

Board of Directors Quarterly Meeting

University of California College of the Law, San Francisco
333 Golden Gate Ave., San Francisco, CA 94102, Suite 501 Deb Colloquium Rm.
2024-12-06 09:00 - 13:00 PST

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Board of Directors Quarterly Meeting Open Session Minutes

University of California College of the Law, San Francisco
September 13, 2024

333 Golden Gate Ave. Room LL02, San Francisco, CA 94102. Participants and members of the public were also able to join the open session via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uclawsf.edu/our-story/board-of-directors/board-meeting-notices-agendas-and-materials/>.

1. Roll Call

The Chair called the meeting to order at 9 a.m., and the Secretary called the roll.

Directors Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Shashi Deb
Director Andrew Giacomini
Director Andrew Houston
Director Claes Lewenhaupt
Director Chip Robertson

Directors Absent

Director Simona Agnolucci

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
General Counsel & Secretary John DiPaolo
Legal & Executive Assistant Yleana Escalante
Dean of Students Tiffany Gabrielson
Alumni Association Executive Director Meredith Jaggard
Chief Communications Officer John Kepley
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Deputy Chief Financial Officer & Controller Sandra Plenski
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward
Deputy General Counsel Laura Wilson-Youngblood

Others Participating

President of UCLAS Millicent Wong

3L Student Stephen Cosenza
3L Student Mikaela Gareeb
Local 2 Member Camusha King
CEQA Consultant Terri McCracken
Local 2 Assistant to the President Anand Singh

2. Public Comment Period

During the public comment section, Mr. Cosenza addressed the proposed increase in student fees. He began by noting that while the proposal in question would not affect him personally, he felt it was important to speak on behalf of his classmates. He expressed concern about the lack of direct interaction between the Board members and the student body, highlighting that many students, including himself, had never met the directors in the room. He urged the Board to reflect on the profound impact their decisions have on students pursuing their legal education, despite their limited understanding of student experiences beyond statistics and documents. Mr. Cosenza emphasized that this is a public institution, yet the school publicly acknowledges on its website that state funding has significantly declined, dropping from 42 percent of the budget in 2003 to just 18 percent. He questioned why the school is not advocating more effectively for better state funding for a public institution. He contrasted the school's reliance on tuition and fees, which account for 68 percent of its core budget, with the broader University of California system, where this figure is a more manageable 52 percent. While he acknowledged that tuition had been held flat for nine years, a policy worth celebrating, he said that any tuition increases should only align with inflation and not be applied retroactively. He pointed out that inflation for the current year was projected to be below 3 percent, according to J.P. Morgan. He highlighted that unlike other UC and CSU schools, the state has not funded enrollment growth for the law school. He concluded by urging the Board to advocate for a state budget augmentation to address the school's proposed deficit rather than placing the burden on students through fee increases.

3. Approval of Prior Minutes

Approval of Minutes from May 31, 2024

Approval of Minutes from June 07, 2024

Motion:

The Chair called for a motion to approve the May 31, 2024 and June 7, 2024 meeting minutes.

Motion made and seconded. The motion carried.

4. Report of the UCLAS President

Ms. Wong addressed the Board of Directors regarding the proposal to increase tuition and fees for the 2025-2026 academic year. She expressed her opposition on behalf of the student body, urging the Board to reconsider the decision and prioritize

collaboration with students. Ms. Wong acknowledged the school's \$3.9 million budget deficit and the projected \$1.8 million reduction in state funding but argued that raising tuition should be a last resort. She advocated for including students in financial deliberations and exploring alternative solutions, such as fundraising or cost-cutting measures. She highlighted the financial burden the proposed increases would impose, noting specific examples: a \$3,704 increase for the JD program, a 16 percent rise in non-resident fees, and substantial hikes for other programs. She emphasized how these increases would disproportionately impact students, forcing many to turn down unpaid public-interest opportunities, commute longer distances to save on housing, and forgo participation in extracurricular activities due to financial constraints. Citing a student's testimony, she shared the struggles of those already relying on subsidies and work-study programs to make ends meet while managing the demanding nature of law school. Ms. Wong warned that these tuition hikes could lead students to question the return on investment of their education at UC Law. She called on the Board to focus on their commitment to education and students, urging them to withdraw the proposal (agenda item 7.2) and work collaboratively with the student body to find alternative solutions. She highlighted the school's \$29.8 million operating reserves and the uncertainty of future legislative actions as reasons to delay the decision. She expressed a willingness to collaborate with the Board, emphasizing the importance of communication and dialogue to strengthen the school together.

5. Certification of Environmental Impact Report and Approval of Long Range Campus Plan Update and 201 Golden Gate Avenue Mixed-Use Project

Ms. Bailard opened the hearing with a project overview. She introduced key participants, including Ms. Wilson-Youngblood, Mr. Singh, and other Local 2 members. Consultants for the project were present, including PlaceWorks for the California Environmental Quality Act (CEQA), CPP for wind analysis, Fair and Peers for transportation, Page & Turnbull for historic preservation, Revision Design for shadow impacts, and Salter for noise. She emphasized the College's role as an institutional anchor in the Tenderloin, highlighting community services provided by students, emergency preparedness programs, and green community benefit initiatives. The College maintained a commitment to community engagement through informal stakeholder discussions and formal public input opportunities, including open house sessions, EIR scoping meetings, and public meetings during the draft EIR process. She said that the proposed updates to the long-range campus plan aim to integrate the Local 2 Project into the university's academic village framework, fostering collaboration between the College, other higher education institutions, and community partners. The campus plan objectives include modernizing facilities to meet students' evolving needs, addressing deferred maintenance, offering competitively priced and safe campus housing, and creating a sustainable urban campus aligned with California's climate goals. The Local 2 Project, located at 201–247 Golden Gate Avenue, is proposed as a mixed-use structure up to 153 feet tall, or approximately 14 stories, based on shadow analysis. It will include offices and meeting spaces, a hiring hall for Local 2, academic and programmatic spaces, and potential

limited ground-floor retail, subject to union input. Two design variants were analyzed to provide flexibility in future use. The Academic Light Variant prioritizes campus housing with up to 394 units across 10 floors, two floors dedicated to Local 2's hiring hall, and one floor for academic programmatic space. This variant would span 13 floors and 240,000 square feet. The Academic Heavy Variant emphasizes academic programmatic space, increasing it to four floors while reducing campus housing to six floors with 233 units. Due to higher floor-to-ceiling ratios, this variant would total 12 floors. Both conceptual designs were submitted for CEQA analysis to evaluate the project's environmental impacts.

Ms. McCracken provided an overview of CEQA and its role in the Environmental Impact Report (EIR) process. CEQA is a disclosure law designed to inform decision-makers about potential environmental impacts and to involve the public in the process. Ms. McCracken said the current report combines a program-level analysis for the long-range plan and a project-level analysis for the 201 Golden Gate mixed-use project. The process began with public scoping in June 2023, followed by environmental analysis through May 2024. The draft EIR underwent public review from April to May, and comments were addressed in the final EIR, which is now presented for certification. The EIR evaluated 20 environmental topics, with most impacts deemed less than significant or mitigable. Key topics requiring mitigation included air quality, cultural resources, geology, hydrology, noise, shadows, and transportation. Mitigation measures involved standard practices like dust control, equipment maintenance, training for handling cultural artifacts, adherence to geotechnical recommendations, stormwater management plans, noise monitoring, rooftop equipment placement to minimize shadows, and coordination with the city on construction traffic. The alternatives analysis explored a no-project option and a reduced project alternative, both aimed at minimizing construction impacts. Public comments included support for transportation analysis from Caltrans and reminders about managing hazardous materials. Minor revisions to the draft EIR clarified mitigation details but did not introduce new information or require recirculation. She summarized the process and findings, highlighting the thorough evaluation and mitigation measures proposed to address potential impacts. The final EIR is ready for review and certification.

Ms. Bailard invited public comment.

Mr. Singh, representing Unite Here Local 2, explained that Local 2 is the Bay Area's Hotel and Food Service Workers Union, boasting over 15,000 members and standing as the city's largest private-sector union. He noted the presence of many union members in the room. He highlighted that Local 2's Union Hall has been located at the corner of Golden Gate and Leavenworth for over 50 years. He commended UC Law for its commitment to the Tenderloin neighborhood, emphasizing shared values of community investment and collaboration. Mr. Singh expressed enthusiasm for the partnership with UC Law on what he described as a beautiful addition to the academic

village, including a new Union Hall for Local 2 members. He concluded by thanking everyone for reaching this significant milestone.

Camusha King, a longtime member of Local 2, spoke about her deep connection to the union and the community. She noted that Local 2 has been part of the Tenderloin neighborhood for over 50 years and shared her pride in being a member of the union for the past 27 years. She expressed her love for the Tenderloin community and emphasized Local 2's commitment to supporting it through their work. She highlighted the significance of the partnership with UC Law in building a new union hall, which would allow the union to continue serving its hotel worker members and contributing to the broader community.

Ms. Gareeb raised questions about the necessity of new housing, noting that the recently constructed Academe building is reportedly 40-60 percent vacant. She expressed curiosity about whether additional housing would genuinely benefit students. She also questioned the funding source for the project, asking if it was supported by an independent grant or if it would be financed through tuition increases, which could ultimately burden students with a 7.5 percent rise in fees. She emphasized the importance of balancing priorities, expressing support for unions having a meeting place but questioning the need for more academic space when the recently built 198 building already serves that purpose. Ms. Gareeb also urged the Board to consider the potential gentrifying effects of new construction in the Tenderloin, particularly in light of other recent developments in the area. She concluded her remarks by asking the Board to explore these issues further during their deliberations.

Motion:

The Chair called for a motion to recommend to the Chancellor & Dean the certification of the EIR for UC Law SF's Long Range Campus Plan Update and 201 Golden Gate Avenue Mixed-Use Project. He stated that the motion is based on the Board's review and consideration of all of the documents that make up the Final EIR, and a finding that the Final EIR has been completed in compliance with CEQA and UC Law SF's Procedures for Implementation of CEQA.

Motion made and seconded. The motion carried.

Chancellor & Dean certification of the EIR.

Dean Faigman addressed concerns raised during public comment, clarifying that no student tuition funds would be used for the 201 Golden Gate project. The funding would come from private capital, state funds, or grants. He emphasized that the 201 building would not be used for student housing unless UCSF indicated a need. Instead, the focus was on workforce housing, particularly for K-12 staff and teachers in San Francisco, a group facing housing challenges. Discussions with the mayor's office were

already underway to support housing for these families. Regarding the Academe building, Dean Faigman corrected the claim of 40-60 percent vacancy, stating it was actually 80 percent occupied. He acknowledged neighborhood challenges but highlighted efforts to ensure the safety of all residents, including those in the Local 2 community. He reiterated that the project was not intended to gentrify the area, but rather to support and rejuvenate the neighborhood by bringing in workforce housing, which would benefit local businesses and the community. Dean Faigman concluded by expressing pride in being part of the neighborhood and the project's goal to protect and revitalize it.

Dean Faigman said: "Pursuant to UC Law SF's Procedures for Implementation of CEQA, as the Chancellor & Dean, it is my role and authority to certify the Final EIR on behalf of the lead agency. I have reviewed the Final EIR, and I concur with the Findings set forth in Section III of the report. I also find that the EIR has been completed in compliance with CEQA and UC Law SF's Procedures for Implementation of CEQA, the EIR has been presented to the Board of Directors for their review and consideration prior to Project approval action, and the EIR reflects UC Law SF's independent judgment and analysis. I hereby certify the Final EIR for UC Law SF's Long Range Campus Plan Update and 201 Golden Gate Avenue Mixed-Use Project. I also recommend to the Board to take action to approve the Project."

Motion:

Chair Zecher called for a motion to approve the Project, as follows: "I move to (i) adopt the CEQA findings for the EIR, as those are set forth in Section III of the report; (ii) adopt all Mitigation Measures provided in the EIR as conditions of approval for the Long Range Campus Plan Update and 201 Golden Gate Avenue Mixed-Use Project; (iii) adopt the Mitigation Monitoring and Reporting Plan for the Project as set forth in the EIR; and (iv) approve the Long Range Campus Plan Update and 201 Golden Gate Avenue Mixed-Use Project."

Motion made and seconded. The motion carried.

Dean Faigman signed the EIR.

6. Report of the Board Chair:

6.1. Report Item: Report of the Chair of the Advancement and Communications Committee:

Director Deb stated that most of the agenda items were informational, with findings and reports being made available online.

6.1.1. Report on Advancement

Dean Faigman shared that the College had extended an offer for a new Chief Advancement Officer, which had been accepted. However, due to

her current position, she requested that her name not be made public yet, but she would begin on September 30. He mentioned that she was overseeing an event that required discretion. Dean Faigman expressed excitement about her joining the team and emphasized that efforts for a comprehensive campaign would continue. He also noted a meeting with alumni Joe Cochette and Mike Kelly, where they decided to add a third co-chair, Christian Zvercek, who was expected to accept the role. A campaign cabinet meeting and reception for generous donors were scheduled for October 1. Dean Faigman expressed optimism about the future with the new leadership in advancement. Additionally, Dr. Jaggard had been active in organizing events in Seattle, Portland, and an upcoming event in Hawaii in late September, which Dean Faigman would also be attending.

6.1.2. Report on Communications

Mr. Kepley said that he had submitted materials in his report, which the Board was free to review. He mentioned the launch of a new history series called *Let the Record Show*, which aimed to reflect on the people, milestones, and moments that have shaped the college and society. The first article focused on a column written 50 years ago by student Priscilla Wheeler, addressing women's issues. Wheeler's column, titled "Women," discussed how many women were tired of needing to be "superwoman" to be taken seriously, a sentiment still resonant today. The article emphasized that Hastings needs all women, with their differences and imperfections. Mr. Kepley noted that the series would be released weekly, and he welcomed suggestions for future content, including any significant moments from the past, whether good or bad.

6.2. Report of the Chair of the Educational Policy Committee:

Dean Ratner rested on his written reports.

6.2.1. Strategic Priorities in Academic Year 2024-2025

6.2.2. Enrollment Management Snapshot

6.2.3. Bar Success

6.2.4. Faculty Hiring

6.2.5. Centers of Excellence

6.2.6. Grants Reporting (FY24)

7. Finance Committee Consent Calendar

Director Robertson stated that he was removing item 7.2 from the consent calendar.

Mr. Seward said that the Finance Committee met the previous month, and the consent calendar included the action items that the committee had agreed upon, with the exception of the student fee proposal for the upcoming year.

Motion:

The Chair called for a motion to approve the Consent calendar except for item 7.2. Motion made and seconded. The motion carried.

Mr. Seward spoke on item 7.2, the student fee increase proposal for 2025-26. He acknowledged the student government's recognition of the Board's long-standing commitment to keeping fees as low as possible, noting the success of the past decade with frozen fees. However, due to significant cost pressures and uncertainty in state funding, a fee increase was necessary to balance the budget. He highlighted the potential \$3.9 million deficit in the preliminary state budget for 2024-25, which could be further exacerbated by an additional \$1.8 million reduction in the 2025-26 cycle. To address this, the proposal called for a 7.5 percent fee increase, with one-third of the revenue earmarked for financial aid, both need- and merit-based. Mr. Seward emphasized that the fee increase would still keep the College's fees 8 percent below the UC system average, compared to the current 14 percent gap. He also noted that the increase was inflation-driven and would help manage employee compensation pressures and support faculty staffing. The restructuring plan would include significant reductions in operating costs and staffing levels. Mr. Seward urged the Board to approve the proposed fee increase, which would affect the JD, LLM, MSL, and non-resident fee structures, to help manage the College's current and future financial challenges.

Director Giacomini raised concerns about the transparency of the decision-making process and the timing of the proposal. He asked how much information had been shared with students in advance and whether there was any flexibility to delay the decision to allow more time for student input. He acknowledged that the Board had likely already considered student feedback, but he emphasized the importance of ensuring that all perspectives had been fully accounted for, as requested by the president of the student body.

Mr. Seward said that while the communication about the fee increase was not as broad as it could have been, there had been discussions between the Chancellor, Dean, and student government leadership. He acknowledged the need for more transparency but emphasized that the communication had been primarily through public notice and direct meetings with student leaders.

Regarding the timing, Mr. Seward explained that the Board is required to submit their spending plan to the Department of Finance for inclusion in the Governor's budget within the next six weeks. Preliminary communication had already been made with the administration, and the fee increase was critical for the budget. He pointed out that

the Board had previously focused on providing as much notice as possible to students regarding any fee changes, with the increase slated to go into effect in August 2025. He expressed confidence in the recommendation. He also said that adjustments to staffing and operating costs would be necessary to manage the budget. Lastly, he hoped the potential \$1.8 million cut in the second year could be avoided.

Director Zecher emphasized that the cost-cutting efforts being explored by the Chief Financial Officer are focused on programs unrelated to students. He clarified that the reductions will come from staffing and operational costs, rather than impacting student programming or financial aid. This highlights the commitment to protecting student services while addressing the budgetary challenges.

Motion:

The Chair called for a motion to approve the fee increase.

Motion made and seconded. The motion carried.

- 7.1. Core Operations – Budget Planning & Cost Restructuring Plan
 - 7.2. Student Fees – JD, LLM & MSL Increases for 2025-26
 - 7.3. Non-State Budget for 2024-25
 - 7.4. State Contracts and Grants in Excess of \$100,000
 - 7.4.1. Avidex 360 Audio Visual Support Services
 - 7.4.2. Extension and Increase of Grant – CNDR Training Program
 - 7.5. Non-State Contracts and Grants in Excess of \$100,000
 - 7.5.1. Consulting Services – Henry Stone – Center for Innovation Law
 - 7.5.2. Consulting Services – People Designs – UC Law/UCSF Consortium
 - 7.5.3. Campaign Planning & Counsel Services – Bentz, Whaley Flessner
 - 7.5.4. Grant – US Saudi Academic Partnerships – U.S. State Department
 - 7.6. Approval of Five-Year Infrastructure Plan 2024-29
 - 7.7. Long Range Campus Plan – Tower Seismic Upgrade – Budget Change
 - 7.8. Human Resources – Personnel Policy Manual – Update
8. Report of the Chief Financial Officer
- 8.1. Core Operations - State Budget for 2024-25

Mr. Seward said that the Finance Committee had previously approved the budget-planning and cost-restructuring proposal in August. After that approval, the staff revised the budget, incorporating the elements of the cost restructuring plan that were achievable. These changes included deferring compensation programs for faculty and staff from an October 1 effective date to January 1, shifting funding for the Chief Development Officer from state to non-state sources, and making modest reductions in areas like security and

reprographics. Additionally, the revised budget reflects a reduction in revenue due to lower enrollment, which caused a drop in both revenue and financial aid. These adjustments reduced the deficit from \$3.9 million to \$2.9 million. He said that more difficult changes will be needed to balance the budget over the next two years.

Motion:

The Chair called for a motion to approve the proposed revised State Budget for 24-25.

Motion made and seconded. The motion carried.

8.2. Academe at 198 – Fund Transfers for Support Subsidies

Mr. Seward explained that item 8.2 is a budget cleanup item. It involves the approval for a fund transfer of \$210,000 to augment the College's support for the 198 McAllister building. This adjustment is necessary because the original budget did not include the revenue required to cover the one month of free rent provided during last year's lease cycle. The \$210,000 has already been allocated from investment earnings to support this adjustment.

Motion:

The Chair called for a motion to approve the funds transfer.

Motion made and seconded. The motion carried.

8.3. Update – Financial Operations Policy Manual – Business Meals and Entertainment Limits

Ms. Plenski raised a concern about the current limits for business meals and entertainment at UC Law, stating that while the limits are in line with other UC locations, the State of California, and IRS regulations, they are relatively low compared to what is needed in large cities like San Francisco. She highlighted an issue brought up by Professor Joan Williams regarding the Leadership Academy for Women, which charges \$9,500 per attendee. The meal limits for such an event are insufficient to cover expenses, and she suggested that for events charging admission, any expenses exceeding the usual limits should be allowable subject to approval from the Chancellor & Dean. This would apply to any events where admission is charged, with the goal of allowing more flexibility while maintaining financial oversight.

Motion:

The Chair called for a motion to approve the revision to the financial operations policy manual.

Motion made and seconded. The motion carried.

8.4. Non-state Contracts and Grants in Excess of \$100,000

Mr. Seward said that this contract for \$110,000 is related to the Work Life Law program, specifically for bias interrupters advisory and training services. The

contract was delayed in the normal process, but it has been reviewed by the CFO. The funding for this contract comes from a grant provided by the Equality Action Center.

Motion:

The Chair called for a motion to approve the award of non-state contract in excess of \$100,000.

Motion made and seconded. The motion carried.

8.4.1. Consulting Services - Synopsys, Inc. – Equality Action Center

8.5. Approval of Academic Village Finance Authority Board of Directors

Ms. Plenski explained that after the April meeting of the Board of Directors for the Academic Village Finance Authority (AVFA), it was noted that other than the College officers, the Directors had terms ending December 31, 2023, and a seat was also vacated with the passing of Vice Chair Bradley. To address this, the proposal was made to reappoint the current directors—Chip Robertson (Chair), Tom Gede, Simona Agnolucci, and Sandra Thompson—for another four-year term. Additionally, Director Lewenhaupt would be appointed to replace Director Bradley as Vice Chair.

Motion:

The Chair called for a motion to appoint the following individual to the AVFA Board of Directors:

Chip Robertson as Chair

Claes Lewenhaupt as Vice Chair

Tom Gede

Simona Agnolucci

Sandra Thompson

Dean Faigman (ex officio)

David Seward (ex officio).

Motion made and seconded. The motion carried.

Directors Robertson and Lewenhaupt abstained.

9. Report Items: Finance Committee Reports:

Mr. Seward rested on his written reports.

Director Power asked for an update on item 9.7, on the leasing situation, mentioning that the Chancellor had previously referenced it in comments regarding another item.

Ms. Bailard responded that the Academe was 78 percent leased.

9.1. Investment Report as of June 30, 2024

- 9.2. State Budget Report – Preliminary for 2023-24 Year-End
 - 9.3. Core Operations – Preliminary Base Budget for 2024-25
 - 9.4. Non-State Budget Report – Preliminary 2023-24 Year-End
 - 9.5. Preliminary 2023-24 Year-End Auxiliary Enterprises Budget Report
 - 9.6. Preliminary 2023-24 Year-end Academe at 198 Budget Report
 - 9.7. Academe at 198 – Leasing & Marketing Update
 - 9.8. Annual Report on Insurance Coverage – 2024-25
 - 9.9. Core Operations – State Budget Planning for 2025-26
 - 9.10. Environmental Impact Report – 201-209 Golden Gate – CEQA Review
 - 9.11. Academic Village Finance Authority – Board of Directors Discussion
 - 9.12. Listing of Checks and Wire Transfers over \$100,000
10. Report of the Chancellor & Dean
- 10.1. General Updates on the State of the Campus, Academics, etc.
 Dean Faigman shared that the College is already in the fourth week of classes, and students are looking ahead to their upcoming midterms. He mentioned that the start of the semester has been smooth, with lots of enthusiasm on campus. There have been successful events, including the Jackie Speier annual lectureship featuring Barbara Boxer, which was well-attended, and a watch party for a debate between 1989 alum Vice President Kamala Harris and former President Donald Trump, which also had a good turnout with pizza and soft drinks provided.
 - 10.2. Collaborations and Partnerships
 Dean Faigman noted that he recently met with UCSF Chancellor Sam Hawgood, who is pleased with the UCSF/UC Law SF Consortium's work, particularly around grants. He also had a productive meeting with the president of San Francisco State, where they discussed potential collaborations, including space for various programs and shared administrative structures. A current collaboration involves the ombudsperson role, with the College paying for a San Francisco State faculty member to work part-time with UC Law.

 Additionally, Dean Faigman highlighted the California Institute on Law, Neuroscience, and Education, funded by a \$10 million grant shared between UC Law SF, UCSF, and UCLA. The leadership from the three campuses recently met for a retreat at UCLA to discuss further collaboration. Dean Faigman also mentioned conversations with other institutions, both in and outside California, aiming to expand interdisciplinary opportunities across UC, CSU, and other universities.
 - 10.3. Report Item: Annual AB 1936 Report

Dean Faigman shared that a recent meeting with the Restorative Justice Advisory Board and Jeremy Gravier, a representative of the Yuki Committee, focused on opportunities to implement the provisions of AB 1936. The discussions aimed to foster ongoing partnerships with the Round Valley Indian Tribes, including the Yuki Committee and Tribal Council. Dean Faigman also highlighted a meeting with the Medel family, descendants of the Yuki tribe, who prefer the ancestral name "Witukomno'm" over "Yuki." He acknowledged the internal disagreements within the Indian community in Round Valley regarding the name and emphasized that UC Law's role is to offer respect and trust in facilitating opportunities for collaboration without intervening in the community's internal matters.

10.4. DEI efforts

Dean Faigman shared positive developments regarding UC Law's support for first-generation students. He mentioned that over 20 percent of the incoming class is first generation, and a Chancellor's reception was recently held for these students. The event was a success, with students excited to receive "First Gen" hats, tote bags, and t-shirts. He also highlighted the ongoing work of the Diversity, Equity, and Inclusion Working Group and his collaboration with Mr. Lopez and others to continue improving diversity efforts at the law school.

