, demonstrate the University's role as a driver of innovation and economic growth, and strengthen relationships with policymakers, civic leaders, alumni, and communities across the country. The campaign was organized into four themes—improving healthcare outcomes, American innovation, feeding and sustaining America, and expanding boundaries and access—and emphasized that UC's impact continued to shape national progress. The campaign featured a new digital experience, social media content, earned media outreach, campus-led storytelling, and engagement activities. The Office of the President provided the framework and partnered with the campuses to elevate faculty expertise, student achievements, alumni impact, and historic contributions to the nation. America 250, which launched on Memorial Day and would run through the country's 250th year, demonstrated how public universities strengthened the nation and prepared future generations to meet the challenges and opportunities of the next century. Ms. Bricker shared a video featuring President Milliken.

Regent Areias asked about the media strategy. Ms. Bricker replied that, aside from the campaign website, coordinated social media, and video content, stories would also be shared via earned media. Throughout the year, there would be opportunities to communicate UC's contributions to areas such food, technology, and medicine. One example was President Milliken's conversation with American historian Beverly Gage.

Regent Hernandez asked how many start-up companies were incubated at Bakar Labs and how they compared with start-up companies not affiliated with a university. Mr. Schaffer replied that Bakar Labs has incubated 50 companies to date, 20 of which graduated. Bakar Labs measured the success of these companies with metrics such as the amount of capital raised, technologies in phase 1 clinical trials, and FDA approvals. So far, these companies have raised \$1.2 billion in capital, and four companies were in phase 1 clinical trials. With funding from the California Workforce Development Board, 150 students have been placed in internships in Bakar Labs companies. Over 70 percent of former Bakar Labs interns have taken offers from those same start-up companies after graduation. The \$1.2 billion in capital helped create over 600 new jobs in the Bay Area.

Regent Hernandez, recalling his own experience as a farmworker, asked Mr. Mason about efforts to reduce pesticide use to protect the workforce. Mr. Mason replied that Nature's Reward worked with a private company to deploy smart sprayers that used artificial intelligence and cameras to localize spray, cutting pesticide use by 80 percent. Other companies have followed suit.

Regent Craven asked if any former Bakar Labs interns have returned to found their own start-up companies. Mr. Schaffer responded that students returned to join start-up companies, and several students recently presented at an international conference in Montreal, Canada. Those who did not take offers from Bakar Labs companies typically went to graduate school or medical school. Mr. Schaffer looked forward to welcoming those graduates back to Bakar Labs as future founders.

Regent Craven asked how the University could improve outreach to farmers in order to spread innovations across the state. Mr. Mason replied that UCCE Farm Advisors organized annual meetings to share data and discuss experiences. Despite being competitors, growers were friendly with each other and shared information about strategies that were or were not effective. Every year, the California Leafy Greens Research Board hosted an event that showcased new technologies.

Regent Reilly asked whether the America 250 campaign had a fundraising component. Ms. Bricker replied that the campaign did not currently have a fundraising component but offered to discuss the idea further.

Regent Lee praised the use of personal storytelling to demonstrate the University's impact, which was then connected to public benefit. She also praised the campaign's national reach.

The meeting adjourned at 12:40 p.m.

Attest:

The Secretary and Chief of Staff