11. Ratification of Executive Committee Creation of Jerry Marks Scholarship Class of 1964 Scholarship

Motion:

The Chair called for a motion to ratify the Executive Committee's creation of the Jerry Marks Scholarship.

Motion made and seconded. The motion carried.

12. Director Comments and Board Announcements

No comments.

The Board entered closed session at 10:37 a.m. pursuant to Education Code Section 92032(b)(3), (5) &(7).

The Chair reconvened the open session at 11:29 a.m.

Mr. DiPaolo reported that the Board approved minutes from two prior meetings on May 31 and June 7; ratified executive committee actions with regard to real estate; approved three scholarship funds listed on the agenda; approved and appointed three new members to the board of trustees of the UC Law Foundation; voted not to adopt a retroactive me-too provision to its MOU with AFSCME; ratified the Executive Committee's approval of the settlement of the petition for recognition of the UAW as the student union; and approved and appointed members to the Board of Trustees of the UC Law Foundation.

13. Adjournment

The Chair adjourned the open session at 11:31 a.m.

Respectfully submitted,

John K. DiPaolo, Secretary



Board of Directors Special Meeting (Open Session) Minutes

University of California College of the Law, San Francisco
October 22, 2024

333 Golden Gate Ave. Room LL04, San Francisco, CA 94102. Participants and members of the public were also able to join via the web link or dial-in numbers listed in the public notice of this meeting linked here: <https://www.uchastings.edu/our-story/board-of-directors/board-meeting-notice-agendas-and-materials/>.

1. Roll Call

The Chair called the meeting to order, and the Secretary took the roll.

Directors Present

Director Albert Zecher, Chair
Director Courtney Greene Power, Vice Chair
Director Simona Agnolucci
Director Shashi Deb (left at 3:15 p.m.)
Director Andrew Giacomini
Director Claes Lewenhaupt
Director Chip Robertson

Directors Absent

Director Andrew Houston

Staff Participating

Chancellor & Dean David Faigman
Chief Operating Officer Rhiannon Bailard
General Counsel & Secretary John DiPaolo
Legal & Executive Assistant Yleana Escalante
Chief Advancement Officer Julia Jordan
Assistant Chancellor & Dean/Chief of Staff to the Chancellor & Dean Jenny Kwon
Deputy Chief Financial Officer & Controller Sandra Plenski
Provost & Academic Dean Morris Ratner
Chief Financial Officer David Seward
Deputy General Counsel Laura Wilson-Youngblood

Others Participating

Gordon Lam, Moss Adams, LLP
Kinman Tong, Moss Adams, LLP
UC Law Foundation Treasurer Nicholas Yoka
3L Student Stephen Cosenza
3L Student Mikaela Gareeb

2. Public Comment Period

Ms. Gareeb, representing the UCLAS Transparency Committee, voiced student concerns about a lack of transparency between the administration and the student body. She explained that students had requested a list of meetings where decisions impacting them are made, such as those concerning GPA curve changes or faculty hiring. The Chancellor's office responded by stating that no such list exists, though students are aware of relevant meetings on the calendar. Additionally, the committee proposed that one of the unfilled Board of Directors seats be designated as a voting student seat, similar to the UC Regents structure. However, the Chancellor's office declined, expressing support for the current governance model and stating they would not advocate for this change. Ms. Gareeb emphasized that while student concerns may be acknowledged, they feel disregarded in practice. She urged the Board to make transparency, accountability, and the inclusion of student voices a top priority to foster a better and more collaborative school environment.

Mr. Cosenza echoed Ms. Gareeb's concerns and highlighted additional issues faced by students, including success, retention, and bar passage rates. He emphasized that these challenges are interconnected and that incorporating student perspectives into decision-making would have a positive impact on these areas. Mr. Cosenza noted the importance of considering the experiences of current students and recent graduates awaiting bar results to address the real challenges they face. He urged the Board to engage with students beyond public comments and to schedule meetings at times that do not conflict with classes, making participation more accessible. Drawing attention to the UC Regents model, he pointed out that student representatives are actively involved in those meetings and suggested that, with only eight members on the current Board, adding student representatives could improve engagement and help address the difficulty of meeting quorums.

3. Review of Draft 2024 Audit Report and Required Communications

Mr. Seward said that the 2024 audit report was prepared by Moss Adams. He explained that the report includes all information required by accounting standards and principles and is made available to the Board and the public. The audit report must be submitted to the State of California by October 31 and is also required by bondholders and other entities. This necessity explains the off-cycle timing of the Board meeting.

Mr. Tong presented the audit results for UC Law San Francisco for the fiscal year ending June 30, 2024. He noted that the results had been reviewed and accepted by the Audit Committee and were now being presented to the Board. Moss Adams served as the independent auditor, conducting an annual financial statement audit and a federal program compliance audit, primarily focused on the student financial aid cluster. The firm also assisted with preparing the federal and state tax return filings. These additional services did not impair the firm's independence. The audit yielded

unmodified, or "clean," opinions on all financial statements, confirming compliance with GASB standards and the accuracy of reporting. Two additional reports were prepared due to federal funding requirements: the "Yellow Book" report, addressing internal controls over financial reporting and compliance, and a report specific to Title IV compliance related to student financial aid. Both reports found no deficiencies or compliance issues. Mr. Tong highlighted key aspects of the audit, including significant accounting estimates and disclosures, such as fair value of investments, receivables, capital asset valuation, lease liabilities, and retirement benefits. No unusual transactions, significant difficulties, material misstatements, or disagreements with management were identified. The audit also found no issues with legal proceedings, material weaknesses, or concerns regarding the college's financial sustainability. He concluded by confirming that all required communications had been made to the Board and Audit Committee, including representation and engagement letters. There were no concerns about fraud or noncompliance. Mr. Tong invited questions from the Board regarding the audit results.

Motion:

The Chair called for a motion to approve discussion of the cyber audit in closed session.

Motion made and seconded. The motion carried.

The Committee entered closed session at 3:24 p.m. pursuant to Education Code Section 92032(b)(7) and Cal. Gov't Code §11126.

The Committee returned to open session at 3:38 p.m. There were no items to report from closed session.

Motion:

The Chair called for a motion to approve the audit report.

Motion made and motion seconded. The motion carried

4. State Budget Outlook 2025-26

Mr. Seward provided an update on the state budget outlook, sharing key challenges and their implications for the school's financial health. He highlighted that California continues to face significant financial difficulties, which translate directly into challenges for the institution. The primary drivers include a current structural deficit, with the school initially projecting a \$3.9 million shortfall for the current year. Through an approved restructuring plan, this deficit was reduced by \$1 million, which was achieved primarily through employee compensation deferrals. However, he characterized these savings as "low-hanging fruit," emphasizing that balancing the budget within two years will require additional efforts. Mr. Seward also discussed the

implications of Control Section 4.05 of the 2024 Budget Act, which could result in a 7.95 percent reduction in state funding for UC, CSU, and UC Law if statewide revenue targets are not met. Although higher education successfully negotiated a deferral of this cut until the 2025-2026 fiscal year, the school must use this time to align its budget with strategic priorities, student success metrics, and operational sustainability. The school's exposure from state actions could amount to \$4.1 million in a worst-case scenario, which compounds the existing \$2.9 million deficit. He noted that the restructuring plan includes a 7.5 percent fee increase for students, approved at the September meeting, but he stressed the importance of finding additional operating savings without impacting academic quality. This comprehensive approach aims to create room for investments in strategic priorities where the school currently lags behind peer institutions. Mr. Seward underscored the challenge of relying on revenue growth from the state to cover increasing costs, particularly in employee compensation, which requires significant funding. The renovation of the Tower building, including seismic upgrades, remains another financial pressure point. Mr. Seward also touched on the potential for further student fee increases, indicating that while the state has expressed interest in this option, he would not recommend it unless absolutely necessary. He advocated for a gradual, moderate, and predictable approach to fee adjustments in the future. He emphasized the importance of continued updates to the Finance Committee and Board and announced plans to invite the school's legislative advocate, Mike Belote, to provide insights on the state budget outlook in December. While there are some positive trends in state revenue, he cautioned that these funds might already be allocated to repay internal loans the State took to close this year's \$31 billion budget gap. He concluded by reinforcing the need for a thorough budget restructuring process and invited questions from the Board.

5. Budget Restructuring Update

Mr. Seward provided a verbal update on the status of the budget restructuring plan, emphasizing the ongoing process of assessing the law school's financial model in comparison to other institutions. He noted that UC Law, San Francisco, functions more like a standalone private law school than a school embedded within a larger university system, such as UCLA, Berkeley, or Davis, but acknowledged that certain benchmarks and insights from these institutions remain relevant. The focus of the restructuring is to identify potential operating cost reductions while preserving the quality of educational services. Mr. Seward outlined the timeline for the next steps. A brief update will be presented at the December Board meeting, followed by a deeper review of departmental budgets in January. On January 10, the release of the Governor's proposed budget will provide further clarity on the state's financial outlook. This proposal typically sets a baseline for funding, with potential for improvement during the legislative process, though it has occasionally worsened in the past. Detailed cost-reduction plans will then be presented to the Finance Committee at its February meeting, with implementation slated for April or May to ensure the full

impact of savings in the next fiscal year. He also referenced a prior report presented to the Finance Committee in August and September, noting that no new information has been added since then. Updates on the plan's progress will continue to be shared in the coming months.

6. Adjournment

The Chair adjourned the meeting at 3:50 p.m.

Respectfully submitted,

John K. DiPaolo, Secretary

University of California
College of the Law, San Francisco

BY-LAWS

Adopted December 15, 1989
Amended June 15, 2001
Amended March 5, 2004
Amended March 11, 2005
Amended October 4, 2013
Amended December 6, 2013
Amended December 5, 2014
Amended March 2, 2018
Amended March 10, 2022
Amended June 9, 2023
Amended [March __, 2025]

BY-LAWS
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Commented [MOU1]: To be updated once proposed changes are finalized.

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BY-LAW 1

NAME AND PURPOSE

1.1. Name and Purpose.

The name of this Board is the Board of Directors of the University of California College of the Law, San Francisco. The business and affairs of the University of California College of the Law, San Francisco shall be managed by and under the direction of the Board of Directors of the University of California College of the Law, San Francisco, except as may be otherwise provided in the Standing Orders or these By-Laws. It is intended that these By-Laws be consistent with the requirements of applicable accrediting bodies and with applicable laws of the United States and the State of California.

BY-LAW 2

SEAL

2.1. Design.

The seal of the Board of Directors of the University of California College of the Law, San Francisco shall be of the following form and design:



2.2. Board Use.

The seal shall be used in connection with the transaction of business of the Board of Directors of the University of California College of the Law, San Francisco. The seal may be affixed by the Secretary on any document signed on behalf of the Board pursuant to its directives.

2.3. Official Use.

The Chancellor and Dean has the authority to permit the use of the seal for official purposes.

BY-LAW 3

UNOFFICIAL USE OF NAME AND SEAL

3.1. Unofficial Seal.

A modified design of the corporate seal may be used as a symbol of the University of California College of the Law, San Francisco with the permission of the Chancellor and Dean, for any official purpose or in connection with alumni, student or public projects.

3.2 Unofficial Name.

A modified version of the corporate name may be used to represent the University of California College of the Law, San Francisco with the permission of the Chancellor and Dean, for any official purpose or in connection with alumni, student or public projects.

BY-LAW 4

AUTHORITY

4.1. Authority.

The authority of this Board derives from the California Statutes, 1877-78, Chapter 351; the Constitution of the State of California (Article IX, Section 9); and the Government Code, the Code of Civil Procedure, and Sections 92200-92215 of the Education Code.

BY-LAW 5

COMPOSITION, TERMS AND POWERS

5.1. Composition.

The governing Board of the College shall consist of eleven (11) Directors.

5.2. Appointments.

Vacancies occurring in the Board shall be filled upon appointment by the Governor, confirmation by a majority of the membership of the Senate, and by a majority vote of the Directors.

5.3. Resignation

A Director may resign at any time by giving written notice to the Chair of the Board and the Secretary. The resignation shall be effective at the time specified in such notice, and, unless otherwise specified therein, the acceptance of the resignation shall not be necessary to make it effective.

5.4 Terms.

All Directors shall serve for terms of twelve (12) years. Notwithstanding the foregoing, any Director in office on January 1, 2023 who was not appointed by the Governor shall be limited to a six-year term from January 1, 2023, to January 1, 2029, inclusive.

5.5. Powers.

(a) The Directors shall act only at meetings called and held as provided in these By-Laws. They shall be vested with all authority necessary to manage the affairs of the College, subject only to applicable law.

(b) The Directors shall be vested with legal title to, and the management and disposition of, the property of the College and of the property held for its benefit. They shall have the power without restriction to take and hold, either by purchase or gift, testamentary or otherwise,

or in any other manner, all real and personal property for the benefit of the College or incidental to its conduct; provided, however, that sales of College real property shall be subject to such competitive bidding procedures as may be required by statute. The Board shall also have all the powers necessary or convenient for the effective administration of its trust, including the power to sue and to be sued, to use a seal, and to delegate to its Committees, to the administration, or to the faculty of the College as it may deem wise. The College shall be entirely independent of all political or sectarian influence and kept free therefrom in the appointment of its Board of Directors and in the administration of its affairs.

5.6. Determinative Vote.

Except as otherwise specifically provided in these By-Laws, all matters coming before the Board or a Committee thereof at which a quorum is present for determination shall be determined by a majority vote of those present, including the Chair of the Board or of a Committee thereof, as applicable.

5.7. Roll Call Vote.

Upon the demand of any Director, a vote by the Board shall be by a call of the roll.

5.8. Suspension of the By-Laws and Standing Orders.

Any provision of the By-Laws or Standing Orders may be suspended in connection with the consideration of a matter before the Board by a unanimous vote of those present.

BY-LAW 6

SPECIAL PROVISIONS, RELATING TO DIRECTORS

6.1. Compensation of Directors.

No Director shall receive salary or other compensation for services as a Director. No Director shall be eligible for appointment to any position in connection with the College for which a salary or other compensation is paid. Upon request, a Director may be reimbursed for actual expenses incurred by reason of attendance at any meeting of the Board or a Committee thereof or in the performance of other official business of the College. No Director shall make or participate in making a decision affecting the College in which the Director knows or has reason to know that he or she has or will have a financial interest.

6.2. Gifts, Contracts and Grants.

Except when specifically authorized by the Board, no Director shall make or enter into any contract, commitment, or other undertaking on behalf of the College, accept or agree to undertake the administration of any gift or grant offered to the College, or undertake or agree to undertake the management, disposition, or expenditure of any fund provided to be used for the benefit of the College.

6.3. Services on College Committees.

Except when specifically authorized by the Board, no Director shall serve on a College administrative, advisory or faculty committee, organization, or board.

BY-LAW 7

COMMITTEES OF THE BOARD

7.1. Executive Committee.

(a) The Executive Committee shall be composed of the Chair of the Board, the Vice Chair, and the chairs of each of the Standing Committees. ~~The immediate past Chair shall be an ex-officio member of the Executive Committee if he or she is a current Director. The ex-officio member shall not count toward the quorum and shall not be entitled to vote on matters before the Executive Committee.~~

(b) The Executive Committee shall have full power to act on behalf of the Board in matters of urgency referred to it by any Director or Officer of the College. Any action taken by the Executive Committee shall be reported to and ratified by the Board at its next meeting following such action.

7.2. Standing Committees.

(a) To facilitate consideration of the business and management of the Board and of the College, Standing Committees are established as hereinafter set forth. Unless otherwise specifically delegated and except as otherwise provided herein, authority to act on all matters is reserved to the Board, and the duty of each Standing Committee shall be only to consider and to make recommendations to the Board upon matters referred to it by the Chair of the Board, the Board, or the administration. Once the Standing Committee votes to approve an action item, the item shall be placed on a consent calendar and reported to the full Board to be voted upon with other such items unless one or more Directors requests to remove an item from the consent calendar for independent consideration and vote.

(b) The following shall be the Standing Committees of the Board:

Committee on Educational Policy

Committee on Finance

Committee on Advancement and Communications

(c) Each Standing Committee shall have at least three (3) Directors as members. Only Director members may vote on matters before a Standing Committee.

(d) Standing Committee chairs and members of Standing Committees shall be appointed by the Chair of the Board. Standing Committee chairs will hold office for one (1) year from the date of appointment or until the appointment of their successors, whichever occurs later.

7.3. Special Committees.

(a) Special Committees shall be authorized and the Chair and members thereof appointed by the Chair of the Board with such powers and duties as the Board may determine.

(b) Each Special Committee shall have at least three (3) Directors as members. Only Directors members shall vote on matters before a Special Committee.

7.4. Subcommittees.

The Chair of each Standing and Special Committee may appoint subcommittees as he or she shall deem necessary or advisable for the conduct of the business of the Committee.

7.5 Standing Subcommittees.

(a) The Board may establish Standing Subcommittees to consider and advise on matters related to its functions as follows:

(1) Each Standing Subcommittee shall have at least two (2) Directors as members. Only Director members may vote on matters before a Standing Subcommittee.

(2) The Chair of the Board shall appoint Standing Subcommittee chairs and members of Standing Subcommittees. A Director shall be designated as the Chair.

(3) Unless otherwise specifically provided by the Board, Standing Subcommittee Chairs and members will hold office for one (1) year from the date of appointment, or until appointment of a successor, whichever occurs later.

(b) To assist in the oversight of the external audit review process, the Subcommittee on Audit is established to serve as the standing subcommittee to the Finance Committee as

generally set forth in By-Law 9 below.

7.6. Ex Officio Members.

The Chair of the Board, or in the absence of the Chair, the Vice Chair of the Board, shall be an ex officio member of all Standing Committees, of all Special Committees, and of all Subcommittees, including Standing Subcommittees. Such ex Officio members shall not be included in the limitation on membership set forth in 7.2(c) and 7.3(b). Ex officio members of the Board Standing Committees and Standing Subcommittees shall be entitled to vote on matters before the Committees or Subcommittees.

7.7. Participation by Non-Member Directors

Any Director who is not a member of a Committee or Subcommittee may nevertheless attend and participate, without vote, in any meeting of such Committee or Subcommittee, including any closed session of such meeting.

BY-LAW 8

RESPONSIBILITIES OF STANDING COMMITTEES

8.1. Committee on Educational Policy.

The Committee on Educational Policy shall:

(a) Consider and report to the Board on matters concerned with policies and programs related to the academic program, and the educational philosophy and objectives of the College, including academic planning, instruction, student admissions, student services, relations with academic institutions and on academic personnel policies and faculty compensation.

(b) Consider and report to the Board on policy matters relating to the research, training, and public service activities of the College and recommend to the Board the establishment or disestablishment of academic programs, research activities, special training programs, and public service undertakings.

(c) Consider and recommend to the Board on the solicitation and acceptance or execution of grants and contracts for instruction, research, training, and public service, except as otherwise provided herein; provided, however, that all actions relating to the foregoing that require College funds not already authorized, shall be subject to the approval of the Committee on Finance.

(d) Consider and recommend to the Board College policy with respect to the awarding of honorary degrees, and consider and recommend individual nominees as recipients of honorary degrees.

(e) Consider and recommend to the Board College policy with respect to such matters as the Chair of the Board shall direct.

8.2. Committee on Finance.

The Committee on Finance shall:

(a) Consider and make recommendations to the Board at least annually on all matters relating to the finances, financial planning, legal matters and business management of the College.

(b) Consider and recommend to the Board both the annual operating and capital budgets of the College and the sources of funds to finance these budgets after consultation with the Chancellor and Dean and the Chief Financial Officer. The Committee's budget consideration shall be based on estimates of income made by the Chief Financial Officer, and estimates of expenditures proposed by the Chancellor and Dean, Chief Financial Officer, General Counsel and Secretary for the functions for which each such officer is responsible.

(c) After consultation with the Subcommittee on Audit, assure that a report of each external audit including an evaluation of the audit findings and recommendations thereon, is prepared by the Committee and that the external audit, and the Committee's report are submitted to the Board for consideration and action.

(d) Consider and make recommendations to the Board on all matters relating to the external borrowing of funds by the College.

(e) Consider and make recommendations to the Board on the amounts and character of surety bonds, if any, to be required for officers and employees.

(f) Consider and make recommendations to the Board concerning all matters relating to the purchase, sale, or lease of real property.

(g) Consider and make recommendations to the Board concerning policy governing the opening, maintaining, and closing of bank accounts in the name of the College, the conditions under which deposits shall be made and funds shall be withdrawn, and how representatives of the College authorized to make withdrawals shall be designated.

(h) Consider and make recommendations to the Board regarding compensation plans for all faculty, staff, and Officers of the College, and all exceptions to established compensation schedules. With respect to compensation plans for faculty, recommendations of the Committee on Educational Policy shall also be considered by the Committee.

(i) Consider and make recommendations to the Board concerning staff personnel and labor relations policies.

(j) Consider and make recommendations to the Board concerning the assessment of registration fees, educational fees, compulsory student fees, and student housing and parking charges.

(k) Consider and make recommendations to the Board regarding the management of College assets and the investment of College funds and report to the Board thereon at least annually.

(l) Consider and make recommendations to the Board concerning all matters relating to the educational grounds and buildings of the College.

(m) Consider and make recommendations to the Board on College policy concerning all matters as the Chair of the Board shall direct.

8.3. Committee on Advancement and Communications.

The Committee on Advancement and Communications shall:

(a) Consider recommendations from the Chancellor and Dean regarding all matters relating to fundraising, alumni affairs and public relations of the College which require Board approval.

(b) Consider and make recommendations to the Board concerning the approval of all fundraising campaigns in excess of the Chancellor and Dean's authority as specified in the Standing Orders.

(c) Consider and make recommendations to the Board concerning the classification and acceptance of all gifts to the College in excess of the Chancellor and Dean's authority as specified in the Standing Orders.

(d) Consider and make recommendations to the Board concerning the naming of buildings, properties and programs.

(e) Facilitate Board communication with and among the alumni, development constituencies of the College, and other members of the College community.

(f) Consider and make recommendations to the Board on College policy with respect to such matters as the Chair of the Board shall direct.

BY-LAW 9

RESPONSIBILITIES OF SUBCOMMITTEE ON AUDIT

9.1 Subcommittee on Audit.

The Subcommittee on Audit shall assist the College with the initial oversight of the external audit review process. The overall responsibility to oversee the financial integrity of the College's financial statements is reserved to the Finance Committee, and ultimately the Board, as provided in Section 8 of these By-Laws.

(a) The Subcommittee on Audit will assist in the oversight of this process by performing the following tasks:

(1) Reviewing results of the draft Audit Report, including draft findings, after timely receipt from the auditors, and reporting to the Finance Committee as set forth below. The Audit Report generally consists of:

- Financial Statements for the previous fiscal year
- Required Communications
- Management Letter (if applicable)
- Financial Statements and Federal Awards Programs (OMB Circular A-133)

(2) Reviewing the performance, functions and disclosures of internal controls and risk management systems regarding finance and accounting, and the adequacy of such systems.

(3) Reviewing the qualifications, independence and performance of the independent certified public accountants selected by the Board to complete the audit.

(4) Reviewing the planned scope of the annual independent audit and other audit related services with the independent auditor.

(5) Consulting with the Finance Committee on significant issues raised in connection with the audit review process.

(6) Requesting the College's Chief Financial Officer to address specific issues within the mandate of the Subcommittee on Audit.

(7) Engaging when necessary independent counsel and other experts, including accounting experts, to carry out the functions of the Subcommittee on Audit.

(b) Each year in March, the Chair of the Board shall appoint the Chair of the Subcommittee on Audit and the members thereof so that the Subcommittee can be prepared for the next audit cycle.

(8) Reviewing the performance, functions and disclosures of internal controls and risk management systems regarding cybersecurity, and the adequacy of such systems.

(c) The Subcommittee on Audit shall meet at least two (2) times each year or as often as it is necessary to perform its functions.

(d) Meetings shall be called by the Secretary of the Board at the direction of either the Chair of the Subcommittee, or the Chair of the Finance Committee, or any one Director member of the Subcommittee on Audit.

(e) After consultation with the College's Chief Financial Officer, the Subcommittee shall consider and make recommendations to the Finance Committee with respect to the following:

(1) The certified public accountants to serve as the College's independent auditor, and the hiring of any other certified public accountants to provide the College with services other than audit and audit related services.

(2) The draft audit report, including the auditor's findings, and the auditor's recommendations thereon.

BY-LAW 10

MEETINGS OF THE BOARD AND COMMITTEES

10.1. Meetings of the Board.

Meetings of the Board shall be public, with exceptions and notice requirements as may be provided [in these By-Laws and the Standing Orders and](#) by statute in the state's open meeting laws. Unless otherwise restricted by the Standing Orders or these By-Laws, members of the Board of Directors who are not physically present at a meeting may participate in a meeting of the Board by means of conference telephone or similar communications equipment or by electronic video screen communication. Participation in a meeting pursuant to this By-Law shall constitute presence in person at such meeting as long as all persons participating in the meeting can hear each other at the same time and can participate in all matters before the Board.

10.2. Types of Meetings.

(a) Regular Meetings of the Board shall be held at least once each quarter. One of these meetings shall be designated as the Annual Meeting of the Board.

(b) Special Meetings of the Board shall be called by the Secretary at the direction of the Chair of the Board or a majority-minus-one or four (4) members thereof, whichever is less.

(c) Emergency Meetings of the Board may be called by the Chair of the Board at any time only in the event of or to consider:

(1) Work stoppage or other activity that severely impairs public health or safety, or both; or

(2) Crippling disaster that severely impairs public health or safety, or both.

(d) Meetings of Standing Committees, Special Committees and Subcommittees shall be called by the Secretary at the direction of the Chair of the Board, the Chair of the Committee or Subcommittee or any two members of the Committee or Subcommittee. In the case of the Subcommittee on Audit, one member can direct the Secretary to call a meeting of the Subcommittee on Audit.

10.3. Notice of Meetings.

(a) Notice of Regular Meetings: At least ten (10) days in advance of regular meetings, the Secretary shall give notice of such meetings to each Director and Officer of the College, [on the College website](#) and to any person who has requested such notice in writing in accordance with Government Code Section 11125.

(b) Notice of Special Meetings: Special meetings may be called at any time, and notice of the time, place, and agenda shall be given by telephone or by mail (including electronic mail) to each Director at his or her last known address in time to reach the Director at least forty-eight (48) hours before the time for each such meeting. In addition, public notice shall be given for each such meeting by the Secretary. Such notice shall be given by notifying any newspaper of general circulation or any radio or television station, or shall be made available on the ~~internet~~ [College website](#) so that the notice may be published or broadcast at least forty-eight (48) hours before the time of each such meeting. No business other than that included in the agenda of the meeting shall be considered. A record of the service of notice required to be given as aforesaid shall be entered upon the minutes of the Board, and the said minutes when approved at a subsequent meeting of the Board shall be conclusive of the fact that notice was given as required herein.

(c) Notice of Emergency Meetings: Directors and Officers of the College, and newspapers of general circulation and radio or television stations which have requested notice of Board or Committee meetings, shall be notified by the Secretary as soon as possible but no later than one hour prior to an emergency meeting, by [email or](#) telephone ~~or videoconference~~. Notice shall also be made available on the ~~internet~~ [College website](#) as soon as is practicable after the decision to call the emergency meeting has been made. In the event that telephone [and email](#) services are not functioning, notice requirements shall be deemed waived, and the Secretary shall, as soon after the meeting as possible, notify such newspapers, radio stations or television stations of the fact that it was held, its purpose, and any actions taken at the meeting which are subject to announcement, [and post such information on the College website](#).

As soon after the emergency meeting as possible, the Secretary shall post for a minimum of ten (10) days in a public place in the College, [which may be on the College website](#), a list of the persons notified or attempted to be notified, and as to actions which are subject to announcement, the minutes of the meeting, including roll call votes and actions taken.

(d) Meetings of special search or selection committees held for the purpose of conducting interviews for College officer positions may be held without public notice.

10.4. Closed Sessions.

(a) Closed sessions of the Board, Standing Committee, Special Committee, or Subcommittee meeting may be called in conformity with Section 92032 of the Education Code to consider matters pertaining to the following:

- (1) Matters affecting the national security.
- (2) The conferring of honorary degrees or other honors or commemorations.
- (3) Matters involving gifts, devises, and bequests.
- (4) Matters involving investment of endowment and pension funds.
- (5) Matters involving litigation, when discussion in open session concerning those matters would adversely affect, or be detrimental to, the public interest.
- (6) The acquisition or disposition of property, if discussion of these matters in open session could adversely affect the Board's ability to acquire or dispose of the property on the terms and conditions it deems to be in the best public interest.
- (7) Matters concerning the appointment, employment, performance, compensation, or dismissal of College officers or employees, excluding individual Directors.
- (8) Matters relating to complaints or charges brought against College officers or employees, excluding individual Directors, unless the officer or employee requests a public hearing.
- (9) [Matters relating to a threat or potential threat of criminal or terrorist activity against the personnel, property, buildings, facilities, or equipment, including electronic data, of, owned, leased, or controlled by the College, where disclosure of](#)

these considerations could compromise or impede the safety or security of the personnel, property, buildings, facilities, or equipment, including electronic data, of owned, leased, or controlled by the College.

(9) The Board may also hold closed sessions with respect to matters within Government Code Section 3596 or as provided in any other California law governing the meetings of public bodies. In this respect the Board means the Board of Directors and its Standing and Special Committees or Subcommittees.

(b) Release of Information From Closed Sessions:

(1) The confidentiality of closed sessions of the Board and its Committees and Subcommittees shall be maintained, subject to the provisions of this By-Law and applicable law.

(2) Actions taken in closed session that are required by applicable law to be reported to the public following final action by the Board or a Committee or Subcommittee of the Board empowered to act shall be so reported. Actions may be withheld from release or release may be delayed if disclosure would constitute an invasion of privacy of individuals or for other reasons as permitted by applicable law.

(3) Release of actions shall be determined by the Chancellor and Dean or the Chair in accordance with procedures established by the Board.

(4) Information from closed sessions other than final actions may be released only by the Chair.

(c) A non-Director may attend and participate in a closed session of the Board or any Committee or Subcommittee at the invitation of the respective chair.

10.5. Agenda and Agenda Materials for Regular Meetings of the Board, Committees and Subcommittees.

(a) At least ten (10) days prior to each regular meeting of the Board, Committees and Subcommittees, the Secretary shall provide to each member of the Board, Committee, or Subcommittee thereof, an agenda setting forth all business to be transacted or discussed at the

meeting. Any item on the agenda of a Standing or Special Committee meeting held in conjunction with a meeting of the Board may be considered for action by the Board at that meeting.

(b) Seven (7) days prior to each regular meeting of the Board, Committees and Subcommittees, or as soon thereafter as practicable, the Secretary shall provide to each member of the Board, Committee, or Subcommittee thereof, materials relating to items on the meeting agenda.

BY-LAW 11
BOARD AND COMMITTEE PROCEDURES

11.1. Order of Business of the Board.

(a) The order of business at each regular meeting of the Board shall be as determined by the Chair.

(b) The order of business determined by the Chair may be suspended or altered at any meeting by a vote of a majority of the Directors present.

11.2. Attendance of Faculty, Alumni Representatives, and Other Guests.

(a) The following, or their designees, may be invited by the Secretary to attend and address the Board, subject to control by the Chair, at the public meetings of the Board:

(1) The faculty by notification to the Chair of the Executive Committee of the Faculty.

(2) The President of the Alumni Association.

(3) The President of the non-profit fundraising foundation affiliated with the College.

(4) The President of the associated students of the College.

(b) Officers of the Board and Officers of the College may invite other guests to public meetings of the Board.

11.3. Quorum of the Board.

~~Six Directors~~ A majority of Directors then in office shall constitute a quorum for transaction of all business except as otherwise provided in these By-Laws.

11.4. Quorums of Committees.

A majority of the members of a Committee or Subcommittee shall constitute a quorum except as otherwise provided in these By-Laws.

11.5. Adjournment Procedure When No Quorum.

In the absence of a quorum at a duly noticed meeting of the Board or a Committee or Subcommittee thereof,

(a) any agenda item not requiring a vote may be heard and discussed by the Directors present upon the vote of a majority of the Directors or the members of the respective Committee or Subcommittee present; and

(b) such ~~Any~~ meeting or any part thereof may be adjourned and its business continued on an appointed day ~~by-upon~~ the vote of a majority of the Directors or the members of the respective Committee or Subcommittee present. ~~Directors present even though there shall be present less than a quorum.~~

11.6. Rules of Procedure.

The rules contained in the most recently published edition of Robert's Rules of Order shall govern the proceedings at and the conduct of the meetings of the Board and its Committees or Subcommittees, in all cases to which they are applicable and which are not covered in these By-Laws or in the Standing Orders.

11.7. Communications.

Communications to the Board or a Committee or Subcommittee thereof shall be presented in writing by the Secretary, provided that communications transmitted to the Secretary from members of the faculty or student body or employees of the College shall be presented only through the appropriate Officer of the College.

11.8. Appearance Before the Board and Committees.

(a) Individuals or organizations, except as otherwise provided herein or required by applicable law may appear before the Board only with its permission. By affirmative vote, the Board may grant permission for individuals and organizations to appear before it, provided that a written request for any such appearance, specifying the matters to be presented to the Board, the

time necessary for the presentation, and the reason a personal appearance is necessary is received by the Secretary of the Board no later than 5:00 p.m. five (5) working days preceding the meeting of the Board at which permission is sought to make such presentation. Prior written request to appear before the Board may be waived in extraordinary circumstances by an affirmative vote of not less than two-thirds (2/3) of the Directors.

(b) The Chair of the Board or Chair of a Standing or Special Committee or Subcommittee thereof shall invite to attend and appear before meetings of the Board or of Committees or Subcommittees thereof such employees of the College and such other persons as may be needed in the best interest of the College.

(c) A Standing or Special Committee or Subcommittee thereof may grant permission by affirmative vote for individuals, other than those specified in 11.2 above, and organizations to appear before it, provided that a written request is received by the Secretary of the Board no later than 5:00 p.m. five (5) working days preceding the meeting at which appearance is sought. Prior written request to appear before a Standing or Special Committee or Subcommittee may be waived in extraordinary circumstances by a majority vote of the Committee or Subcommittee members present.

11.9. Reconsideration, Repeal, or Rescission.

(a) Any member may move for the reconsideration of an action taken by the Board at the same meeting at which said action is taken.

(b) No motion for repeal or rescission of any action taken by the Board at a previous meeting shall be voted upon unless notice of intention to make such motion shall have been given at the previous meeting or by mail (including electronic mail) by the Secretary to each member of the Board and the subject matter of the motion has been placed on the Board agenda in accordance with the provisions hereof.

11.10. Minutes of Board and Committee Proceedings.

(a) Minutes of the proceedings of the Board shall be taken and kept by the Secretary and, as soon as practical after a meeting, a copy of said minutes shall be provided to each member of the Board. Open sessions of the Board shall be audiotaped and the tapes preserved by the Secretary for a period of thirty days.

(b) The Minutes of closed sessions shall be taken and kept by the Secretary, shall be maintained separately from minutes of public meetings, and shall be appropriately safeguarded.

(c) Minutes of the proceedings of each Committee or Subcommittee shall be taken and kept by the Secretary and, as soon as practical after a meeting, a copy of said minutes shall be provided to each member of the Committee or Subcommittee. Open sessions of each Committee or Subcommittee shall be audiotaped and the tapes preserved by the Secretary for a period of thirty days.

(d) The Secretary shall maintain the official archive of the records and minutes of all Board, Committee, and Subcommittee meetings.

BY-LAW 12
OFFICERS OF THE BOARD

12.1. Officers of the Board.

(a) The Officers of the Board shall be the Chair and Vice Chair.

(b) Election: The Board shall elect the Chair and Vice Chair at the mid-year meeting of the Board for a term of one year. In the case of a mid-term vacancy, the Board shall elect a successor at the first meeting following the creation of the vacancy to serve out the term of the prior Chair or Vice Chair. No Officer shall serve more than two (2) full consecutive terms; provided, however, that an Officer may serve for more than two (2) full consecutive terms if such additional terms are approved by unanimous vote of the Board.

(c) Qualifications: Officers of the Board must be Directors.

(d) Compensation: Officers of the Board shall serve without compensation. Upon request, an Officer may be reimbursed for actual expenses to the same extent as provided in 6.1 above.

BY-LAW 13
OFFICERS OF THE COLLEGE

13.1. Officers of the College.

(a) Officers of the College shall be the Directors, Chancellor and Dean, Provost and Academic Dean, Chief Financial Officer, General Counsel and Secretary.

(b) Appointment and Continuation of Appointment. The Officers of the College, other than Directors, shall be appointed or continued by a majority vote of the Board and shall serve at the pleasure of the Board. Nothing in these By-Laws shall be construed to prevent the Board from entering into on behalf of the College employment contracts with such officers for reasonable terms. Appointment or continuation of appointment of the Chancellor and Dean and Provost and Academic Dean shall be made with Faculty consultation as set forth in the Standing Orders and related Board Policies.

(c) Qualifications: No Director shall also serve as Chancellor and Dean, Provost and Academic Dean, Chief Financial Officer, General Counsel or Secretary. One individual may hold more than one office, except that no one may serve as Chancellor and Dean or Provost and Academic Dean and as any other Officer of the College.

(d) Compensation: The Board shall establish compensation for the paid Officers of the College.

(e) Performance Evaluation: The Board shall establish and conduct an evaluation process by which each Officer of the College is periodically measured with respect to the performance of such officer's duties and responsibilities.

BY-LAW 14

DUTIES AND RESPONSIBILITIES OF OFFICERS OF THE BOARD

14.1. Chair.

(a) The Chair of the Board shall preside at meetings of the Board.

(b) The Chair is authorized, on behalf of the College, to execute, unless authority shall elsewhere be conferred by the By-Laws, Standing Orders, or order or resolution of the Board, all documents necessary to implement the programs or policies which have been approved by the Board, provided that unless specifically otherwise directed by the Board, all documents executed by the Chair shall be without force or effect unless also executed by the Secretary of the Board and approved as to form and legality by the General Counsel.

14.2. Vice Chair.

The Vice Chair shall perform the duties of the Chair in case of the absence or inability of the Chair to act.

BY-LAW 15

DUTIES AND RESPONSIBILITIES OF OFFICERS OF THE COLLEGE

15.1. Chancellor and Dean of the College.

(a) The Chancellor and Dean shall serve as the chief executive officer of the College, with full authority over and responsibility for all of its departments and activities. The authority of the Chancellor and Dean shall be exercised in accordance with the policies and procedures adopted by the Board of Directors and, in academic matters, in accordance with policies approved by the Faculty.

(b) The Chancellor and Dean shall be a tenured member of the Faculty.

(c) The Chancellor and Dean shall:

(1) Report directly to the Board of Directors and attend all meetings of the Board and its Committees and Subcommittees.

(2) Represent the College before the Legislature, other governmental agencies and departments, the alumni and the community.

(3) In cooperation with the Chief Financial Officer, be responsible for development and submission to the Board of the annual operating and capital budgets of the College.

(4) Be responsible for the operation and maintenance of College facilities.

(5) Be responsible for the continuous development of the goals and objectives of the College and for the preparation of proposals for their execution for consideration by the Board.

(6) Seek, as appropriate, the counsel of the Faculty, students, staff, alumni, benefactors and others in the exercise of the academic and operational responsibilities of the office of Chancellor and Dean and in the development of College goals, objectives and proposals for their implementation.

(7) The Chancellor and Dean may delegate any of the duties of the office except the responsibility to report directly to the Board.

15.2. Provost and Academic Dean.

(a) The Provost and Academic Dean shall serve as the chief academic officer of the College under the Chancellor and Dean and shall administer the academic program of the College in accordance with the policies adopted by the Faculty. The Provost and Academic Dean shall also serve as chief executive to the extent of the authority delegated by the Chancellor and Dean.

(b) In the case of a vacancy in the office of the Chancellor and Dean and prior to appointment of an Acting Chancellor and Dean, the Provost and Academic Dean shall assume the authority and responsibilities of the Chancellor and Dean.

(c) The Provost and Academic Dean shall be a tenured member of the faculty.

15.3. General Counsel.

(a) The General Counsel shall:

(1) Report directly to the Board and to the Chancellor and Dean, and attend all meetings of the Board and its Committees and Subcommittees.

(2) Be the chief legal officer for the Board and of the College.

(3) Prepare or approve as to form all legal documents relating to the activities of the College.

(4) Render legal advice to the Board and the Officers of the College.

(5) Assist the Officers of the College in the performance of their duties.

(b) The General Counsel may delegate any of the duties of the office except the responsibility to report directly to the Board and to the Chancellor and Dean.

15.4. Secretary.

(a) The Secretary shall:

(1) Report directly to the Board and to the Chancellor and Dean and attend all meetings of the Board and its Committees and Subcommittees.

(2) Be the custodian of all official records of the Board including the minutes of its meetings.

(3) Give notice of and take the minutes of all meetings of the Board and its Committees and Subcommittees.

(4) Be custodian of the corporate seal of the College and affix it to documents when appropriate.

(5) Attest to all documents executed by Officers of the Board or authorized by the Board to be executed by Officers of the College or by other individuals.

(6) Certify to any action of the Board or its Committees or Subcommittees, to the identity, appointment and authority of Officers of the Board, Officers of the College and others as appropriate, and to provisions of the Board's By-Laws, Standing Orders and other public records of the College.

(7) Provide administrative support to the Board.

(8) Assist other Officers of the College in the performance of their duties.

(b) The Secretary may delegate any of the duties of the office except the responsibility to report directly to the Board and to the Chancellor and Dean.

15.5. Chief Financial Officer.

(a) The Chief Financial Officer who is also the Registrar of the College shall:

(1) Report directly to the Board and to the Chancellor and Dean and attend all meetings of the Board and its Committees and Subcommittees.

(2) Be the only College officer authorized to receive or cause to be received funds flowing to the College, and shall receive and deposit funds received in depositories as are approved by the Board.

(3) Be the only College employee authorized to receive or cause to be received all gifts to the College and shall receive, hold and manage such gifts as directed by the Board.

(4) Account for all funds and other assets of the College and report thereon, using procedures and formats which meet generally accepted accounting principles and standards.

(5) Disburse College funds consistent with purposes and procedures adopted by the Board.

(6) Invest College funds under policies established by and instructions given by the Board.

(7) Manage assets of the College held as investments and assets donated to the College.

(8) Conduct financial planning for the College in consultation with the Chancellor and Dean and other Officers of the College, and report thereon to the Board and the Officers of the College when appropriate but at least annually.

(9) Keep the Board and the Chancellor and Dean advised at all times of all funds and assets of the College available for use in College programs.

(10) Assist the Board in the conduct of any external audit of College funds.

(11) Identify financial policy issues and make recommendations of policy to the Board thereon.

(12) Assist the Chancellor and Dean in developing and submitting to the Board the annual operating and capital budgets of the College.

(13) Assist other Officers of the College in the performance of their duties.

(b) The Chief Financial Officer may delegate any of the duties of the office, except the responsibility to report directly to the Board and to the Chancellor and Dean.

BY-LAW 16

DEFENSE AND INDEMNIFICATION OF DIRECTORS AND OFFICERS

16.1. Defense and Indemnification of Directors and Officers in Civil Proceedings.

The College shall defend and indemnify to the full extent permitted by applicable law any present or former member of the Board of Directors, and any other present or former Officer of the College, who has been, is, or becomes a party to any action or proceeding arising out of an act or omission occurring within the scope of his or her duties as a member of the Board of Directors of the College or as an Officer of the College. The defense and indemnification provided hereunder shall not be deemed exclusive of any other rights to which a party seeking indemnification may be entitled under any statute, bylaw, insurance, agreement, or otherwise, and shall inure to the benefit of the heirs, executors, and administrators of each Director or Officer. Such defense and indemnification shall supplement indemnification provided by statute and other policies of the College and are provided for all covered actions or proceedings to the fullest extent permitted by law.

As a condition to seeking defense and indemnification, the party shall give prompt notice to the General Counsel of the pendency of any action or proceeding for which he or she may appropriately seek defense and indemnification, shall keep the General Counsel apprised of significant developments in the action or proceeding, and shall cooperate in the defense.

When such notice is provided, the College shall provide a defense for the party or, by mutual agreement, may permit the party to provide for his or her own defense. When expenses incurred in defending an action or proceeding are paid by the College in advance of the final disposition of such action or proceeding, it shall be with the understanding that the party must repay such amount unless it ultimately shall be determined that he or she is entitled to be indemnified as authorized herein.

Such indemnification shall be limited to expenses actually and reasonably incurred by such party in connection with the defense, judgment (except for punitive damages which are addressed elsewhere in this By-Law), or settlement of such action or proceeding if authorized in the specific case, and after it has been resolved, upon an independent determination that

indemnification is proper in the circumstances because the party acted in good faith, in a manner such party believed to be in the best interest of the College, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. For purposes of this By-Law, "expenses" includes without limitation attorneys' fees and any expenses of establishing a right to indemnification hereunder.

Such indemnification shall be made for punitive damages when it would otherwise be proper under this By-Law and under the following additional criteria: Prior to such indemnification an independent determination must conclude that the present or former member of the Board or Officer of the College acted or failed to act in a manner without malice and in the apparent best interests of the College, and that payment of the award would be in the best interests of the College.

When any independent determination is required pursuant to this policy, it shall be made by the Board, by a majority vote of a quorum consisting of members not parties to such action or proceeding. If such quorum cannot be convened or, even if convened, if a majority of such quorum so directs, the determination shall be made by a disinterested third party appointed by such quorum or, if no such quorum can be convened, the appointment of the disinterested third party shall be made by the President of the State Bar of California. The independent determination provided hereunder shall be made upon a consideration of all relevant facts and circumstances including without limitation the record of any action or proceeding giving rise to the request for indemnification. The independent determination in connection with any request for indemnification for punitive damages additionally shall consider the availability of College funds from appropriate fund sources.

BY-LAW 17
AMENDMENTS

17.1 Procedure.

These By-Laws may be amended at any regular meeting of the Board by the affirmative vote of not less than two-thirds (2/3) of the members of the Board, provided that notice of any proposed amendment, including a draft thereof, shall have been given at the regular meeting of the Board next preceding the meeting at which such amendment is voted upon.

BY-LAW 18

CLAIMS AGAINST THE COLLEGE

18.1 Claims for money or damages that are exempted from the Government Claims Act.

(a) Claims against the College for money or damages that are exempted by Government Code Section 905 from the claims presentation requirements of the Government Claims Act shall be governed by this By-Law.

(b) A written claim must be presented to the Board of Directors of University of California College of the Law, San Francisco within one year after the accrual of the cause of action underlying the claim for money or damages. The claim must be verified by the person who claims to be entitled to the money or damages or by his or her guardian or conservator or the executor or administrator of his or her will or estate. The claim shall be presented and processed following the procedures in Chapters 1 and 2 of Part 3 of Division 3.6 of Title 1 of the Government Code (Gov. Code section 900 et seq.).

(c) No suit for money or damages may be brought against the College until a written claim therefore has been presented to the College and has been acted upon or has been deemed to be rejected by the College in accordance with the procedures in Chapters 1 and 2 of Part 3 of Division 3.6 of Title 1 of the Government Code (Gov. Code section 900 et seq.). Only the person who filed the claim may bring such a suit.

BYLAW 19
FISCAL YEAR

19.1 Fiscal Year. The fiscal year of the College shall begin on July 1 and end on June 30 of the following year.

Report 6.1.2.1 – July 2024 Bar Outcomes

By Provost & Academic Dean Morris Ratner

We received the official past list from the State Bar on November 13, 2024. That data set allows us to report our graduates' pass rates for the July 2024 administration of the bar exam. Our first-time pass rate is above the average first-time pass rate for ABA-accredited law schools in California of 81%. Our pass rate for all first-time UC Law SF test takers overall (regardless of graduation class year) is 83%, and for the Class of 2024 graduates is **84%**. This puts us in line with our pass rate in July 2021, when the ABA state average was 81% and our first-time pass rate was 83% overall and 84% for the Class of 2021.¹

We will not know how we compare to specific peer schools in California until the Bar releases that data, too, though just being a few percentage points above the ABA-accredited California law school state average is very good news, especially given that we were 4% below the CA ABA law school average in 2022 and 3% below it in 2023. It will take longer for us to undertake rigorous regression analyses to explore the likely *causes* of this year's changes, bearing in mind that once our pass rate exceeds 80%, it becomes difficult to assess causation because the comparator group (those who failed) becomes smaller, and bearing in mind that the best data are multi-year data, such that we'll be integrating the 2024 data set into the larger data set described in [this article](#) which I have previously shared.

Before getting into the details using data prepared by Bar Success Analyst Stefano Moscato, I'd like to take a moment to celebrate the persons whose hard work is reflected in these outcomes. Our Class of 2024 graduates are at the top of this list because their efforts ultimately achieved this outcome.² I would also like to congratulate and thank faculty for their collective efforts. Since 2016, faculty have widely adopted key bar success teaching initiatives regarding, among other things, bar-like testing methods, use of AdaptiBar and other formative assessments, and iterative and explicit instruction on legal analysis. Even though bar success is ultimately a College-wide project, I'd like to single out the truly *heroic* efforts of our academic skills and success specialists, including Director of Bar Passage Support Margaret Greer (a Kane Excellence Award winner this year), Bar Success Analyst Stefano Moscato, our OASIS faculty (Associate

¹ The pass rate for UC Law SF repeat test takers was 45%, well above the California ABA-accredited law school state average of 34%.

² Our graduates' average post-graduation commercial bar course completion rates increased from 76% last year to 81% this year, above our suggested floor of 80%, though a substantial minority of Class of 2024 graduates concentrated in the lower LGPA quartiles failed to meet targets. This was due in part to a coordinated early bar start campaign Margaret Greer oversaw, which included a pointed message in Stefano Moscato's speech to the Class of 2024 at graduation. Critical Studies 4, a new early bar start course being offered for the first time this spring semester, will hopefully accelerate the early start program and is required for all fourth quartile 3Ls this year.

Dean Jennifer Freeland and Professors of Practice Laurie Zimet, James Higa, Tori Timmons, and, for LEOP, Richard Sakai, as well as Adjunct Professor Koren Stevenson, who has been part of our OASIS success team in recent years), the additional bar success team of adjunct professors Margaret Greer leads (including Magi Lee, Catalina Lozano, Michael Quinn, Sandy Flagge-Phillips and Maurico Grande, as well as Dennis Higa),³ and OASIS-adjacent and Bar Support Program-adjacent skills specialist faculty such as Lois Schwartz, Betsy Candler, David Jung, and Steven Harris.⁴ I also would like to specifically thank and acknowledge the many faculty who serve as Sack Professors each year, whose efforts lay the foundation for success throughout students' JD careers.⁵ I would also like to recognize key professional staff including Assistant Dean for LEOP Elizabeth McGriff, Assistant Dean for CDO Amy Kimmel, our student affairs team (Dean of Students Tiffany Gabrielson, Assistant Dean for Student Services Miguel Zavala, Director for Academic Advising Jonathan Myers), and Director of DRP Lisa Noshay Petro (and Bar Accommodations Specialist Anwar Thomas), all of whom with their teams have made holistically supporting student success in law school and on the bar exam a priority.⁶ Finally, I want to acknowledge the importance of the collaborations we have with Themis and BarBri and to particularly thank UC Law SF Adjunct Professor and Themis National Director of Curriculum & Assessment Chris Fromm, who has been and remains an important thought partner.

Table 1, below, gives a picture of year-over-year changes in our pass rate since 2019.

³ I also want to acknowledge faculty such as Linh Spencer, Matt Coles, and Stefano Moscato who have sent messages of support to graduates studying for the bar. I also want to acknowledge faculty like Visiting Professor John Myers who led special review sessions on substantive law for our graduates. And I'd like to recognize all the faculty, staff, and alumni who served as bar mentors for our graduates as part of program Margaret runs each summer.

⁴ Our new Associate Director of Bar Passage Support Dan Martin just started this year, but I can already tell he will be near the top of the list of persons we will want to thank in future years because he has proven himself so far to be a wonderful addition to the stellar team of persons I'm recognizing in this text. Dan started after the July 2024 exam.

⁵ Sack (and Advanced Sack) faculty in recent years have included, among others: Paul Belonick, Jo Carrillo, Matt Coles, John Crawford, Jennifer Freeland, Thalia Gonzalez, Margaret Greer, Keith Hand, Stefano Moscato, Emily Murphy, John Myers, Zach Price, Radhika Rao, Aaron Rappaport, Naomi Roht-Arriaza, Dorit Reiss, and Lois Schwartz. Many other faculty, while not serving expressly in the Sack program or in some cases not teaching bar classes, and too numerous to list, have adopted Sack-like techniques (with special emphasis on formative assessment with individualized feedback) to move the needle on student success. Several of them are prior-year Rutter Teaching Excellence Award winners, including Heather Field, Dave Owen, and Linh Spencer.

⁶ I would also like to thank faculty who previously served in the Associate Academic Dean role (Jeff Lefstin and Heather Field) who have continued to be sources of expertise and wisdom on student success issues, our Alumni Office for raising funds for bar support, CFO David Seward for partnering to resource bar success efforts, and, of course, Chancellor & Dean David Faigman for keeping bar success at the top of our collective agenda and for leading ABA law school coordinated efforts to address bar success matters with the California Supreme Court and others.

Year	UC Law July X1% ⁷	CA ABA July X1%	Δ	UC Law July Repeat %	CA ABA July Repeat %	Δ	LSAT / UGPA Rank
2019	80%	71%	+9%	58%	52%	+6%	50/77 ⁸
2020	86%	84%	+2%	43%	36%	+7%	53/91
2021	83%	81%	+2%	29%	28%	+1%	64/95
2022	71%	75%	-4%	43%	28%	+15%	74/100
2023	73%	76%	-3%	48%	36%	+12%	82/121
2024	Est. 83%	81%	+2%	Est. 45%	34%	+11%	78 ⁹ /108

Table 1: YoY Overall Pass Data

Table 2 presents a breakdown of Class of 2024 graduate pass rates by quartile on the July 2024 administration compared to prior years.

Year	Q1 X1%	Q2 X1%	Q3 X1%	Q4 X1%	Overall X1%
2021	99%	90%	86%	56%	84%
2022	99%	87%	64%	31%	70%
2023	100%	86%	66%	35%	74%
2024	100%	95%	82%	51%	83%

Table 2: Final LGPA Quartiles Disaggregated

Based on final LGPA, the pass rate for students with a GPA < 2.7 was an estimated 17%.

Stefano Moscato also calculated pass rate for Class of 2024 graduates based on 1L GPA, by quartile: Q1 (100%), Q2 (93%), Q3 (87%), and Q4 (48%), with the upper bound of Q4 being an LGPA after 1L year of < 3.019. Class of 2024 graduates who completed their 1L year with a GPA < 2.7 (traditionally, our bottom 10%) had an estimated first-time pass

⁷ This is the first-time pass rate (“X1%”) on the July administration. The rate is the reported figure for all UC Law graduate first-time takers regardless of the class year. The class-specific cohort pass rate is typically one percentage point higher. So, for example, in 2021 our first-time pass rate for any graduate of UC Law who sat for the exam in California for the first time was 83% but the Class of 2021 first-time pass rate was 84% on the July administration for that year. This is relevant because we undertake outcomes assessment to evaluate the efficacy of our academic program inputs by graduation cohort (persons who experienced a roughly similar 3-year educational program).

⁸ These are our national ranks for median LSAT/median UGPA on admission from the U.S. News proprietary Academic Insights database for the years in which 1Ls in each of these graduating classes enrolled. For the Class of 2019 which enrolled in FA16, I used the 2018 edition of US News rankings formula element ranks pulled from Academic Insights.

⁹ We spotted a possible issue with the formula element “rank” associated with schools that are tied. We are investigating but do not have reason to think there’s a calculation error on our overall score that produces our rank.

rate of 27%. So, even during one of our best years in the past half-decade, our bottom decile by law school GPA after 1L year, excluding students in that cohort who were disqualified or didn't sit for an exam at all, has a very low pass rate.

Table 3 presents the LEOP pass rate versus the non-LEOP pass rate in recent years. Our Class of 2024 LEOP graduates did very well this year, outperforming non-LEOP graduates in Q2 (100% LEOP average pass rate compared to 95% non-LEOP) and Q3 (88% LEOP pass rate compared to 79% LEOP), but underperforming relative to non-LEOP graduates in Q4 (40% LEOP pass rate compared to 55% non-LEOP). Though LEOP fourth quartile graduate pass rates show continuing challenges in that cohort, a LEOP pass rate of 78% an historically high pass rate for LEOP overall.

Year	Non-LEOP X1%	LEOP X1%	Overall X1%
2021	86%	71%	84%
2022	77%	49%	70%
2023	76%	63%	74%
2024	85%	78%	83%

Table 3: LEOP and Non-LEOP Disaggregated

Table 4 shows bar pass rates layered on to course completion data by GPA quartile cohort, showing the average course completion data and “effective course completion”¹⁰ data for each quartile for LEOP and non-LEOP students for all UC Law SF first-time test takers on the July 2024 administration. These figures are telling because of the predictive power of that one metric regarding first-time bar passage. (For the second year in a row, relying primarily on this information,¹¹ our Bar Success Analyst Stefano Moscato was able to accurately predict pass rates.)

[Proceed to next page.]

¹⁰ Stefano Moscato developed this metric. Here's how he defines it: “Effective course completion’ adds in the estimated time spent doing supplemental MBE sets and BEST essays. (I use the values BarBri assigns per MCQ set and per essay completed.) 100% effective course completion should be a little over 400 hours (which you'll recall is what I said at graduation was the magic number – and indeed, we saw 98% pass rate for those who got to that number).”

¹¹ Stefano also relied on the slight uptick in student metrics on admission for Class of 2024 compared to earlier years. According to Stefano: “we hit our metric bottom with the classes that graduated in 2022 (160/158/154 LSAT, 3.62/3.45/3.20 UGPA) and 2023 (161/158/155 LSAT, 3.60/3.42/3.20 UGPA), whereas the Class of 2024 was a bounce-back (162/160/157 LSAT, 3.69/3.52/3.30 UGPA), especially the 25th percentile markers. That was part of the reason I was anticipating an uptick in bar outcomes this year compared to the last two years.”

July 2024 Test Taker Cohort	% Commercial Bar Course Completion	Effective Bar Course Completion	First-Time Pass Rate
Q1	85.4%	96.7%	100%
Q2	83%	96%	95%
Q3	82.3%	93.8%	82%
Q4	72.6%	80.7%	51%

Table 4: Post-Grad Course Completion Disaggregated by Quartile

Table 5 provides another window into the importance of course completion and the relationship to average LGPA at graduation for all UC Law SF first-time test takers on the July administration of the exam, which includes a handful of Fall 2020 matriculants.

% Bar Course Completion	Ave. GPA	# Took	# Passed	X1% (Pass Rate)
85%+	3.361	176	167	95%
75%-85%	3.263	78	68	87%
65%-75%	3.239	24	16	67%
50%-65%	3.153	22	12	55%
25%-50%	3.110	16	9	56%
<25%	3.122	8	3	38%

Table 5: Class of 2024 Post-Grad Commercial Bar Course Completion

Table 6 presents similar data using Stefano Moscato's estimate of what he calls "effective course completion," defined in n. 10, above.

% "Effective Course Completion"	Ave. GPA	# Took	# Passed	X1% (Pass Rate)
100%+	3.353	139	136	98%
85%-100%	3.311	106	94	89%
75%-85%	3.247	24	16	67%
65%-75%	3.150	16	9	56%
50%-65%	3.106	20	11	55%
25%-50%	3.224	11	7	64%
<25%	3.102	7	2	29%

Table 6: Class of 2024 Post-Grad Commercial Bar Course Completion

Each year we also track graduate performance based on commercial bar preparation course company. Graduates who used Themis and BarBri this year had relatively equal pass rates, with 85% for Themis and 83% for BarBri. The handful of students who relied on private tutors or other non-bar company support had a 0% first-time pass rate.

Our July 2024 bar outcomes reflect the many measures we have taken since 2016 to promote student success. We restructured our curriculum, teaching, testing, and student support after 2016. As a result, starting with the Class of 2019 (the first graduating class to benefit from a full three years of these interventions), we helped our students to perform better than their admission metrics relative to peer CA ABA-accredited schools might predict. (This was true in four of the six past July bar exam administrations, including the July 2024 exam.)

We didn't limit ourselves to any one approach or category of intervention, but at root, we shifted from a long-standing strategy prior to 2016 of directing academic skills instruction support primarily to the most at-risk and lowest-performing students to an **equity-based approach** to legal education in which, from the start, we provide *all* students (not just the bottom 10% or 25% of students) with academic success instruction and support. Simultaneously, we significantly expanded academic skills expertise and resources by, among other interventions:

- Creating a skills-focused orientation.
- Adopting the 1L Sack program (extra unit of skills instruction associated with one doctrinal class in each 1L Inn each fall and spring semester).
- Creating an entirely new faculty-led academic skills success department (OASIS) and significantly expanding the number of expert skills faculty. (In 2016, we had one faculty member who was our designated academic skills specialist. Today, academic skills specialists comprise > 10% of our full-time faculty, excluding full-time writing lecturers.)
- Creating a bar success skills department affiliated with OASIS (Bar Passage Support), now with two full-time faculty running it, supported by a team of adjuncts.
- Embedding a full-time OASIS academic skills specialist in LEOP and taking other steps to improve the quality of LEOP academic support programming.
- Integrating AdaptiBar into our three-year JD program.
- Equipping all faculty with the knowledge and tools to teach academic success skills pervasively and to offer formative assessments with individualized feedback, e.g., via teaching colloquia.
- Per a faculty vote, requiring that bar subject final exams mirror the format of the California Bar Exam.

- Establishing an expansive new skills-focused upper division curriculum, e.g., upper division Law & Process bar classes, Advanced Sack versions of bar classes, and a robust suite of for-credit bar prep classes (Critical Studies 1-4).
- Expanding a rich array of co-curricular programming pre- and post-graduation, including 1-1 post-graduation coaching for *every* student and graduate. This includes tracking each graduate's progress through their

We have layered on to that academic skills and support infrastructure additional resources such as specialized bar accommodations support.¹² These student success interventions have required substantial changes to our faculty staffing model, our curriculum, our Academic Regulations (e.g., new graduation requirements, etc.), and our budgets (allocation of resources).

From a resource vantage point, I cannot think of a single school that has done more than we have over the past decade to promote student success. In general, this effort has substantially benefitted our students. After a half decade (2014-2018) during which our graduates' bar pass rates fluctuated between the low 50s% to the high 60s%, we have since 2019 had bar pass rates exceed 80% in most years, and even in our worst years, they have been > 70%. More to the point, given that the California ABA-accredited law school pass rates fluctuate from year-to-year, we have been above the CA ABA-accredited law school state average pass rate in four of the past six years.

¹² For a much more complete list of student success efforts, see pp. 13-18 of this [draft article](#).

Report 6.1.2.2 – CA Bar Exam Changes

By Provost & Academic Dean Morris Ratner, Director of Bar Passage Support Margaret Greer, and Associate Director for Bar Passage Support Dan Martin

Attached please find a memorandum from Associate Director of Bar Passage Support and Professor of Practice Daniel Martin explaining changes to the California Bar Exam and summarizing measures we are taking to address them.

MEMORANDUM

To: Morris Ratner, Provost & Academic Dean
From: Dan Martin, Associate Director of Bar Passage Support
CC: Margaret Greer, Director of Bar Passage Support
Date: November 11, 2024
Subject: Fall 2024 California Bar Exam Updates

This memorandum summarizes recent developments concerning the California bar exam. Specifically, it addresses proposed and adopted changes to the exam since August 2024, and generally groups them into two categories: (1) immediate-term changes and (2) long-term changes.

1. Immediate-Term Changes: Kaplan-Drafted MCQs and Remote-Testing Options

The State Bar, with recent approval from the California Supreme Court, has adopted non-substantive changes to the bar exam to take effect beginning in February 2025. These changes, described below, are driven by in-person exam-administration costs (*e.g.*, in-person facility rentals and proctoring costs) and a resulting State Bar budget deficit. The changes are designed to allow California to administer the exam remotely and at private vendor-run facilities and thus reduce administration costs.

Kaplan Will Now Draft the Multiple-Choice Questions: Traditionally, California has used the [Multistate Bar Exam](#) (“MBE”), drafted by the National Conference of Bar Examiners (“NCBE”), for the multiple-choice portion of the bar exam. The NCBE requires that the MBE be administered in-person at jurisdiction-run facilities. California, seeking to move away from in-person testing for the above-noted costs reasons, sought out a new source of multiple-choice questions.

On [August 9, 2024](#), the State Bar signed a five-year exam-development agreement with Kaplan Exam Services, LLC (“Kaplan”). While the agreement “authoriz[es] Kaplan to create multiple-choice, essays, and performance test questions for the California Bar Exam,” the multiple-choice questions are being rolled out first: enabled by an [October 22, 2024 Supreme Court Order re: Exam Modifications](#),¹ Kaplan-drafted multiple-choice questions will be used beginning on the February 2025 exam.

Despite the change in drafter, the State Bar has said “[t]he multiple-choice questions developed by Kaplan will not substantially modify the training or preparation required to pass the exam.”² “The bar exam will cover the same subject areas and continue to have 200 multiple-choice questions, five one-hour essay questions, and one 90-minute Performance Test.”³ And “[a]pplicants should prepare for the exam as they always have.”⁴

In early November, the State Bar released a Faculty Guide and a [Student Guide](#) for the newly drafted Kaplan multiple-choice portion of the exam. The two guides contain content maps of tested

¹ The Court’s Order eliminated a prior order’s reference to the MBE and, by doing so, enabled the State Bar to administer Kaplan-drafted questions. *See* [State Bar of California’s Renewed Request that the Supreme Court Approve Proposed Modifications to the California Bar Examination](#), at 4.

² [Notice to those intending to take the February 2025 bar exam](#).

³ *Id.*

⁴ *Id.*

subjects and 25 sample multiple-choice questions each. Initial assessment of the guides' content is that they cover the same general subjects and use the same general question format as the MBE.

The Exam Will Now Be Administered Remotely and at Vendor-Run Facilities: With the State Bar's transition to Kaplan-drafted multiple-choice questions, and pursuant to the [October 22, 2024 Supreme Court Order re: Exam Modifications](#), the bar exam will now be administered "remotely and/or in-person at vendor-run or State-Bar run test centers."⁵ Both remote and in-person vendor-run testing will be administered by ProctorU, Inc. d/b/a Meazure Learning; applicants will "select their preferred method for taking th[e] exam, between remote and in person,"⁶ although we understand that in-person capacity may be limited and allocated based on considerations like approved testing accommodations. All remote and in-person applicants will take the exam on a computer—no paper exam materials will be provided—absent an approved accommodation to the contrary.⁷

Field Testing the New Kaplan-Drafted Questions and Meazure Learning Platform: To field test the newly drafted Kaplan questions and Meazure Learning's platform, the State Bar proposed a two-phased [Bar Exam Experiment](#). Phase One, which took place on November 8 and 9 and consisted of 49 multiple-choice questions in 90 minutes, tested Kaplan's newly drafted questions and Meazure Learning's platform.⁸ Phase Two, which will take place on the day following the July 2025 exam, will explore "[p]erformance in remote vs. in-person exam delivery," "[p]erformance with different time limits," and "[p]erformance with and without access to limited web content or personal notes."⁹

Participation in Phase One was open to those registered with the State Bar who intend to sit for the exam in 2025 (e.g., 3Ls and LLMs) and required interested participants to apply.¹⁰ To encourage participation, and to incentivize participants to study for the Phase One exam, the State Bar sought and obtained [approval from the Supreme Court](#) to award a "scaled score adjustment" to participants' actual multiple-choice exam score (i.e., on their actual February or July 2025 exam scores). To qualify for the adjustment, participants must meet a "minimum threshold of performance" on the Phase One exam that is to "be determined by the Committee of Bar Examiners . . . after psychometric analysis of results."¹¹ "The score adjustment will not exceed one standard error of measurement of the participant's total scaled score for the multiple-choice portion of the applicable bar exam."¹² And the adjustment will be applied only if "the applicant did not pass the regular California Bar Examination based upon the usual scoring procedures."¹³ The Supreme Court denied without prejudice the Bar's similar request for a Phase Two scoring adjustment.¹⁴

The rapid change to Kaplan-drafted questions and remote testing, including the ability to properly draft questions in such a short time and the potential inequities created by the scoring adjustment,

⁵ [October 22, 2024 Supreme Court Order re: Exam Changes](#).

⁶ [February 2025 California Bar Exam](#); [February 2025 Bar Exam FAQs](#).

⁷ [February 2025 Bar Exam FAQs](#), Nos. 14, 20.

⁸ [California Bar Exam Experiment](#).

⁹ *Id.*

¹⁰ The Bar has not yet released information about the application for participating in Phase Two.

¹¹ [October 22, 2024 Supreme Court Order re: Score Adjustment](#) at 1.

¹² [California Bar Exam Experiment Phase One FAQs](#) at 5.

¹³ *Id.* at 6.

¹⁴ [October 22, 2024 Supreme Court Order re: Score Adjustment](#) at 1–2.

created cause for concern. To that end, the [deans of ABA-approved law schools in California wrote to the Supreme Court](#) to express their concerns and urge the Court to pause implementation of the transition to Kaplan. UC Law SF deans and bar success faculty also submitted a public-comment letter in advance of the Committee of Bar Examiners' September 30, 2024 meeting further urging delay in implementing the Kaplan-drafted questions. The changes described above were nonetheless approved by the Committee and the Supreme Court.

UC Law SF's Support for Students and Alumni: The College's efforts to support students and alumni during these changes have focused on several areas. First, the College has provided informational updates—by way of email, intranet news alerts, and one-on-one advising sessions—at each step of the process.

Second, while providing that information, bar support faculty have encouraged students and alumni to take advantage of every opportunity (*e.g.*, participation in the Phase One exam) that might benefit them. While the Bar Exam Experiment raises several concerns,¹⁵ it also provided students with several benefits: (1) the chance to see the newly drafted Kaplan questions under test-like conditions; (2) the opportunity to test the new Measure Learning platform; and (3) the potential to receive a score adjustment on the real exam. We were informed by the State Bar that 244 Phase One applicants were affiliated with UC Law SF, whether current students or otherwise eligible alumni.

Third, the College has compiled and provided resources designed to help participants succeed on the Phase One exam and thus, potentially, qualify for the score adjustment. Working with Professor Chris Fromm (Themis Bar Review's National Director of Curriculum and Assessment), bar support faculty provided students and alumni with a suggested study approach using specially created videos by Professor Fromm, multiple-choice question assessments and practice sets, Themis-provided subject-matter outlines, and additional free resources through the College. Bar support faculty also met one-on-one with students to develop personalized study plans.

Finally, the College made on-campus space available to students who needed it to take the Phase One exam remotely (*e.g.*, for those without adequate space at home).

2. Long-Term Changes: New Topics, Skills, and Governing-Law Focus

On October 10, 2024, the California Supreme Court issued an Administrative Order titled "[Order Concerning Recommendations of the Blue Ribbon Commission on the Future of the Bar Exam and the Alternative Pathway Working Group](#)." The October 10 Order adopts in part (with modification) changes to the bar exam recommended by the Blue Ribbon Commission (the "Commission"), a group that was established by the State Bar and the Supreme Court to evaluate potential changes to the exam. Background information on the Commission, including a link to its final report and additional materials, is available [here](#).

The October 10 Order's Key Changes to the Exam: The October 10 Order adopts changes to the topics and skills tested, appears to suggest a heightened focus on California-specific law, and

¹⁵ See the [ABA deans' letter to the Supreme Court](#).

calls for an emphasis on testing legal analysis and lawyering skills over memorization. The Order also adopts recommendations regarding testing fairness and equity.

- **Topics Tested:** The Order directs that the following topics will be tested on the exam: Administrative Law and Procedure; Civil Procedure; Constitutional Law; Contracts; Criminal Law and Procedure; Evidence; Professional Responsibility; Real Property; Torts; Employment Law; Family Law; and Estate Planning, Trusts, and Probate.¹⁶ Compared to the current bar exam, this reflects the addition of three topics (Administrative Law and Procedure, Employment Law, and Family Law) and the removal of three (Business Associations, Community Property, and Remedies). That said, it is expected that Remedies will be tested in connection with substantive subjects like property, contracts, and torts, and that Community Property will be covered via Family Law.
- **Governing Law:** In adopting the foregoing topics, the October 10 Order modified the Commission’s recommended governing law as follows (strikethroughs reflecting the Supreme Court’s modifications):

*The Blue Ribbon Commission recommends that the future, California-developed bar exam, will continue to cover legal theories and principles of general application, which would include—~~federal~~ law applicable throughout the United States and ~~that, for certain subject areas such as Civil Procedure and Evidence, California law and rules may also be applicable.~~*¹⁷

These modifications suggest that California law may be tested more broadly, across more topics, on the exam.

- **Skills Tested and Emphasized:** The October 10 Order further directs that the following skills be tested on the exam: Drafting and Writing; Research and Investigation; Issue-Spotting and Fact-Gathering; Counsel/Advice; Litigation; Communication and Client Relationship; and Negotiation and Dispute Resolution.¹⁸ The Order also adopts “the Commission’s [following] recommendation concerning the examination’s testing of knowledge and skills”:

*It is recommended that in developing the exam, there should be a **significantly increased focus on assessment of skills** along with the application of knowledge and performance of associated skills for entry-level practice, **deemphasizing the need for memorization** of doctrinal law. The precise weight of content knowledge versus skills should be determined after the development of the exam.*

¹⁶ October 10 Order at 2.

¹⁷ *Id.* at 2.

¹⁸ *Id.* at 2–3.

*The commission further recommends transparency on topics and rules to be tested, including the extent to which candidates are expected to recall such topics and rules or possess familiarity with such topics and rules.*¹⁹

With this change in emphasis, it is anticipated that more of the exam will look like the current-day performance test, where examinees are provided with the law needed to solve a problem.

- **“Fairness and Equity” in the Exam:** The Supreme Court adopted the Commission’s general “recommendation concerning fairness and equity in designing the exam”—that is, the exam should be “fair, equitable, and minimize[] disparate performance impacts based on race, gender, ethnicity, disability, and other immutable characteristics.”²⁰ To further “minimize these disparities,” the Supreme Court supplemented that recommendation by directing the Commission to consider “whether unsuccessful applicants should be permitted to retake only those components [of the exam] that they failed, without having to retake the entire examination.”²¹ The Court also “encourage[d] the use of intervention programs, such as the [California Bar Exam Strategies and Stories program](#), to potentially ameliorate disparities in passing rates .”²²

Timing of the October 10 Order’s Changes: It is not clear when these changes will be implemented on the exam. The Order does not specify a timeline for implementation; it says only that “[m]oving forward, the court expects that the Committee of Bar Examiners will continue to serve as the court’s steward and advisor as changes are implemented.”²³

Because the changes are so substantial, however, it is expected that they will not be implemented on the exam for a minimum of two years—at the earliest on the February 2027 exam, potentially impacting current 1Ls—and likely later than that. By statute, the Committee of Bar Examiners “shall not alter the bar examination in a manner that requires the substantial modification of the training or preparation required for passage of the examination, except after giving two years’ notice of that change.”²⁴ The State Bar’s Director of the Office of Admissions acknowledged the statute’s application in this context, explaining that “[t]he content changes will not, and cannot be swift, as there is a statute requiring two years’ notice to law schools when something this significant changes on the bar exam.” The Committee of Bar Examiners is expected to discuss the October 10 Order at a December 6, 2024 meeting.

UC Law SF Academic Program and Advising Changes: In response to the October 10 Order, the College is evaluating potential immediate and medium-term academic program changes.

¹⁹ *Id.* at 3 (emphasis added).

²⁰ *Id.*

²¹ *Id.*

²² *Id.* at 4. In adopting these changes, the Supreme Court declined to adopt a proposed “Portfolio Bar Examination (PBE)” that was “proposed [as] [an] alternative pathway for attorney licensure.” *Id.* at 1, 4–7. The PBE would have allowed applicants to become licensed by submitting a post-graduation “portfolio of work product” and passing two performance tests. *Id.* at 4. The Supreme Court also declined to adopt the Commission’s recommendation to allow admission of attorneys licensed in other jurisdictions through reciprocity. *Id.*

²³ *Id.* at 7.

²⁴ Cal. Bus. & Prof. Code § 6046.6(a).

Three immediate-term tasks have been identified: (1) a review of program learning outcomes; (2) an adjustment to course offerings and staffing (*e.g.*, scaling down Business Association offerings and scaling up Family Law and Employment Law sections); and (3) an increased emphasis on performance tests in the mix of testing modalities.

In the medium-term, five tasks have been identified: (1) a review of all specialized skills instruction, from orientation through first-year Sack and LRW, Advance Sack, Law & Process, Critical Studies, and co-curricular offerings; (2) a review of Academic Regulation 705 governing required bar-tested courses;²⁵ (3) an adjustment of issue coverage in all bar-tested classes; (4) a pervasive integration of skills instruction in doctrinal courses; and (5) an adjustment to formative and final assessment in all doctrinal classes.

As noted above, the earliest we expect the October 10 Order's changes to be implemented is on the February 2027 exam. To that end, our general bar-preparation advice for current 2Ls and 3Ls, who will take the exam by July 2026, is currently remaining consistent with past years. Advice for current 1Ls, who would typically take the exam in July 2027, will be adjusted (*i.e.*, to reflect newly tested subjects) as needed and as more information becomes available.

²⁵ Currently, Academic Regulation 705 requires students to take Constitutional Law 2, Criminal Procedure, and Evidence.

Report 6.1.2.3 – Employment

By Assistant Dean Amy Kimmel

A. Class of 2024 Employment (Year Over Year Data)

The UC Law SF Career Development Office (CDO) captures employment data for the graduating class at the start of every month on our graduate tracking sheet. Our graduate tracking sheet includes anyone who has not given us all the information required for reporting so it is possible that a graduate's employment status may change over the next months.

- November 5, 2024: 120/366 (33% are unemployed and/or we do not have complete data on their employment status).
- November 1, 2023: 114/345 (33% are unemployed and/or we do not have complete data on their employment status).
- November 1, 2022: 107/309 (34% unemployed and/or we do not have complete data on their employment status)
- November 1, 2021: 128/284 (45% unemployed and/or we do not have complete data on their employment status)

B. Summer OCI/"Big Law" Recruiting

We continue to closely monitor recruiting timelines for 2L summer positions with the largest law firms. As these timelines move up, we are adjusting our interview programs as well as the resources we provide students. To ensure our students are positioned as strongly as possible in the market, we have had numerous meetings with OCI firms as well as conversations with our peer Northern California schools.¹ We are still reviewing the market and recruiting trends before finalizing our OCI schedule for next year, but we plan on keeping and building on the changes we made last year. Specifically, we will again have an OCI preview program (Pre-Summer OCI Program) that will occur in June, and we will likely keep our more traditional OCI program in July.² We will expand our Pre-Summer OCI Program to allow students more applications and provide firms with more information about the students. Additionally, we are working with the First Generation Program and others on campus to provide more resources to our students regarding these changing timelines.

¹ We are also closely monitoring the programs offered by law schools around the country and their timelines.

² While many firms have shifted much of their recruiting efforts to direct applications and/or preview programs, many still also like the structure of traditional OCI.

C. Updates on Current School Year Programs

- The first four mandatory co-curricular Professional Development Graduation Requirement components have been presented to the 1L class. Fewer than 10 students have not completed these mandatory components. Michelle Hu (just started her second year in her position and her first year in running the program) has improved and streamlined the tracking and makeup procedures for this program.
- We are working to track and update our 3Ls on their progress towards the co-curricular Professional Development Graduation Requirement. The Class of 2025 is the first class to graduate with this requirement and we are working to ensure compliance as well as adapting the program to best meet student and curricular needs. Specifically, we have incorporated a training on implicit bias (per ABA 303) and have updated the program to require students to engage with Bar Passage Support.
- This year, the Alumni Mentor Program again generated almost 300 mentor/student matches. Most of the participating students were 1Ls. This program continues to be very important to our students (especially students who come to law school without a legal network) as well as a valuable tool for alumni engagement (this year was a record year for securing attorney mentors (324)). We again saw significant interest in IP/tech/business law; these three programs accounted for 130 of the matches (approaching half the total matches).

John Kepley

Chief Communications Officer

Nov. 11, 2024

UC SAN FRANCISCO Law

Goals

- End confusion over name change among key audiences
- Strengthen and protect UC Law SF's reputation
- Support objectives that increase resources & drive student success (e.g. alumni engagement, advocacy, academic partnerships)

End brand confusion



“Where Did Kamala Harris Go to Law School” video

39,820

Views

Launched Sept. 24, 2024

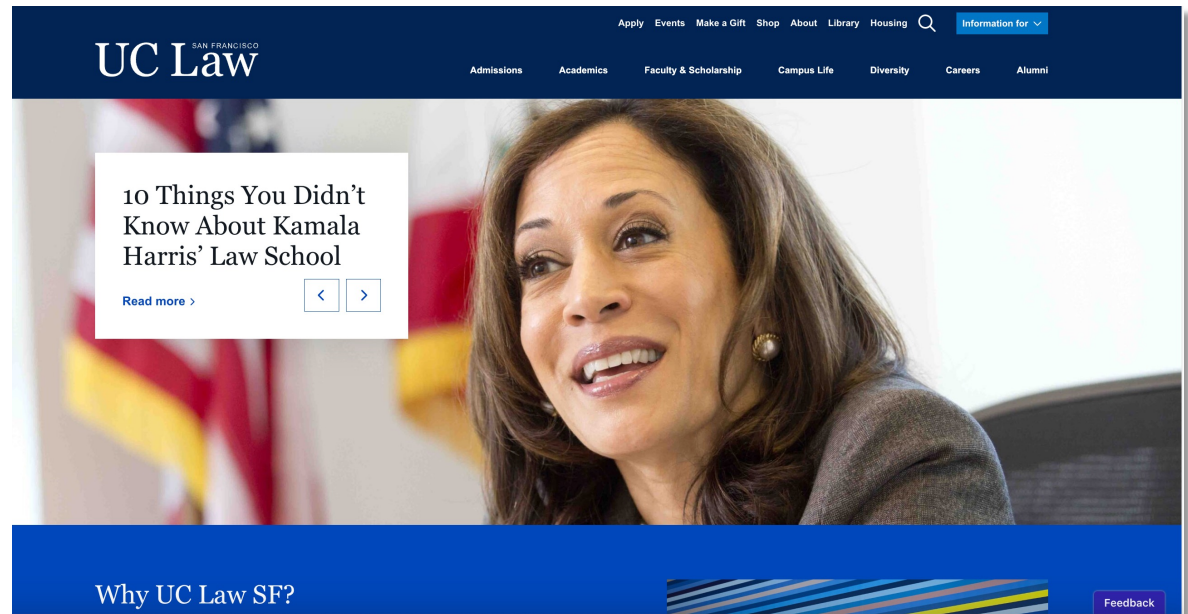
UC Law SAN FRANCISCO

End brand confusion

10 Things story:
29th in page views

Story on Harris
launching campaign:
78th in page views

(includes all UC Law SF websites,
including admissions,
course catalog, etc.)



UC Law SAN FRANCISCO

Harris news outcomes

Application Surge

64%
yoy increase

Name Clarity

2.83 : 1 before
2.17 : 1 after

'Hastings' v. 'UC Law SF' story ratios
before and after video



Concurrent Digital Ad Campaigns

Employers

- Major law firms
- Public agencies including
 - National, CA DAs associations
 - U.S., California DOJ's
 - U.S. Attorneys Offices, EPA
 - Office of the NY AG, Manhattan DA

Reputational Key Audiences:

- Faculty, Deans, Chancellors, professors at key non-West Coast law schools
- Judges located outside the west coast
- Employees of law firms with >1,000 associates

Brand = Reputation & Name Change

Employer Ads

Simple messaging

Values + name change



Each unique.

Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO



All prepared.

Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO



Ready to deliver.


Discover top talent for your legal team.

UC Hastings is now
UC Law SAN FRANCISCO

UC Law SAN FRANCISCO

Brand = Reputation & Name Change

Our law school
stands for
innovation



Reputational Ads

Our law school
stands for
innovation and justice



Simple messaging

Now our name does too.

values + name change

UC Hastings is now

UC Law SAN FRANCISCO

UC Law SAN FRANCISCO

Brand = Reputation & Name Change

Reputational Newsletters

- Tailored scholarship and news targeted to faculty in 13 specialties
- Message from Chancellor and Dean Faigman
- Built accurate audience lists to reach targets
- Includes Harris content, AALS meeting invitation



The screenshot shows a newsletter header for UC Law San Francisco, formerly UC Hastings. The header features the university's name in gold and blue, with the tagline "Excellence and innovation have a new name." in white on a dark blue background. Below the header is a yellow banner with the text "Constitutional Law Scholarship and Impact". The main content area includes two faculty profiles. The first profile features a photo of Kate Weisburd, a woman with dark hair wearing a black blazer, with her name "Kate Weisburd" below. The second profile features a photo of Prithika Balakrishnan, a woman with dark hair wearing a purple turtleneck, with her name "Prithika Balakrishnan" below. The text for each profile describes their previous roles and academic achievements.

UC Law San Francisco
FORMERLY UC HASTINGS

Excellence and innovation have a new name.

Constitutional Law Scholarship and Impact

New Faculty Add to Constitutional Law Strength

Kate Weisburd joins the UC Law San Francisco faculty from George Washington University School of Law, where students voted her professor of the year. Weisburd's articles, which focus on intersections of criminal and constitutional law, have appeared in the Virginia, California, and UCLA Law Reviews, among others, and have won multiple peer-conferred awards.

Prithika Balakrishnan, who was previously the C. Keith Wingate Visiting Professor at UC Law San Francisco, has joined the faculty full time. She previously was a federal public defender, union organizer, and Peace Corps volunteer. Her article *Mass Surveillance as Racialized Control* recently was

Brand = Reputation & Name Change

AALS Annual Meeting Sponsorship

- Briefcases
- Lanyards (all events in 2025)
- Campus event



UC Law SAN FRANCISCO

Support objectives that increase resources



Let the Record Show

Launched: Sept. 10, 2024

73,647
impressions

5,314
engagements

Support objectives that increase resources

Academic Village Showcase Page

Goals:

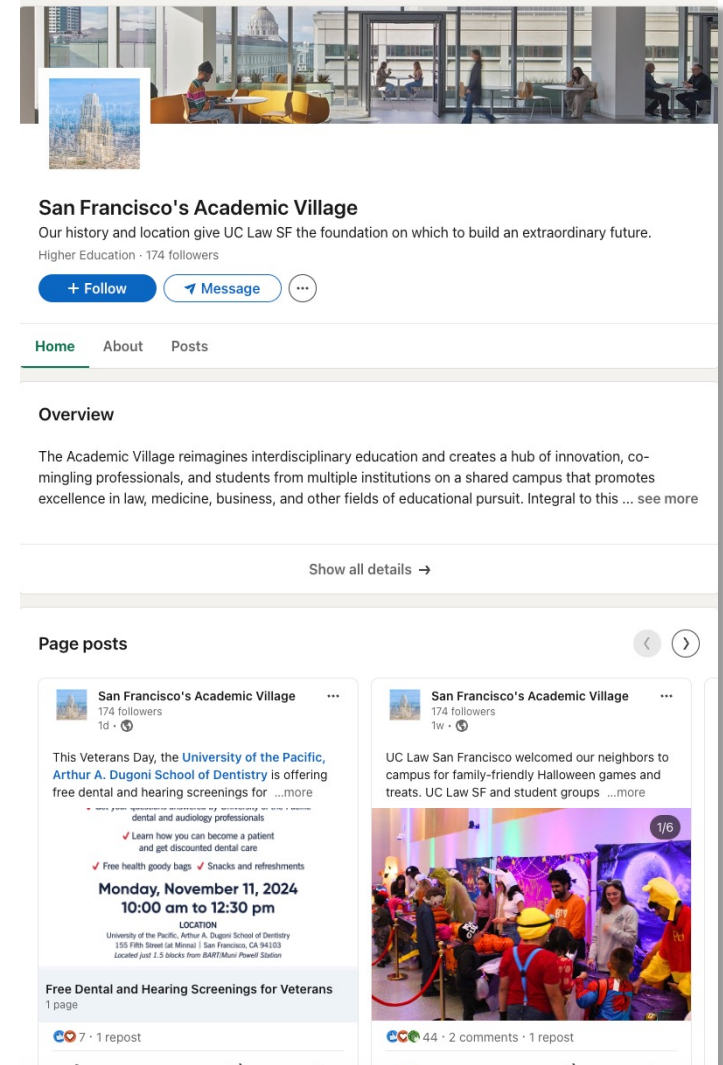
- Engage AV partners in telling their (and our) stories
- Promote the AV benefits to professional audiences
- Reach key decision-makers in government, business, higher ed

Engagement results:

- 8,222 impressions; 1,160 engagements

14.1% engagement rate

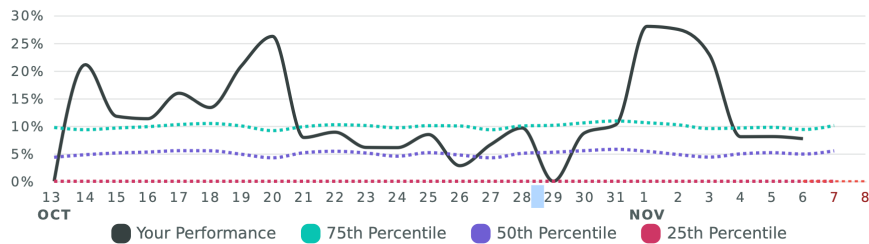
UC Law SAN FRANCISCO



Academic Village Showcase Page

Network Benchmarks

See how your profiles' performance compares to all other profiles connected to Sprout. Engagement Rate (per Impression) by Day compared to Network Benchmarks



Engagement Rate Metrics	Rate
Your Engagement Rate (per Impression)	14.31%
50th Percentile Benchmark	8.23%
Your performance ranks in the 80th percentile	

Audience Demographics

Review your audience demographics as of the last day of the selected time period.

Audience By Seniority Level

Senior	70
Entry-level	46
Director	33
Vice President (VP)	13
Partner	12
Chief X Officer (CXO)	11
Manager	8
Owner	5
Training	4
Unpaid	2

Audience Top Job Functions

Business Development	39
Legal	26
Education	25
Operations	12
Marketing	11
Media & Communications	11
Program & Product Management	11
Community & Social Services	9
Entrepreneurship	9
Arts and Design	7

Questions?

Chief Communications Officer

Nov. 11, 2024

UC SAN FRANCISCO Law

Report of the Chief Advancement Officer

December 6, 2024



Advancement Priorities & Activities

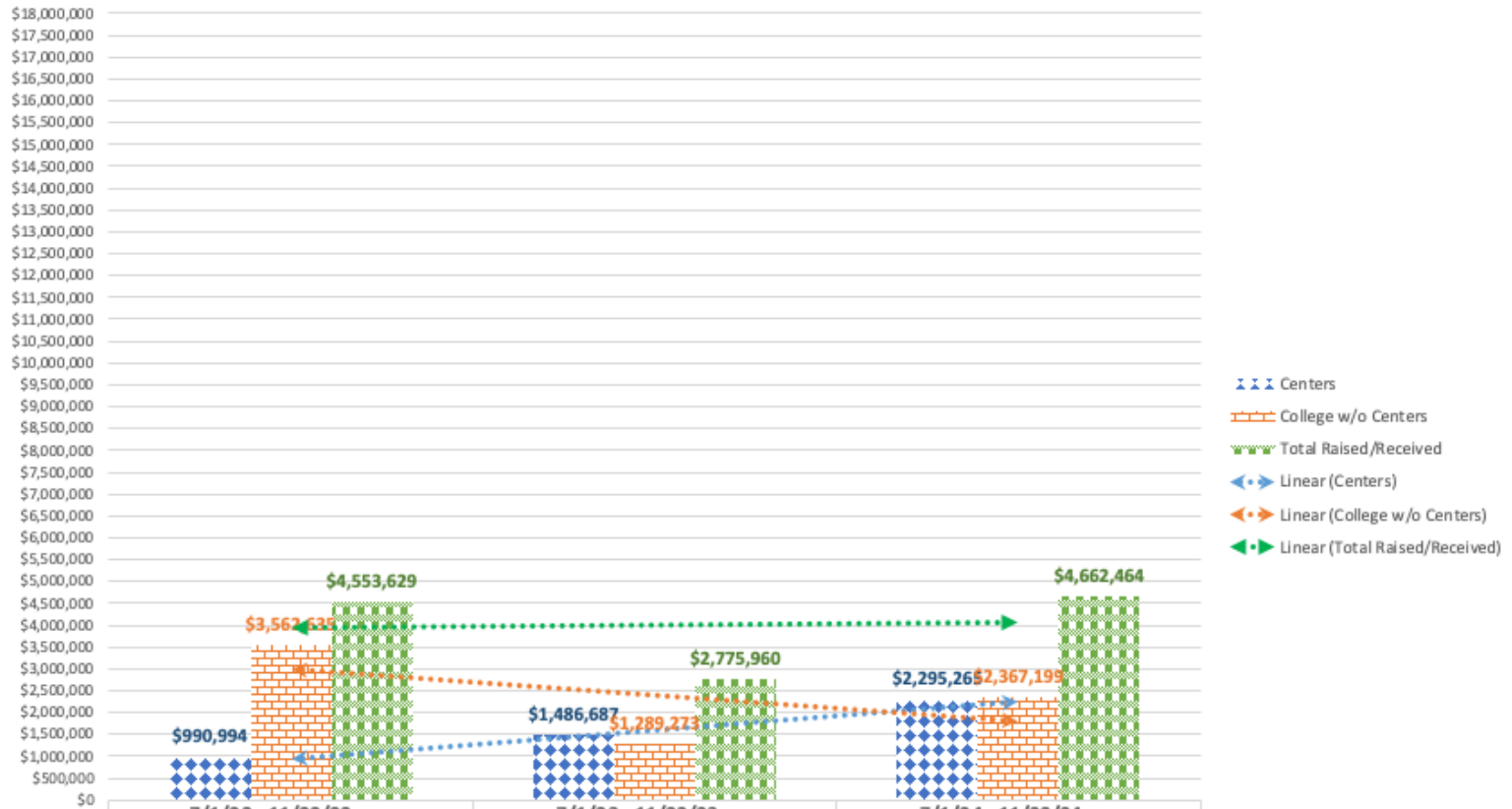
We are embarking on the College's largest private fundraising effort in its history to invest in student scholarships, faculty support, and program enhancements. With the Academic Village and key program offerings, we will extend our relevancy and impact on the city of San Francisco. We partner with donors to tailor funding opportunities that align their philanthropic focus areas and College priorities.

To achieve our fundraising goals, we are:

- Building a culture of philanthropy across staff, faculty, and boards;
 - Accelerating campaign fundraising through 1) increased support from current donors, 2) securing support from new donors (alumni and friends of the college), and 3) donor retention; and
 - Deepening and expanding alumni engagement.
-
- Currently, we are focused on continuing traction with significant campaign asks as we prepare to take the campaign public next year, partnering with communications on campaign branding and messaging, and year end giving, including Giving Tuesday on December 3.

Advancement Financial Reporting Through 11/22/2024

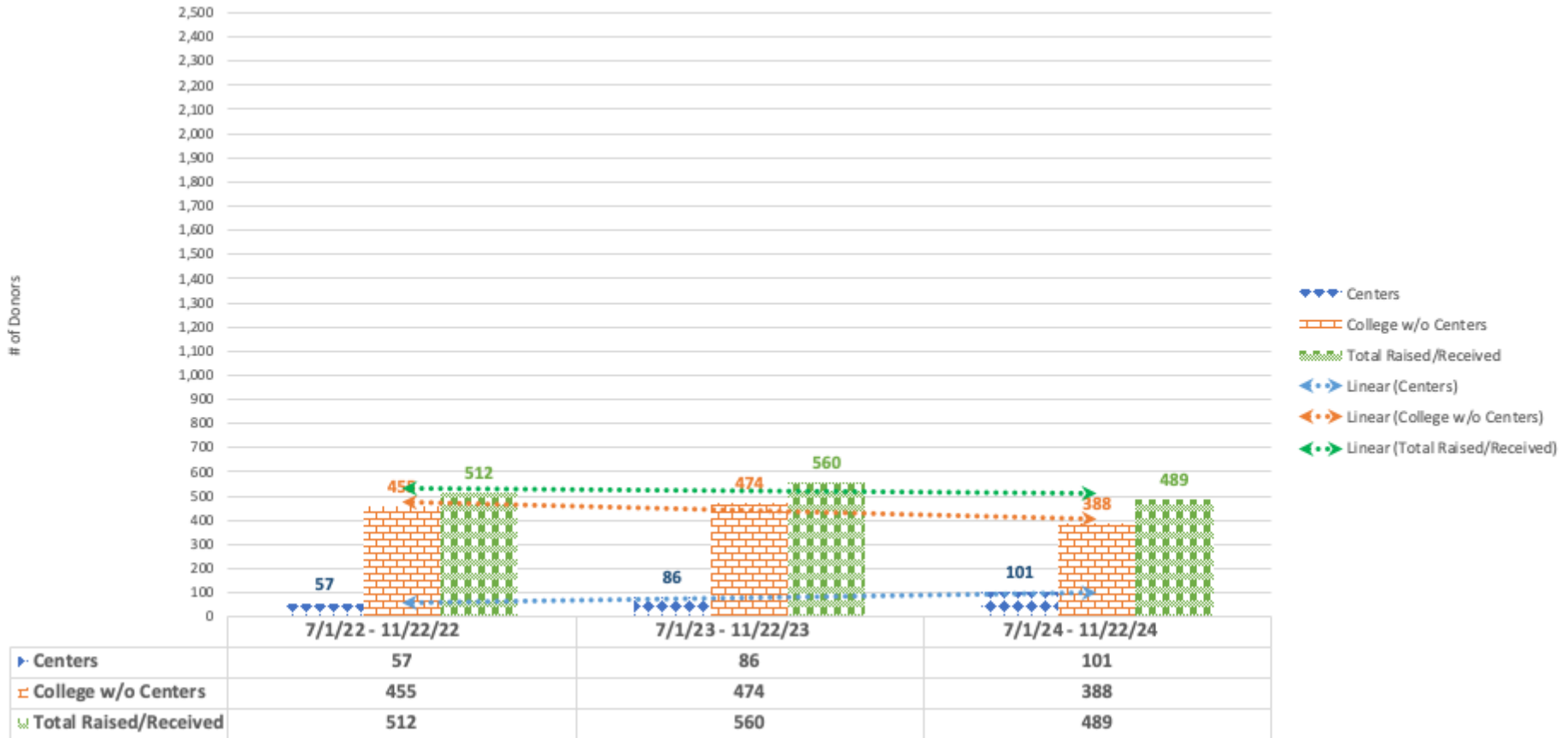
Centers and College Year-to-Date Comparison Report



	7/1/22 - 11/22/22	7/1/23 - 11/22/23	7/1/24 - 11/22/24
Centers	\$990,994	\$1,486,687	\$2,295,265
College w/o Centers	\$3,562,635	\$1,289,273	\$2,367,199
Total Raised/Received	\$4,553,629	\$2,775,960	\$4,662,464

Advancement Financial Reporting Through 11/22/2024

Centers and College No. of Donors Year-to-Date



ACTION ITEM

- 1. REPORT BY:** Chief Financial Officer David Seward
- 2. SUBJECT:** State Contracts in Excess of \$100,000
- 3. RECOMMENDATIONS:**

That the Board of Directors authorizes the award of the state contracts in excess of \$100,000 as described in this report.

Item: *7.1.1
Title: Professional Service Agreement for Vibration Monitoring and Photo/Video Documentation
Vendor Name: Municon West Coast
Cost: \$125,000.00
Term of Contract: November 30, 2024 – December 31, 2028

Description: Authority is requested to enter into a Professional Service agreement with vendor Municon West Coast to provide Vibration Monitoring and Photo/Video Documentation services for the 100 McAllister Tower and buildings adjacent to 100 McAllister Seismic Retrofit and Renovation Project. Vibration monitoring will track and report baseline and construction-induced vibration levels, as well as conduct pre- and post-construction video surveys of nearby buildings.

Item *7.1.2
Title: Professional Service Agreement to provide LEED Fundamental, LEED Enhanced, and Continuous Monitoring Commissioning Services
Vendor Name: Myers + Engineers
Cost: \$151,000
Term of Contract: December 1, 2024 – October 1, 2026

Description: Authority is requested to enter into a Professional Services Agreement with Contractor Myers + Engineers to provide LEED Fundamental, LEED Enhanced, and Continuous Monitoring (Commissioning Authority) Services for the 100 McAllister Street Renovation and Seismic Remodel upgrade project.

4. PROPOSED RESOLUTION:

That the Board of Directors authorize the award of the state contracts listed below:

*7.1.1 Contract - Munion West Coast Professional Service Agreement – Operations

*7.1.2 Contract - Myers + Engineers Professional Service Agreement – Operations

ACTION ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Nonstate Contracts and Grants in Excess of \$100,000
3. **RECOMMENDATIONS:**

That the Board of Directors authorizes the award of nonstate grants and contracts in excess of \$100,000 as described in this report.

Item: *7.2.1

Title: Grant Proposal for “Addressing Corruption and Enhancing Judicial Ethics and Integrity in Haiti Through Clinical Legal Education” Project

Vendor Name: US Dept of State / Embassy in Haiti

Value: \$100,000

Term of Contract: Jan 1, 2025 – Dec 31, 2025

Description: Authority is requested to enter into a grant agreement with the US Dept of State / Embassy in Haiti for an “Addressing Corruption and Enhancing Judicial Ethics and Integrity in Haiti Through Clinical Legal Education” project, led by Prof. Blaine Bookey. If awarded, this grant/project would help address corruption in Haiti through a partnership between UC Law SF and a Haitian law school (the *l'École Supérieure Catholique de Droit de Jérémie* (ESCDROJ) and its in-house legal clinic *Clinique de Recherche d'Analyse et d'Assistance Légale de l'ESCDROJ* (CRAALE). This project would build on the long collaboration between these institutions by implementing a legal education exchange program with four main pillars: 1) Hosting an international symposium on clinical legal education in countering corruption; 2) Supporting our Haitian partners to revise and enhance their legal ethics curriculum and training modules; 3) Delivering comprehensive ethics training and capacity-building workshops for judges, lawyers, and court personnel; 4) Facilitating the sharing of best practices between legal educators in the US and Haiti.

Item: *7.2.2
Title: Grant Proposal for "DECIDE" Project
Vendor Name: UC Irvine
Value: \$412,000
Term of Contract: January 1, 2025 - December 31, 2028

Description: Authority is requested to enter into a grant agreement with UC Irvine for a project, "DECIDE: Delivering Effective Care and Interventions for Adults at Risk for Conservatorships." This project would receive funding through the UCOP MRPI (Multicampus Research Programs and Initiatives) program if awarded. The DECIDE project would develop a cross-disciplinary effort to study conservatorship use and outcomes and create a clearinghouse of conservatorship information and best practices.

Item: *7.2.3
Title: Grant Proposal for State Legal Aid Infrastructure and Innovation
Vendor Name: California Access to Justice Commission
Value: \$154,568
Term of Contract: April 1, 2025 - March 31, 2026

Description: Authority is requested to enter into a grant agreement with the California Access to Justice Commission for a statewide infrastructure and innovation project. If awarded, the project would support California legal aid organizations in addressing alternatives to conservatorship by developing and distributing an online tool, "PlanforClarity.org."

Item: *7.2.4
Title: Grant Proposal for AARP Scaling Solutions Project
Vendor Name: AARP
Cost: \$667,147
Term of Contract: January 1, 2025 - December 31, 2027

Description: Authority is requested to enter into a grant agreement with AARP for a scaling solutions project, "Aging with Clarity: Scaling a financial and legal planning resource for low-income older adults nationwide through partnership with health systems." If awarded, this grant/project would develop and scale an online tool to help healthcare providers use and

implement PlanforClarity.org, a nationwide site to help older adults learn about financial and legal planning.

Item: *7.2.5

Title: Professional Services Contract: Architectural design and related services

Vendor Name: TBP Architecture

Cost: \$125,000

Term of Contract: October 30, 2023 – October 29, 2028

Description: Authority is requested to increase the Not to Exceed (NTE) contract value of the Professional Service Agreement with TBP Architecture from \$25,000 to \$112,805.00 to perform Law Café and Patio Quad feasibility study, including Architectural, Food Service, Waterproofing, and Electrical Engineering. The initial agreement was awarded to the vendor by way of an RFP to provide on-call architectural design and related services.

4. PROPOSED RESOLUTION:

That the Board of Directors authorizes the award of the 2024-25 nonstate grants and contracts in excess of \$100,000 listed below:

*7.2.1 Grant - US Dept of State / Embassy in Haiti Clinical Legal Education Project – CGRS

*7.2.2 Grant - UC Irvine DECIDE Project – UC Consortium

*7.2.3 Grant - California Access to Justice Commission – UC Consortium

*7.2.4 Grant - AARP Scaling Solutions Project – UC Consortium

*7.2.5 Contract – tBP Architecture - Architectural design and related services – Operations

ACTION ITEM

1. REPORT BY: Deputy Chief Financial Officer Sandra Plenski

2. SUBJECT: Financial Operations Policy Manual – Update

3. RECOMMENDATION:

That the Board of Directors approves the revision to the Financial Operations Policy Manual described below.

4. BACKGROUND

The Financial Operations Policy Manual provides the framework for the financial management of the College. It is regularly updated and revised to maintain its efficacy and to reflect modifications and improvements to business practices.

Section 10.0 - Travel

The current travel policy regarding individual travel meals indicates a daily limit of \$64 per day for meals purchased by a College traveler.

A review is performed yearly of UC policies at other locations to ensure that UC Law SF stays within the same or similar limits for travel meals and meals and entertainment.

As of October 1, 2024, the daily limit for meals and incidental expenses for UC business travel was raised to \$92. This amount includes taxes and tip.

It is proposed that for staff traveling on College-related business, the per-day limit be raised to \$92 per day.

5. PROPOSED RESOLUTION:

Recommend that the Board of Directors approve modifications proposed to Section 10.0 of the Financial Policy and Procedure Manual.

UC LAW SF

Office of Fiscal Services

PCard Use Rules and PCard Holder Responsibilities – September 2024

The UC Law San Francisco Purchasing Card Program ('PCard') provides departments an efficient and cost-effective way to do business. The program is administered by the offices of Purchasing and Fiscal Services, along with PCard holders, Wells Fargo, Visa, and Concur.

Receipt of a PCard is a privilege and must be considered as such. Misuse of the PCard can result in the College receiving poor audit results, unwanted publicity, and a host of other negative scenarios. **Remember that we are a public institution, and all of our funds are public funds, regardless of whether they are labeled State or Non-State.** If a public records request is made to view our PCard charges and other records, Fiscal is compelled to provide this information.

Below are program **requirements** and some common misunderstandings, errors, or omissions that PCard Holders often make. Please take note of these and understand that failure to comply with the PCard rules and responsibilities will result in deactivating your PCard privileges. These rules are designed to protect the College by ensuring its business expenses are substantiated and recorded promptly and follow established guidelines.

These are guidelines that must be followed by each and every PCard holder.

RULES OF PCARD TRANSACTIONS

1. The PCard cannot be used for personal expenses under any circumstance.
2. Cash advances are not permitted under any circumstance.
3. Purchases can only be made which are related to and support the College's mission.
4. Purchases can only be made which are authorized as part of the Department's annual budget.
5. Airfare must be purchased on the Pcard. If a personal card is used, reimbursement for airfare will be made after the trip.
6. Gift card purchases should be rare occasions. If you want to purchase gift cards, please email ap@uchastings.edu for approval.
7. PCard transactions cannot exceed \$5,000. Expenses of \$5,000 or more require a Purchase Order.
8. Multiple transactions to one vendor totaling over \$5,000 will be flagged as non-compliant.
9. Purchases that require a contract may be placed on the PCard once the contract has been fully executed.
10. Original AND itemized receipts are required to substantiate PCard purchases. Using the [Concur mobile app](#) to manage and store receipts is recommended and is a best practice.
11. The missing receipt form shall be used only by exception. Multiple uses of the missing receipt form will result in PCard deactivation.

12. The business purpose of the expense must be clearly stated. "Airfare" is not a business purpose. The reason for the purchase of airfare (e.g. WACUBO Conference) is a proper business purpose.
13. The limits for business meals, inclusive of food, beverage, tax, and tip ~~and beverage~~, are:
 - a. Breakfast: ~~\$26.00~~34.00 per person;
 - b. Lunch: ~~\$45.00~~58.00 per person;
 - c. Dinner: ~~\$78.00~~101.00 per person;
 - d. Light refreshments: ~~\$23.00~~18.00 per person
14. All purchases for business meals and entertainment must include the names of those in attendance. If the number of attendees is less than 10, an itemized list is required. If more than 10 are in attendance, the invite and RSVP must be attached as part of the receipt.
15. While on travel status, the meal allowance is ~~\$64~~92 per day. Amounts spent beyond this are the responsibility of the employee and shall not be charged to the PCard. If alcohol is ordered, request that the wait staff separate the charges and place alcohol purchases on a personal credit card. This is the same for meal purchases over \$64 per day.
16. Expenses must be reconciled, and the expense report must be submitted in Concur to the PCard holder's approver by the 7th business day of the following month.
17. Expense reports returned in Concur by AP to the PCard holder must be addressed within five business days of receipt.
18. Expenses must be allocated to the correct GL cost center and expense type on the expense report. Corrections will not be made once the expense report has been processed.
19. Prohibited purchases include:
 - a. "Lavish, extravagant and unnecessary" meals, gifts, and other purchases. Please use your "reasonable" standards as employees of a Public institution;
 - b. Alcohol cannot be charged to State funds (State funds begin with 00); alcohol cannot be charged to non-state funds while on travel. Alcohol can only be charged to the PCard if one is entertaining, and the business purpose must be stated.
 - c. 'Lunch Meetings' between colleagues while on campus.
 - d. Monetary contributions to a political campaign or candidate;
 - e. Expenses for employee birthdays, weddings, bereavement, births of children, anniversaries, farewell gatherings, welcome lunches, 'celebratory' events, and the like, etc., including retirement. Contact HR for information regarding retirements.
 - f. Purchase of goods or services for personal use.
 - g. Tips and gratuities greater than 20% of the total food and beverage cost.
 - h. Payments to attorneys or law firms for any purpose for any amount.
 - i. Construction services.
 - j. Trademark items.
 - k. Lease payments.
 - l. Contract payments for any purpose and amount without a fully executed UCH agreement on file with Purchasing Services.
 - m. Computer hardware. These items must be purchased through IT;
 - n. Furniture of any kind for any amount. These items must be purchased through the College's preferred vendor.
20. Report fraudulent transactions immediately to Wells Fargo Commercial Card at 1-800-932-0036 and to Purchasing@uchastings.edu.

Reimbursement of Personal Expenses – If an error occurs and you use your College PCard for a personal expense, you must reimburse the College **the next business day**. Bring a check or money order to Fiscal Services, 200 McAllister Street, Room 254.

PayIt!/Concur is the portal used to manage expense reports for all PCard expenses. Login to PayIt!/Concur (payit.uclawsf.edu) weekly to ensure no fraudulent charges have been made on your account. Submit your expenses AT LEAST once per month to your approver for processing and accounting into your department's budget.

You may also refer to the [PCard Application](#) and the [Cardholder User Agreement](#) for additional information on PCard use.

For questions regarding PCard use, contact [Purchasing](#), and for questions regarding PayIt!, please contact [Accounts Payable](#).

Thank you.
Sandra Plenski | Deputy CFO and Controller

September 2024

REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** The Academe at 198 & AVFA – Budget Report for 2024-25 as of September 30, 2024
3. **REPORT:**

Attached are budget reports for The Academe at 198 McAllister and the Academic Village Finance Authority (AVFA, formerly Hastings Campus Housing Finance Authority) as of September 30, 2024. Significant variances are discussed below.

THE ACADEME AT 198

Revenues

- **Residential Rent & Rent Subsidy** – Revenue from residential rent for the 2024-25 fiscal year is budgeted at \$17.57 million, with the occupancy rate projected at 95%. As of September 2024, 14% of the budgeted rent revenue has been realized, impacted by the lower-than-projected occupancy rate of 79%. The College continues to contribute a \$2.6 million subsidy, which reduces amounts charged to non-UCSF residents by approximately 13% on average. As of September 2024, \$860,200, or 33% of the residential rent subsidy, has been recognized.

Expenditures

- **Salaries and Benefits** – The proposed salaries budget of \$310,789 includes three full-time staff positions and one part-time mail clerk, for a total of 3.2 FTE. The Housing Director position remained vacant until September 2024, resulting in lower-than-budgeted personnel expenses. As of September 2024, salary and benefits constituted 18% of the budget.
- **Regular Contract Services** – This category encompasses janitorial, engineering, and window washing services. As of September 2024, 48% of budgeted costs were incurred, primarily due to higher-than-expected expenses related to tenant turnover, such as repairs and cleaning.
- **Utilities** – As of September 2024, \$185,420, or 17% of the initial budget, has been posted from invoices due from providers.
- **Maintenance and Special Repairs** – This reporting category includes regular ongoing building and elevator maintenance, pest control, and special repairs. As of September 2024, \$42,674 has been expended, which represents 54% of the budget. Limited data availability due

to ongoing contract negotiations and warranty coverage restricted budget projections for the 2024-2025 fiscal year. To accommodate the actual expenses in this category, an increase in the budget is anticipated.

- **Insurance** – Insurance premiums for the entire fiscal year have been prepaid, utilizing 98% of the budget.
- **Computer Software** –As of September 2024, 89% of the initial budget has been expended, primarily due to the significant upfront expenditure for a full-year software license for StarRez leasing software.

**ACADEMIC VILLAGE FINANCE AUTHORITY (AVFA)
(Formerly Hastings Campus Housing Finance Authority)**

Non-Operating Revenues / (Expenses)

- **Investment Income** – By investing the cash balances of all funds managed by the Trustee in a BNY Mellon Cash Reserve, the Authority has generated investment income that is designated solely for debt service.

SUMMARY

Including the \$2.6 million rent subsidy and the \$0.2 million supplement for a one-month free rent incentive, the budgeted change in net assets (after excluding depreciation) for the Academe at 198, and the AVFA for the 2024-25 fiscal year is \$3.7 million.

	The Academe at 198		AVFA		Total Beginning Budget 2024-25	Total Actual as of Sept-24	Total Actual Sept-24 as a Percent of Beginning Budget
	Beginning Budget 2024-25	Actual as of Sept-24	Beginning Budget 2024-25	Actual as of Sept-24			
Revenues	22,782,507	3,898,515	-	-	22,782,507	3,898,515	17%
Expenditures	2,394,097	792,564	6,125	-	2,400,222	792,564	33%
Net Operations	20,388,410	3,105,951	(6,125)	-	20,382,285	3,105,951	15%
Nonoperating Revenues/(Expenses)							
Investment Income	-	-	-	400,477	-	400,477	-
Funded from Bond Proceeds	-	-	-	-	-	-	-
Debt Service	-	-	(16,655,500)	(1,160,559)	(16,655,500)	(1,160,559)	7%
Building Depreciation	-	-	-	(1,093,756)	-	(1,093,756)	-
Building Improvements	-	-	-	-	-	-	-
Transfers between 198 and Authority	-	-	-	-	-	-	-
CIP Offset	-	-	-	-	-	-	-
Capital, Buildings	-	-	-	-	-	-	-
Transfer from Other Funds	-	-	6,125	-	6,125	-	0%
Transfer to Other Funds	-	-	-	-	-	-	-
Sub-total	-	-	(16,649,375)	(1,853,838)	(16,649,375)	(1,853,838)	11%
TOTAL CHANGE IN NET ASSETS*	\$ 20,388,410	\$ 3,105,951	\$ (16,655,500)	\$ (1,853,838)	\$ 3,732,910	\$ 1,252,112	34%

*Transfers within the Authority (AVFA/ the Academe at 198, Bonds Series A and Series B) are excluded.

Attachments:

- Housing Authority Programs 2024-25 Budget Report as of September 30, 2024

REPORT ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Investment Report as of October 31, 2024
3. **REPORT:**

UC Law SF follows the investment philosophy of the University of California and invests excess cash and long-term investments – endowments and operating reserves – in the General Endowment Pool ("GEP") managed by the Office of the Treasurer. Cash for near-term liquidity needs is allocated to the Short-Term Investment Pool (STIP).

In 2023, an account in the Total Return Investment Pool (TRIP) was established. This fund is structured to maximize returns for working capital. Into this fund, \$45 million was allocated from the \$90 million set aside for the McAllister Tower Seismic Upgrade Project.

Investment fund balances held by the University of California as of October 31, 2024, are displayed below:

	As of 6/30/2023	As of 6/30/2024	As of 10/31/2024	FYTD %
Hastings Endowment Fund (GEP)	\$51,855,613	\$57,038,235	\$58,615,983	2.7%
Hastings Operating Fund (GEP)	70,108,481	78,281,533	80,446,897	2.7%
Endowed Funds Held by Regents (GEP-7)	10,444,418	11,241,618	11,131,527	-1.0%
Hastings Operations – STIP	16,454	323,025	353,720	8.7%
100 McAllister Project Fund – STIP	46,937,656	48,910,757	93,589,891	47.7%
100 McAllister Project Fund – TRIP	45,000,000	50,443,458	-927	N/A
Total	\$224,362,622	\$246,238,626	\$244,137,091	-0.9%

To support project liquidity needs through October 31, a total of \$8.2 million had been transferred from the 100 McAllister Project Fund to generate cash for project costs to-date. In October 2024, the remaining balance of the TRIP fund, \$52.3 million, was transferred to the 100 McAllister Project Fund - STIP locking in investment gains and assuring that sufficient cash is available to fulfill contractual obligations.

REPORT ITEM

1. **REPORT BY:** Chief Financial Officer, David Seward
2. **SUBJECT:** State Budget Report for 2024-25
- As of September 30, 2024
3. **REPORT:**

Attached is the state budget report for 2024-25 as of September 30, 2024. Significant variances are discussed below:

Revenues

- **State Appropriations, General Fund**—The 2024-25 actual claims against state appropriations for ongoing support are at 24%, which is on target and the same as last year at the end of September 2023. Included in 2024-25 is \$23,181,000 for ongoing support, which increased \$2.2 million or 10.6% from last year. The pass-through General Fund lease-revenue funding for 333 Golden Gate building rental payments continues at an amount adjusted for the current state debt service schedule with a 2024-25 appropriation of \$3,092,000, which is not included in this report.

State of California Funding Appropriations

Description	2023-24	2024-25	\$ Change	% Change
Ongoing General Fund Support	20,956,000	23,181,000	2,225,000	10.6%
Alternative Public Safety Program (BCP= 3 years)	3,000,000		(3,000,000)	-100.0%
State General Fund Operations	\$23,956,000	\$23,181,000	\$ (775,000)	-3.2%
333 Golden Gate Rent, General Fund Lease-revenue	3,088,000	3,092,000	4,000	0.1%
Total State General Fund Appropriation	\$27,044,000	\$26,273,000	\$ (771,000)	-2.9%

- **Tuition and Related Fees**—The table below reports projected FTE student enrollment and actual enrollments based on revenues as of September 2024.

FTE Student Enrollment 2024-25	Beginning Budget	Actual as of 9/30/24	Variance
JD Students	1,064.0	1,078.1	14.1
LL.M.	27.0	24.5	(2.5)
MSL	15.0	23.8	8.8
CSL	-	1.2	1.2
TOTAL	1,106.00	1,127.60	21.60

- **Non-resident Tuition**—Projected at historical averages, the budgeted number of non-resident students is 109 FTE in 2024-25; as of September 2024, the number is 129 FTE.
- **JD Enrollment Fee**—The beginning budget projected a total JD enrollment of 1,064 FTE students paying the \$49,383 annual general enrollment fee. As of September 2024, revenue from 1,078 FTE JD students was received for the Fall 2024 semester.

JD Program 2024-25	Beginning Budget	Actual as of 9/30/24	9/30/24 Annualized Projection	Projection \$ Variance to Budget	Projection % Variance to Budget
Registration Fee	52,543,512	26,620,988	53,241,977	698,465	1.3%
Financial Aid	14,195,500	7,104,858	14,209,716	14,216	0.1%
Net JD Revenues	\$ 38,348,012	\$ 19,516,130	\$ 39,032,261	\$ 684,249	1.8%
Grant Discount Rate	27.0%	26.7%	26.7%		

- **Veteran Fee Waivers**—The 2024-25 budget projects 33 FTE JD students are veterans eligible for a waiver of the \$49,383 annual enrollment fee, for a total of \$1,629,639 in foregone fee revenues resulting from this unfunded state mandate. As of September 2024, 30 FTE students qualified for fee waivers for a revised annual projection of \$1,481,520. In 2023-24, 32.5 FTE students received waivers for foregone revenues of \$1,529,569.
- **LL.M. Tuition**—The 2024-25 budget projects 27 FTE LLM students paying a \$47,500 annual fee for \$1,282,500 in revenue before financial aid. As of September 2024, revenue from 24.5 FTE students has been recorded. The projected yearly revenue after financial aid is 2.8% less than the beginning budget.

LL.M. Program 2024-25	Beginning Budget	Actual as of 9/30/24	9/30/24 Annualized Projection	Projection \$ Variance to Budget	Projection % Variance to Budget
Registration Fee	1,282,500	580,716	1,161,431	(121,069)	-9%
Financial Aid	709,375	302,183	604,366	(105,009)	-15%
Net LLM Revenues	\$ 573,125	\$ 278,533	\$ 557,065	\$ (16,060)	-2.8%
Grant Discount Rate	55.3%	52.0%	52.0%		

- **MSL and CSL Tuition**—Part-time students are enrolled in the MSL and CSL programs, with a projected enrollment of 15 FTE students paying a \$32,500 annual fee in 2024-25. As of September 2024, revenue from 25 FTE students has been recorded. If this enrollment is held through the spring semester, projected annual revenue after financial aid will result in a significant positive variance.

MSL & CSL Programs 2024-25	Beginning Budget	Actual as of 9/30/24	9/30/24	Projection	Projection
			Annualized Projection	\$ Variance to Budget	% Variance to Budget
Registration Fee	487,500	405,844	811,688	324,188	66.5%
Financial Aid	81,900	42,244	84,488	2,588	3.2%
Net MSL/CSL Revenues	\$ 405,600	\$ 363,600	\$ 727,200	\$ 321,600	79.3%
Grant Discount Rate	16.8%	10.4%	10.4%		

- **HPL Revenue Share**—The online master’s in health policy and law (HPL) degree program restarted enrollment in 2022-23. The 2024-25 budget reflects 22 FTE students for a total of \$1,020,563 fee collected by UC Law SF before paying UCSF’s revenue share of \$323,436, which results in a net revenue share projection of \$697,124. After direct expenses incurred by UC Law SF, the 2024-25 year is projected with a net operating income of approximately \$138,176, an equal amount to be incurred by UCSF.
- **Unrealized Gain/Loss on Investments**—This category accounts for the change in the market value of the state fund’s share of the UC General Endowment Pool (GEP), and it is not a budgeted item. As of September 2024, unrealized gains of \$1.9 million have been posted. Unrealized \$(1.1) million losses were recognized as of September 2023, and 2023-24 ended the year with a \$5.1 million increase in market value.
- **Transfer from Other Funds**—The 2024-25 budgeted transfer of \$286,000 is a nonmandatory transfer from the nonstate Annual Fund & Unrestricted Giving program to fund one-time faculty-related expenses. As of September 2024, the budgeted amount has been fully transferred.

Expenses

- **Recruiting & Advertising**—The 2024-25 budget is projected at \$532,278. The majority is a \$244,657 budget for advertising for the Graduate Division and \$80,000 for one-time moving expenses related to new faculty recruitment. As of September 2024, \$285,800 was paid, which accounted for 54% of the total budget, mainly because \$203,880 or 83% of the Graduate Division advertising costs were spent in the first quarter. \$75,610, or 21% of the 2023-24 year-end actuals, was spent as of September 2023.
- **Insurance**—The 2024-25 budget is projected at \$989,515, which has increased by \$186,184, or 23%, from 2023-24 mainly because more insurance costs were allocated from nonstate Auxiliary Enterprises to the state. Insurance premiums are mostly paid annually at the beginning of the fiscal year. As of September 2024, \$859,474, or 87% of the total budget, was spent. This increased \$56,143, or 7%, from the insurance premiums paid in 2023-24 due to high inflation and statewide insurance premium surges.

- **Travel**—Included here are allocations for faculty research and professional development from which other expenditure categories are allowed. As of September 2024, \$100,177, or 11% of the total budget, was spent. This is mainly because \$11,933, or 6% of the budget of \$195,200 allocated for faculty research accounts, has been spent. Moot Court student competition team travel is budgeted at \$250,000, and \$37,303, or 15%, has been paid.
- **Computer Software**—The 2024-25 budget is projected at \$1.1 million, increasing by 19% from the 2023-24 actuals due to higher prices and additional software needs. As of September 2024, \$622,775, or 55% of the total budget, was spent. This is mainly because most computer software costs were paid in the year's first quarter. \$604,492 of the budget is for the IT department, and 65% has been spent. \$94,000 is budgeted for the Office of the Registrar, and 98% has been paid for annual services. This year is comparable to \$633,334 or 66% paid as of September 2023.
- **Data Processing**—The 2024-25 budget is projected at \$445,375, and 95% is for UC Path data processing payment to the UC Regents. As of September 2024, \$12,783, or 3% of the total budget, was spent. This is mainly because the first payment for UC Path data processing is typically made after the first quarter.
- **Building Maintenance**—Most 2024-25 building maintenance projections, at \$4.9 million, are allocated to janitorial services at \$1.8 million, engineering at \$2.3 million, and special repairs and maintenance at \$190,000. As of September 2024, \$826,440, or 17% of the total budget, was posted, compared to \$173,806, or 4% of the total cost, as of September 2023. This is mainly because around \$200,307 of engineering costs for July to September 2023 were not posted until October.
- **Security Service Contract**—The security service costs will remain centralized as state expenses. The 2024-25 budget is projected at \$5.1 million, including \$3.4 million for public safety services provided by the Mid-Market Foundation (Urban Alchemy). As of September 2024, \$114,148, or 2% of the total budget, was posted, compared to \$27,616, or 1% of the total cost, as of September 2023. This is mainly because around \$742,850 of public safety services provided by the Mid-Market Foundation (Urban Alchemy for July to September 2024 were not posted until October, and no payments were made to the UCSF Police Department on a quarterly billing cycle.
- **Other Contract Services**—This budget category contains various contracted services across all functions and departments of the College. The most significant proposed expenditures are IT-hosted systems at \$624,976 and contract services for the Business Center at \$350,557. As of September 2024, \$1,192,154, or 60% of the total budget, was posted, compared to \$730,938, or 36% of the total cost, posted as of September 2023. This is mainly because around 86% of the hosted systems contracts for IT and Library were paid in the first quarter.
- **Telephone & Mail**—The 2024-25 budget is projected at \$67,441. As of September 2024, a credit actual balance of \$33,202 for printing recharges was reported in error,

which should have been posted against the “Other Contract Services” line item. The correction is in process.

- **Financial Aid Grants**—The segments of financial aid and their status as of September 2024 are as follows, with JD, LLM, and MSL grants reflecting Fall 2024 semester disbursements; LRAP and Summer Internships will be posted at the end of the year:

Financial Aid 2024-25	Beginning Budget	Actual as of 9/30/24	Actual as Percent of Budget
JD Grants	14,195,500	7,104,858	50.1%
LLM Grants	709,375	302,183	42.6%
MSL Grants	81,900	42,244	51.6%
LRAP	66,000	5,740	8.7%
Summer Internships	18,000	-	0.0%
Total Financial Aid	\$ 15,070,775	\$ 7,455,025	49.5%

Summary – Operations

- **Beginning Net Assets**—The carryover of the prior year's net assets has been finalized at \$32.3 million. This is the net amount of state fund assets minus liabilities with the non-cash pension accounts excluded (i.e., deferred outflows/inflows of resources, net pension, and retiree health benefits liabilities with UCRP).

SUMMARY - OPERATIONS	Revised Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Revised Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
Operating Revenues (without Gains/Losses)	80,602,213	34,455,253	43%	79,980,291	33,700,138	42%
Operating Expense (without Financial Aid)	(68,422,183)	(17,157,311)	25%	(61,503,584)	(15,594,321)	25%
Operating Income (Loss)	12,180,030	17,297,942	142%	18,476,707	18,105,817	98%
Financial Aid Grants	(15,070,775)	(7,455,025)	49%	(14,492,255)	(7,266,660)	50%
Net Change includes Financial Aid	(2,890,745)	9,842,917	191%	3,984,453	10,839,157	148%
Realized/Unrealized Gains (Losses)	-	1,881,173	-	5,076,627	(1,119,540)	-22%
Change in Net Assets	(2,890,745)	11,724,090	191%	9,061,080	9,719,618	126%
Beginning Net Assets - Operating	32,282,983	32,282,983 *	100%	25,899,200	25,899,200	100%
Ending Net Assets - Operating	\$ 29,392,237	\$ 44,007,073	150%	\$ 34,960,280	\$ 35,618,817	102%

Attachment: 2024-25 State Budget Status Report as of September 30, 2024

UC LAW SAN FRANCISCO
2024-25 State Budget Status Report - September 30, 2024

11/21/2024

REVENUES	Revised	Actual	Actual Sep-24	Year-end	Actual	Actual Sep-23
	Beginning Budget 2024-25	as of 30-Sep-2024	as a Percent of Revised Beginning Budget	Actual 2023-24	as of 30-Sep-23	as a Percent of 2023-24 Year-end
State Appropriations						
General Fund	23,181,000	5,592,275 *	24%	23,956,000	5,786,025	24%
Lottery Fund	<u>233,000</u>	<u>-</u>	<u>0%</u>	<u>256,987</u>	<u>-</u>	<u>0%</u>
Subtotal	23,414,000	5,592,275	24%	24,212,987	5,786,025	24%
Tuition and Related Fees						
Non-resident Tuition	816,192	483,530 *	59%	767,382	419,507	55%
JD Enrollment Fee	52,543,512	26,620,988 *	51%	51,454,587	26,037,050	51%
Veteran Fee Waivers	(1,629,639)	(740,760) *	45%	(1,529,569)	(721,960)	47%
LL.M. Tuition	1,282,500	580,716 *	45%	1,198,408	628,408	52%
MSL and CSL Tuition	487,500	405,844 *	83%	503,750	263,250	52%
MBE Support Fee	137,640	133,920	97%	139,560	141,840	102%
HPL Revenue Share	697,124	567,064 *	81%	646,314	517,423	80%
Summer Legal Institute	667,420	248,622	37%	631,355	229,814	36%
Other Student Fees	<u>153,059</u>	<u>35,526</u>	<u>23%</u>	<u>180,300</u>	<u>113,086</u>	<u>63%</u>
Subtotal	55,155,308	28,335,449	51%	53,992,088	27,628,418	51%
Scholarly Publications						
Subscription Revenues	<u>33,922</u>	<u>3,022</u>	<u>9%</u>	<u>38,130</u>	<u>2,951</u>	<u>8%</u>
Subtotal	33,922	3,022	9%	38,130	2,951	8%
Other Income						
Investment Income	600,000	150,801	25%	672,737	93,786	14%
Unrealized Gain/Loss on Investments	-	1,881,173 *	-	5,076,627	(1,119,540)	-22%
Overhead Allowances	938,008	65,888	7%	880,534	97,894	11%
Miscellaneous Income	<u>174,975</u>	<u>21,822</u>	<u>12%</u>	<u>116,775</u>	<u>41,064</u>	<u>35%</u>
Subtotal	1,712,983	2,119,684	124%	6,746,673	(886,796)	-13%
Transfer from Other Funds	<u>286,000</u>	<u>285,996</u> *	<u>100%</u>	<u>67,040</u>	<u>50,000</u>	<u>75%</u>
TOTAL REVENUES	\$ 80,602,213	\$ 36,336,426	45%	\$ 85,056,918	\$ 32,580,599	38%

*See attached narrative report

UC LAW SAN FRANCISCO
2024-25 State Budget Status Report - September 30, 2024

11/21/2024

EXPENSES	Revised Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Revised Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
Salaries & Wages	31,830,823	8,080,079	25%	29,408,136	7,509,469	26%
Student Wages-Reg. & Work-study	911,237	91,411	10%	710,340	102,496	14%
Staff Benefits	10,503,634	2,552,554	24%	6,986,748	2,301,318	33%
Consultants	674,477	106,829	16%	594,309	61,026	10%
Contracted Temporary Help	51,122	10,303	20%	146,236	26,447	18%
Employee Development & Testing	168,467	43,309	26%	152,096	34,843	23%
Recruiting & Advertising	532,278	285,800 *	54%	368,634	75,610	21%
Audit, Legal, and Case Costs	305,483	101,193	33%	292,437	128,707	44%
Insurance	989,515	859,474 *	87%	803,331	803,331	100%
Printing & Copier Service	326,904	69,391	21%	272,671	83,138	30%
Supplies	356,088	76,966	22%	387,223	89,120	23%
Travel	942,979	100,177 *	11%	753,134	116,116	15%
Memberships & Subscriptions	381,163	87,429	23%	331,384	77,549	23%
Events & Entertainment	704,695	120,320	17%	641,340	118,843	19%
Computer Software	1,136,945	622,775 *	55%	955,528	633,334	66%
Data Processing	445,375	12,783 *	3%	425,123	1,241	0%
Electronic Databases & Bibliography Svcs	551,902	318,101	58%	554,803	308,929	56%
Books & Bindings	612,923	349,641	57%	602,785	349,867	58%
Equipment Maintenance	213,154	68,898	32%	149,815	49,369	33%
Building Maintenance	4,855,305	826,440 *	17%	4,207,395	173,803	4%
Security Service Contract	5,110,000	114,148 *	2%	4,375,587	27,616	1%
Other Contract Services	1,987,093	1,192,154 *	60%	2,034,523	730,938	36%
Utilities	1,259,417	193,935	15%	1,209,912	212,059	18%
Telephone & Mail	67,441	(25,873) *	-38%	71,819	22,058	31%
Miscellaneous Expense	125,572	15,630	12%	321,992	41,684	13%
Equipment & Improvements	290,779	92,541	32%	383,768	82,442	21%
Space & Equipment Rental	3,087,412	790,906	26%	3,091,705	669,566	22%
Financial Aid Grants	15,070,775	7,455,025 *	49%	14,492,255	7,266,660	50%
Transfer to Other Funds	0	0	-	1,270,812	763,403	60%
TOTAL EXPENSES	\$ 83,492,958	\$ 24,612,336	29%	\$ 75,995,838	\$ 22,860,981	30%

*See attached narrative report

SUMMARY - OPERATIONS	Revised Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Revised Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
Operating Revenues (without Gains/Losses)	80,602,213	34,455,253	43%	79,980,291	33,700,138	42%
Operating Expense (without Financial Aid)	<u>(68,422,183)</u>	<u>(17,157,311)</u>	25%	<u>(61,503,584)</u>	<u>(15,594,321)</u>	25%
Operating Income (Loss)	12,180,030	17,297,942	142%	18,476,707	18,105,817	98%
Financial Aid Grants	<u>(15,070,775)</u>	<u>(7,455,025)</u>	49%	<u>(14,492,255)</u>	<u>(7,266,660)</u>	50%
Net Change includes Financial Aid	(2,890,745)	9,842,917	-340%	3,984,453	10,839,157	272%
Realized/Unrealized Gains (Losses)	-	<u>1,881,173</u>	-	<u>5,076,627</u>	<u>(1,119,540)</u>	-22%
Change in Net Assets	(2,890,745)	11,724,090	-406%	9,061,080	9,719,618	107%
Beginning Net Assets - Operating	<u>32,282,983</u>	<u>32,282,983</u> *	100%	<u>25,899,200</u>	<u>25,899,200</u>	100%
Ending Net Assets - Operating	\$ 29,392,237	\$ 44,007,073	150%	\$ 34,960,280	\$ 35,618,817	102%

*See attached narrative report

REPORT ITEM

1. **REPORT BY:** David Seward
2. **SUBJECT:** Auxiliary Enterprises Budget Report
-- As of September 30, 2024
3. **REPORT:**

Attached are budget reports for the College's auxiliary enterprises: McAllister Tower, Parking Garage, Student Health Services, and Special Events and Guest Services, for the fiscal year 2024-25 as of September 30, 2024. The 2024-25 beginning budgets for Auxiliary Enterprises were presented to and approved by the Board of Directors in early June 2024, after being formulated in late April 2024. Major variances against budgets are discussed below.

The following budget variances apply to all auxiliary enterprises with these categories:

Expenditures

- **Overhead Pro Rata** – All auxiliary enterprises are assessed administrative overhead expenses to reflect indirect costs. The rate is set at 5% of the total operating revenues for each auxiliary enterprise. Overhead expenditures from auxiliary enterprises will be posted at the end of 2024-25 fiscal year.

Nonoperating Revenues/(Expenses)

- **Realized Gain/Loss on Sale of Investments** – This activity results from the transfer or liquidation of shares in the UC General Endowment Pool (GEP) to cash for operational needs and is not a budgeted item as there is no basis for a projection. There has not been any activity to-date in the 2024-25 fiscal year.
- **Unrealized Gain/Loss on Investments** – This category reflects changes in the market value of the UC General Endowment Pool (GEP) and is not a budgeted item, as there is no basis for making projections. As of September 2024, unrealized gains of \$222,301 have been recorded, with \$213,330 from McAllister Tower and \$8,971 from Student Health Services. In 2023-24 unrealized losses of \$(31,451) were reported as of September 2023 for all auxiliary enterprises, and 2023-24 ended the year with \$599,912 in market gains.

McALLISTER TOWER

Expenditures

McAllister Tower has been vacant and undergoing renovation since December 2023, we did not budget for any operational activities except for the insurance premium which is \$100,000 per year. As of the end of September 2024, we have recognized a full 100% of this amount.

PARKING GARAGE

Revenues

- **Parking Operations** – The 2024-25 projected revenue is \$2,798,000 and first-quarter revenues are \$642,768, which is 23% of the budget. Transient parking and student parking revenues are slightly lower than anticipated, while monthly and fleet parking revenues are relatively on target with projections.
- **Parking Tax** – The city parking tax assesses against the College's transient parking revenues, excluding student and fleet parking. The actual expenditure for the first quarter of 2024 is \$56,993, which is a slight decrease from \$57,469 in the first quarter of 2023, reflecting reduced activity in transient parking.

Expenditures

- **Regular Contract Services** – The 2024-25 budget of \$5,000 is allocated for engineering services that have not been requested by the end of the first quarter.
- **Maintenance and Special Repairs** – This reporting category includes regular, ongoing maintenance costs such as equipment, elevators, fire-life safety systems, and pest control. The budget for 2024-25 also includes a one-time special repair expense of \$157,100 for resurfacing the garage ramps, which is planned to be completed in the current fiscal year. As of September 2024, \$21,786, or 9% of the total budget, was posted, compared to \$12,326 (or 16%) in the previous year.
- **Insurance**—The 2024-25 budget is projected at \$148,353. Insurance premiums are mostly paid annually at the beginning of the fiscal year. As of September 2024, \$129,085, or 87% of the total budget, was spent.

Non-operating Revenues/(Expenses)

- **Investment Income** – One effect of implementing the accounting standard GASB Statement 87 “Leases” is the recognition of investment income; this non-cash entry is not a budgeted event. As of the end of September 2024, \$9,311 has been recognized.
- **Capital Asset Additions/Deductions (GASB 87)** – These two report lines are from entries required by lease accounting standard GASB Statement 87 “Leases”; the net is a non-cash change of \$80,500 to the bottom line as of the end of September 30, 2024.

STUDENT HEALTH SERVICES

Revenues

- **Fees** – The fee revenue projections estimated 1,123 FTE students paying the \$965 Health Center Fee and 556 FTE (49%) paying the \$100 GSHIP Administration Fee, resulting in total revenues of \$1,139,295. As of September 2024, \$568,124 has been received, representing 50% of the projected fees, compared to \$586,780 and 50% received as of September 2023.

Expenditures

- **Consultant and Contracted Services** – The contract with Carbon Health is budgeted at \$61.59 per student per month, based on a projected enrollment of 1,123 full-time equivalent (FTE) students for the 2024-2025 academic year. As of September 2024, \$76,953, which accounts for 9% of the budget, has been posted. We anticipate that expenses for the contract period August to early December 2024 will be recorded in October; in the prior year this was included in the September 2023 actuals.

SPECIAL EVENTS AND GUEST SERVICES

Revenues

- **Room Rental** – The 2024-25 revenue projection of \$612,375 includes the continuation of classroom and space rental contracts with UC Davis Graduate School of Management, and increased space rental revenues from the 333 Golden Gate building's Roof Garden and Colloquium Room, and the Alumni Reception Center and Dining Commons in Kane Hall. As of September 2024, an impressive 88% of the projected room rental, totaling \$536,254, has been posted. In comparison, by September 2023, \$281,003 or 59% of the total 2023-24 income was recorded.

Non-operating Revenues/(Expenses)

- **Investment Income** – An effect of the GASB 87 lease accounting standard is the recognition of investment income; this non-cash entry is not a budgeted event. Budgeted at \$8,400, the UC investment pool earned income attributed to Special Events and Guest Services is \$4,007 as of September 2024.

SUMMARY

	McAllister Tower		Parking Garage		Student Health Services		Special Events and Guest Services		Total 2024-25 Beginning Budget	Total Actual as of Sept-24	Total Actual Sep-24 as a Percent of Beginning Budget
	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24			
Revenues	-	(4,000)	2,724,000	566,545	1,139,295	568,124	612,375	536,254	4,475,670	1,666,922	37%
Expenditures*	100,000	102,165	1,189,963	292,301	1,089,183	135,485	300,269	30,933	2,679,415	560,883	21%
Net Operations	(100,000)	(106,165)	1,534,037	274,244	50,112	432,639	312,106	505,321	1,796,255	1,106,039	62%
Nonoperating Revenues/(Expenses)											
Investment Income	80,000	17,021	-	9,311	6,000	2,653	8,400	4,007	94,400	32,993	35%
Funded from Bond Proceeds	-	-	13,936	(3,484)	-	-	-	-	13,936	(3,484)	-25%
Unrealized Gain/Loss on Investments	-	213,330	-	-	-	8,971	-	-	-	222,301	-
Capital Asset Additions/Deductions	-	-	-	80,500	-	-	-	165	-	80,665	-
Cash Short Over	-	-	-	(957)	-	-	-	-	-	(957)	-
Debt Service	-	-	(1,491,936)	176,734	-	-	-	-	(1,491,936)	176,734	-12%
Transfer to/from Other Funds**	-	-	-	-	-	-	(320,506)	-	(320,506)	-	0%
Sub-total	80,000	230,351	(1,478,000)	262,104	6,000	11,624	(312,106)	4,172	(1,704,106)	508,251	-30%
TOTAL CHANGE IN NET ASSETS	\$ (20,000)	\$ 124,186	\$ 56,037	\$ 536,348	\$ 56,112	\$ 444,263	\$ -	\$ 509,493	\$ 92,149	\$ 1,614,290	1752%

As of the end of September 2024, the actual net operating income for all Auxiliary Enterprises is \$1,106,039 and the change in net assets is \$1,614,290.

*Includes \$223,784 budgeted administrative overhead assessments charged as a percentage of operating revenues. Absent these indirect costs the net result for all Auxiliary Enterprises is projected at \$315,933.

**\$320,506 is the projected net income generated from Special Events and will be transferred to the nonstate college-wide support fund. Absent this transfer out cost and the administrative overhead assessment, the net result for all Auxiliary Enterprises is projected at \$636,439.

Attachment: Auxiliary Enterprises Budget Status Report as of September 30, 2024

Auxiliary Enterprises --

2024-25 Budget Status Report Summary - September 30, 2024

	McAllister Tower		Parking Garage		Student Health Services		Special Events and Guest Services		Total 2024-25 Beginning Budget	Total Actual as of Sept-24	Total Actual Sep-24 as a Percent of Beginning Budget
	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24	2024-25 Beginning Budget	Actual as of Sept-24			
Revenues	-	(4,000)	2,724,000	566,545	1,139,295	568,124	612,375	536,254	4,475,670	1,666,922	37%
Expenditures*	100,000	102,165	1,189,963	292,301	1,089,183	135,485	300,269	30,933	2,679,415	560,883	21%
Net Operations	(100,000)	(106,165)	1,534,037	274,244	50,112	432,639	312,106	505,321	1,796,255	1,106,039	62%
Nonoperating Revenues/(Expenses)											
Investment Income	80,000	17,021	-	9,311	6,000	2,653	8,400	4,007	94,400	32,993	35%
Funded from Bond Proceeds	-	-	13,936	(3,484)	-	-	-	-	13,936	(3,484)	-25%
Unrealized Gain/Loss on Investments	-	213,330	-	-	-	8,971	-	-	-	222,301	-
Capital Asset Additions/Deductions	-	-	-	80,500	-	-	-	165	-	80,665	-
Cash Short Over	-	-	-	(957)	-	-	-	-	-	(957)	-
Debt Service	-	-	(1,491,936)	176,734	-	-	-	-	(1,491,936)	176,734	-12%
Transfer to/from Other Funds**	-	-	-	-	-	-	(320,506)	-	(320,506)	-	0%
Sub-total	80,000	230,351	(1,478,000)	262,104	6,000	11,624	(312,106)	4,172	(1,704,106)	508,251	-30%
TOTAL CHANGE IN NET ASSETS	\$ (20,000)	\$ 124,186	\$ 56,037	\$ 536,348	\$ 56,112	\$ 444,263	\$ -	\$ 509,493	\$ 92,149	\$ 1,614,290	1752%

*Includes \$223,784 administrative overhead assessments charged as a percentage of operating revenues. Absent these indirect costs the net result for all Auxiliary Enterprises is projected at \$315,933.

**\$320,506 is the projected net income generated from Special Events and will be transferred to the nonstate college-wide support fund. Absent this transfer out cost and the administrative overhead assessment, the net result for all Auxiliary Enterprises is projected at \$636,439.

Auxiliary Enterprises - McAllister Tower

2024-25 Budget Status Report - September 30, 2024

	Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
REVENUES						
Apartment & Commercial Rent	-	(4,000)	--	353,103	278,842	79%
Other	-	-	--	4,527	4,527	100%
TOTAL OPERATING REVENUES	\$ -	\$ (4,000)	-	\$ 357,630	\$ 283,369	79%
EXPENSES						
Salaries and Wages	-	-	--	-	-	-
Student Wages--Regular & Work-study	-	-	--	5,056	4,336	86%
Staff Benefits	-	-	--	-	-	-
Regular Contract Services	-	-	--	97,757	(79,340)	-81%
Other Contract Services	-	-	--	-	-	-
Utilities	-	-	--	365,170	171,659	47%
Maintenance & Special Repairs	-	-	--	105,231	32,787	31%
Insurance	100,000	100,000 *	100%	210,065	210,065	100%
Supplies	-	126	--	507	362	71%
Printing & Reproduction	-	1	--	104	20	19%
Telephone & Mail	-	201	--	2,470	493	20%
Computer Software	-	-	--	14,372	10,177	71%
Miscellaneous	-	1,837	--	3,864	15,369	398%
Equipment & Building Improvements	-	-	--	14,832	-	0%
Overhead Pro Rata	-	-	--	17,882	-	0%
TOTAL OPERATING EXPENSES	\$ 100,000	\$ 102,165	102%	\$ 837,311	\$ 365,928	44%
OPERATING INCOME (LOSS)	\$ (100,000)	\$ (106,165)	106%	\$ (479,681)	\$ (82,559)	17%
NONOPERATING REVENUES (EXPENSES)						
Investment Income	80,000	17,021	21%	75,112	7,143	10%
Realized Gain/Loss from Sale of Investments	-	-	--	-	-	-
Unrealized Gain/Loss on Investments	-	213,330 *	--	575,703	(30,182)	-5%
Transfer to Other Funds	-	-	--	-	-	-
NET NONOPERATING REVENUES (EXPENSES)	\$ 80,000	\$ 230,351	288%	\$ 650,815	\$ (23,039)	-4%
CHANGE IN NET ASSETS	\$ (20,000)	\$ 124,186	-621%	\$ 171,134	\$ (105,597)	-62%

* See attached narrative report.

Auxiliary Enterprises

Parking Garage and Retail Operations

2024-25 Budget Status Report - September 30, 2024

	Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
REVENUES						
Parking Operations	2,798,000	642,768 *	23%	2,587,715	620,945	24%
Parking Tax	(370,000)	(56,993) *	15%	(368,985)	(57,469)	16%
Retail Leases	288,000	(19,230)	-7%	218,222	72,308	33%
Other (including Storage)	8,000	-	0%	338	288	85%
TOTAL OPERATING REVENUES	\$ 2,724,000	\$ 566,545	21%	\$ 2,437,290	\$ 636,072	26%
EXPENSES						
Salaries and Wages	314,525	75,036	24%	303,314	73,504	24%
Staff Benefits	145,192	31,946	22%	130,338	30,540	23%
Regular Contract Services	5,000	- *	0%	15,722	(7,084)	-45%
Utilities	90,500	18,100	20%	92,317	18,894	20%
Maintenance & Special Repairs	235,409	21,786 *	9%	78,828	12,326	16%
Insurance	148,353	129,085 *	87%	148,352	148,352	100%
Supplies & Noncapital Equipment	7,500	227	3%	7,535	1,142	15%
Printing, Telephone and Mail	15,000	2,062	14%	10,495	1,959	19%
Credit Card & Bank Fees	74,200	13,095	18%	81,848	13,533	17%
Miscellaneous	18,084	964	5%	17,448	3,686	21%
Overhead Pro Rata	136,200	- *	0%	121,613	-	0%
TOTAL OPERATING EXPENSES	\$ 1,189,963	\$ 292,301	25%	\$ 1,007,811	\$ 296,854	29%
OPERATING INCOME (LOSS)	\$ 1,534,037	\$ 274,244	18%	\$ 1,429,479	\$ 339,218	24%
NONOPERATING REVENUES (EXPENSES)						
Investment Income	-	9,311 *	--	28,862	-	--
Funded from Bond Proceeds	13,936	(3,484)	-25%	13,936	(3,484)	-25%
Debt Service (Principal & Interest)	(1,491,936)	176,734	-12%	(1,479,873)	186,046	-13%
Capital Asset Additions (GASB 87)	-	259,471 *	--	497,210	-	0%
Capital Asset Deductions (GASB 87)	-	(178,971) *	--	(489,612)	-	0%
Nonmandatory Transfers to/from Other Funds	-	-	--	2,374	-	--
Cash Short/Over	-	(957)	--	(342)	(382)	112%
NET NONOPERATING REVENUES (EXPENSES)	\$ (1,478,000)	\$ 262,104	-18%	\$ (1,427,446)	\$ 182,181	-13%
CHANGE IN NET ASSETS	\$ 56,037	\$ 536,348	957%	\$ 2,033	\$ 521,399	25650%

* See attached narrative report.

Auxiliary Enterprises - Student Health Services
2024-25 Budget Status Report - September 30, 2024

	Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
REVENUES						
Fees	1,139,295	568,124 *	50%	1,170,714	586,780	50%
Other	-	-	--	-	-	--
TOTAL OPERATING REVENUES	\$ 1,139,295	\$ 568,124	50%	\$ 1,170,714	\$ 586,780	50%
EXPENSES						
Salaries and Wages	136,820	33,642	25%	134,439	32,168	24%
Staff Benefits	60,891	13,254	22%	55,375	12,650	23%
Consultants and Contracted Services	829,987	76,953 *	9%	872,877	286,333	33%
Supplies	1,000	-	0%	-	-	--
Printing and Mail	100	-	0%	-	-	--
Travel and Training	2,500	-	0%	-	-	--
Miscellaneous	620	11,636	1877%	-	-	--
Events	300	-	0%	-	-	--
Overhead Pro Rata	56,965	- *	0%	58,536	-	0%
TOTAL OPERATING EXPENSES	\$ 1,089,183	\$ 135,485	12%	\$ 1,121,227	\$ 331,151	30%
OPERATING INCOME (LOSS)	\$ 50,112	\$ 432,639	863%	\$ 49,487	\$ 255,629	517%
NONOPERATING REVENUES (EXPENSES)						
Investment Income	6,000	2,653	44%	13,962	366	3%
Realized Gain/Loss on Sale of Investments	-	-	--	-	-	--
Unrealized Gain/Loss on Investments	-	8,971 *	--	24,209	(1,269)	-5%
NET NONOPERATING REVENUES (EXPENSES)	\$ 6,000	\$ 11,624	194%	\$ 38,171	\$ (903)	-2%
CHANGE IN NET ASSETS	\$ 56,112	\$ 444,263	792%	\$ 87,658	\$ 254,726	291%

* See attached narrative report.

Auxiliary Enterprises

Special Events and Guest Services

2024-25 Budget Status Report - September 30, 2024

	Beginning Budget 2024-25	Actual as of 30-Sep-24	Actual Sep-24 as a Percent of Beginning Budget	Year-end Actual 2023-24	Actual as of 30-Sep-23	Actual Sep-23 as a Percent of 2023-24 Year-end
REVENUES						
Room Rental	612,375	536,254 *	88%	451,241	281,003	62%
TOTAL OPERATING REVENUES	\$ 612,375	\$ 536,254	88%	\$ 451,241	\$ 281,003	62%
EXPENSES						
Staff Salaries and Wages	140,000	22,500	16%	90,116	20,000	22%
Staff Benefits	61,150	8,373	14%	33,305	7,664	23%
Other Contract Services	30,000	-	0%	-	-	--
Supplies	20,000	0	0%	22,095	580	--
Printing and Mail	1,500	59	4%	986	296	--
Miscellaneous	17,000	-	0%	17,477	1,639	--
Overhead Pro Rata	30,619	- *	0%	22,562	-	0%
TOTAL OPERATING EXPENSES	\$ 300,269	\$ 30,933	10%	\$ 186,541	\$ 30,178	16%
OPERATING INCOME (LOSS)	\$ 312,106	\$ 505,321	162%	\$ 264,700	\$ 250,825	95%
NONOPERATING REVENUES (EXPENSES)						
Investment Income	8,400	4,007	48%	16,474	5	0%
Capital Asset Additions (GASB 87)	-	61,405	--	244,537	-	0%
Capital Asset Deductions (GASB 87)	-	(61,240)	--	(244,961)	-	0%
Nonmandatory Transfers to/from Other Funds	(320,506)	-	0%	(280,750)	-	0%
NET NONOPERATING REVENUES (EXPENSES)	\$(312,106)	\$ 4,172	-1%	\$(264,700)	\$ 5	0%
CHANGE IN NET ASSETS	\$ -	\$ 509,493	--	\$ -	\$ 250,830	--

* See attached narrative report.

INFORMATION ITEM

1. **REPORT BY:** Chief Financial Officer David Seward
2. **SUBJECT:** Core Operations – Budget Planning & Cost Restructuring
For 2024-25 and 2025-26 - Update

4. **BACKGROUND:**

The preliminary budget for 2024-25 identified an operating deficit of -\$3.9 million, representing -4.8% as measured against total revenue. At its September 2024 meeting, the Board of Directors approved a plan to eliminate the deficit over a two-year period and further reallocate existing resources for high priority institutional needs (copy attached).

With the adoption of the plan, measures instituted to date have reduced the 2024-25 deficit to - \$2.9 million (-3.5% of total revenue). Further reductions in noninstructional costs are in the planning stages.

For 2025-26, state funding levels have not been formally announced. The primary change of the revenue side, student fee increases, was approved by the Board of Directors at its September 2024 meeting.

Attachment:

- Core Funds - Budget Restructuring Plan, August 2024

Core Funds Budget Restructuring Plan 2024-25 & 2025-26

Finance Committee

August 22, 2024



College of the Law, San Francisco (Item 6600)

Appropriation Status 2024-25 & 2025-26

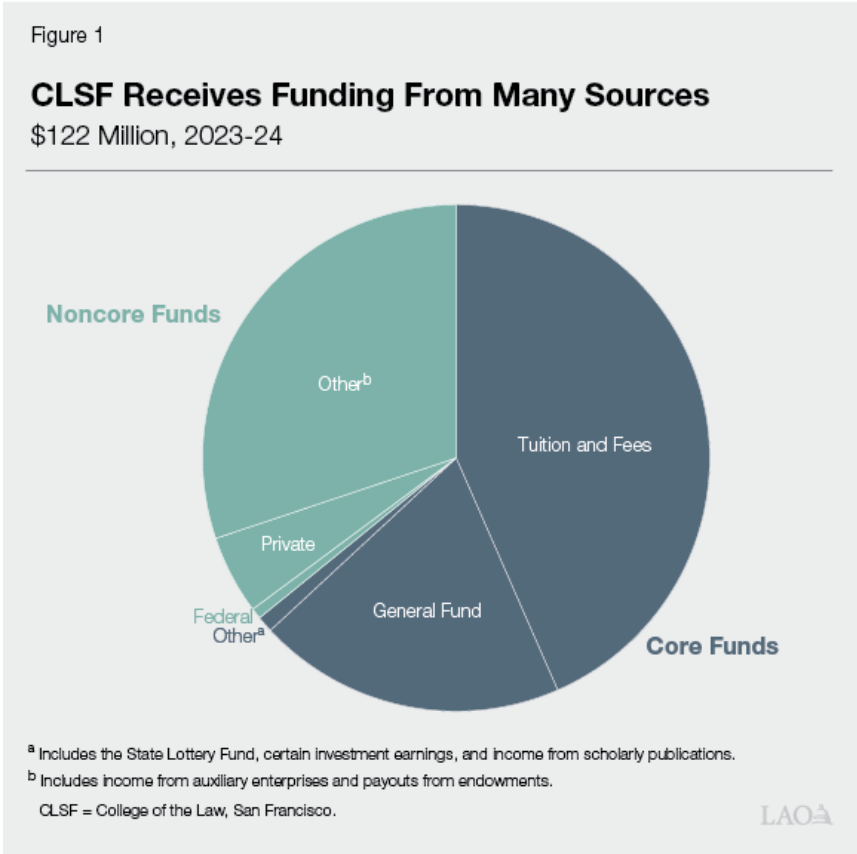
The final budget for 2024-25 as approved by the Governor and Legislature includes the following adjustments:

- Approves Governor's Budget proposal to provide \$2.2 million ongoing General Fund to support a 3% workload base increase
- Approves \$3.3 million to support debt service for 333 Golden Gate Avenue (lease-revenue bond funded)
- Approves Governor's May Revision proposal to reduce ongoing General Fund support by -7.95% (or, \$1.8 million) in 2025-26 subject to future action
- Preserves Fund Balances for Previous One-time Appropriations
 - Bench to School Initiatives
 - California Scholars Program
 - McAllister Tower Seismic Upgrade Project
- No replenishment of funding previously appropriated supporting Urban Alchemy

Core & Noncore Funds

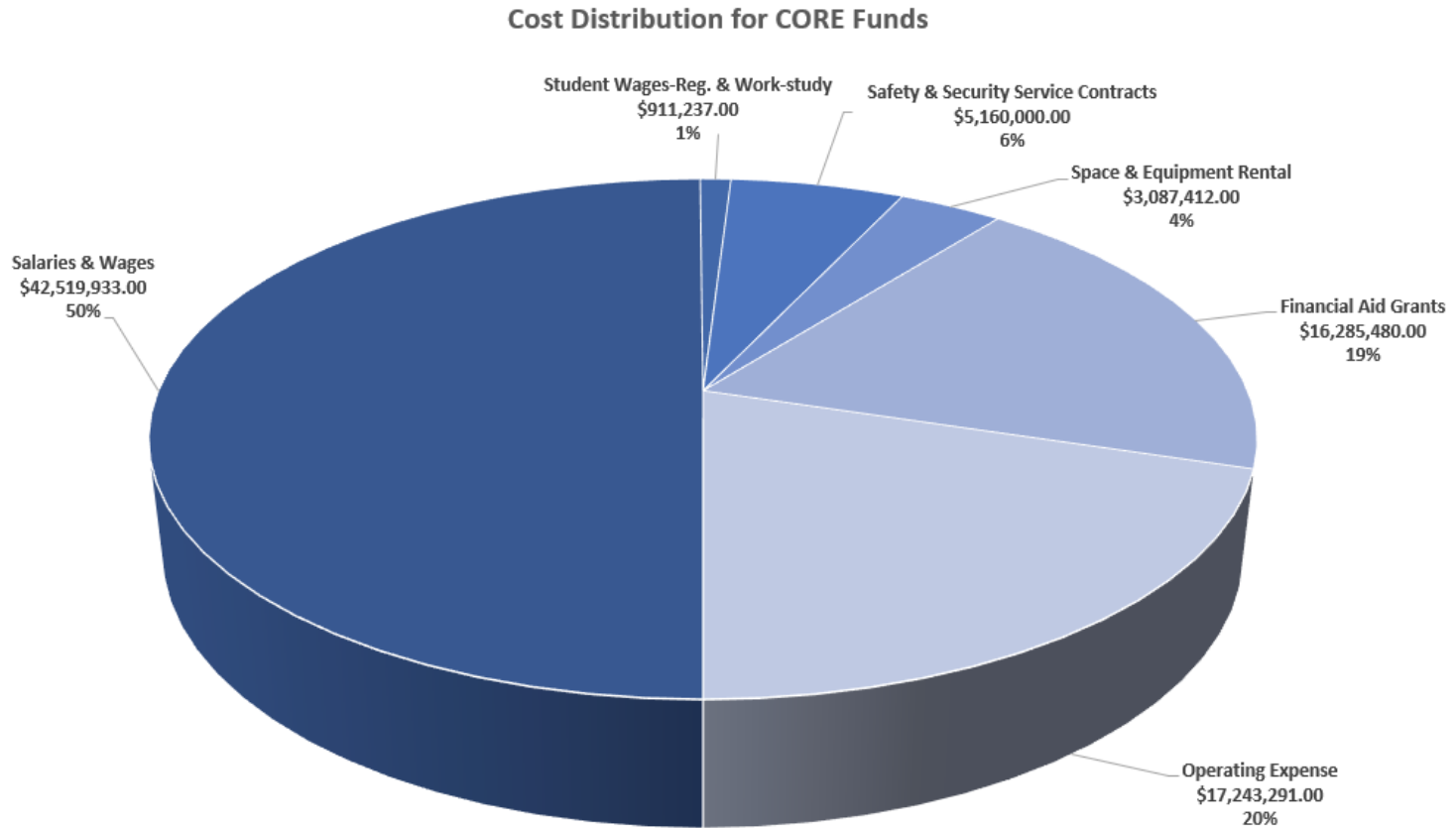
Revenue Summary – Enterprise Wide 2023-24

- Tuition & Fees
 - JD Program 95%
 - Non-JD Programs 5%
 - Tuition is lower than average tuition charges at other UC's
- Diversified Noncore Revenue Flows
 - Grants and Contracts
 - Private Giving
 - Auxiliary Enterprises
- Beginning reserves for 2024-25:
 - Operating - \$29.8 million
 - Plant Fund - \$6.2 million



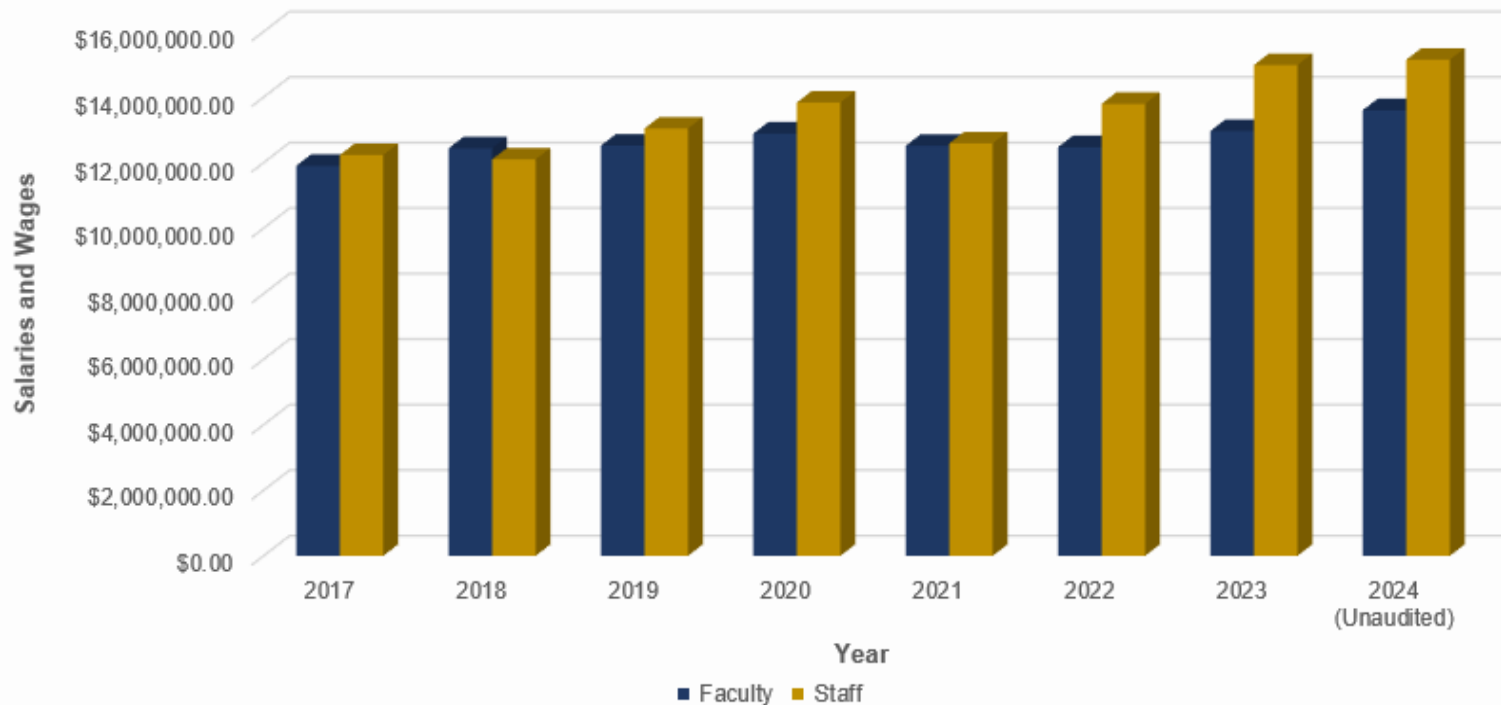
Cost Distribution for CORE Funds – Base Budget 2024-25

Total - \$82.5 million



Total Payroll – Core Funds 2017 to 2024

State Funds - Total Payroll for Faculty and Staff



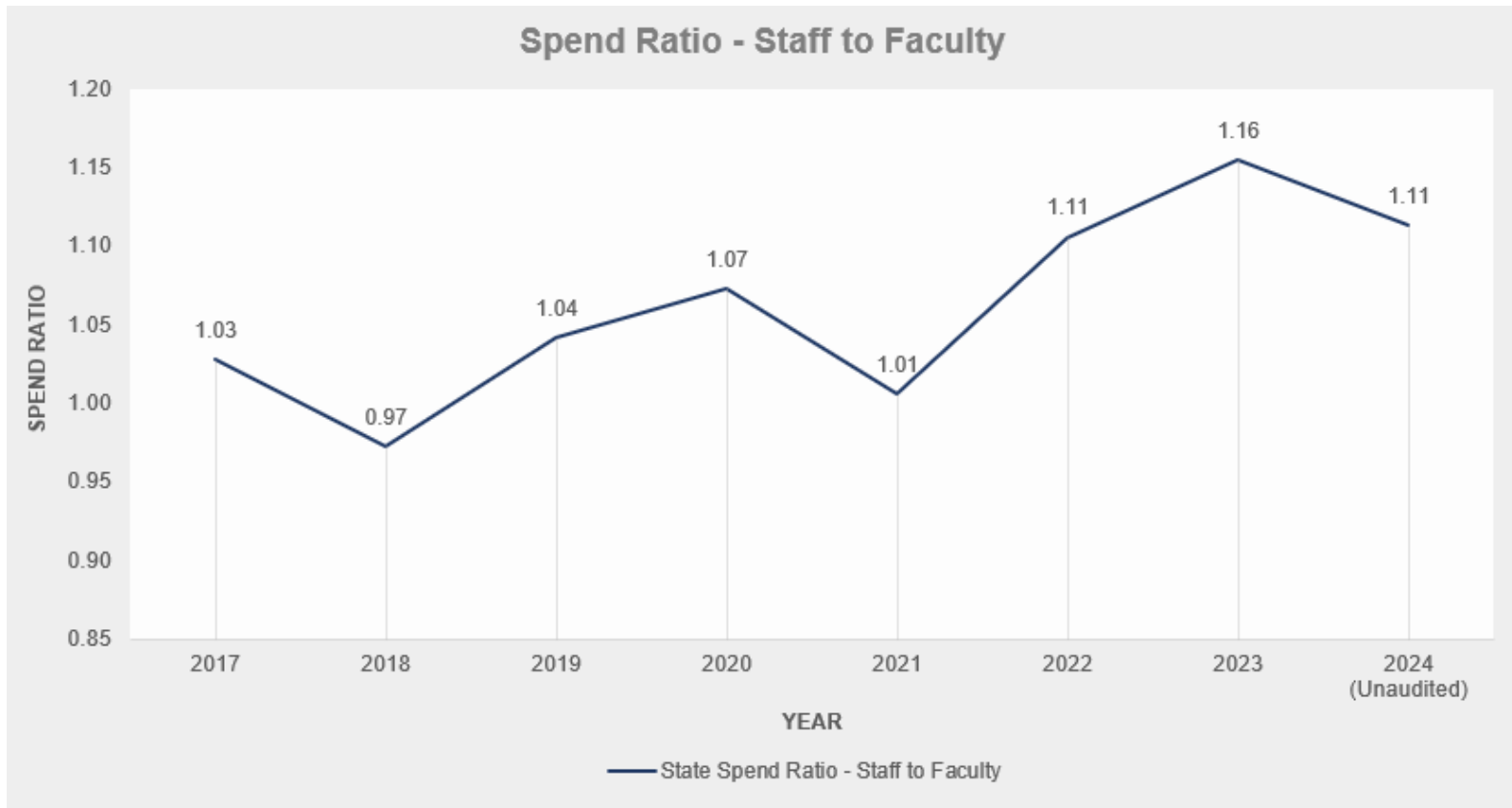
Staffing History – Core Funds – FTE’s Actual Governor’s Budget

	2017	2018	2019	2020	2021	2022	2023	Est. 2024	% Change
Instruction	127.9	137.9	140.7	141.3	141.9	150.5	162.6	164.8	29%
Academic Support - Law Library	13.8	14.5	14.9	14.1	12.8	15.2	14	15.4	12%
Student Services	33.3	31.4	33.7	32.2	31	33.1	32.7	33.7	1%
Institutional Support	53.1	51.4	56.8	57.7	49.6	53.7	57.1	60.5	14%
Operation & Maintenance of Plant	3.5	3.1	2.1	2	2	3.1	2.8	2.9	-17%
<i>Total - Support Staff</i>	103.7	100.4	107.5	106	95.4	105.1	106.6	112.5	8%
Total FTE Enrollment	951.6	958.6	963.7	944.2	944.2	1,101.3	1,155.2	1,142.0	20%
Staffing Ratio - Student FTEs to:									
- Instruction	7.4	7.0	6.8	6.7	6.7	7.3	7.1	6.9	-7%
- Support Staff	9.2	9.5	9.0	8.9	9.9	10.5	10.8	10.2	11%



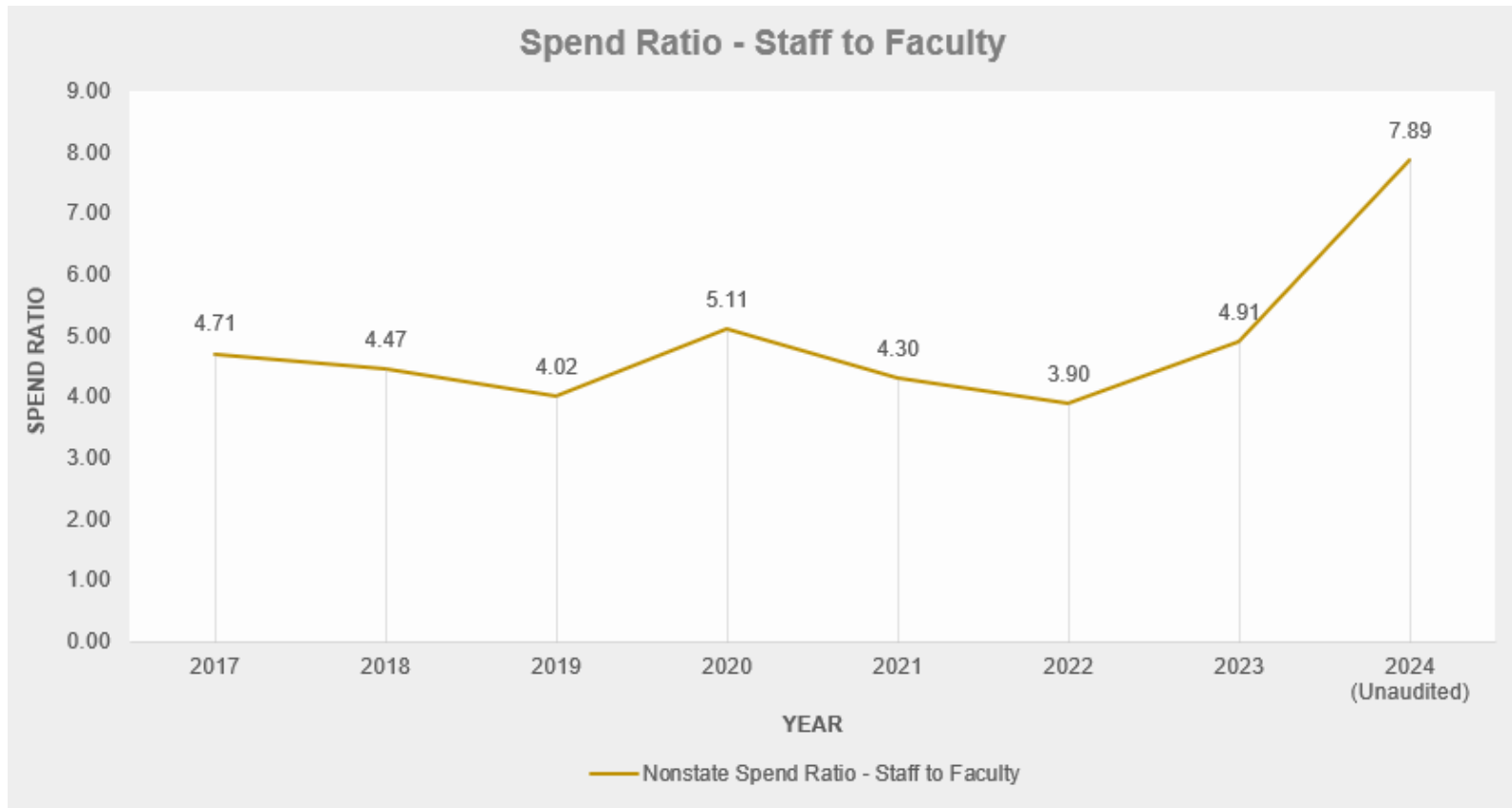
Payroll Growth – Core Funds

Spend Ratio – Staff to Faculty



Payroll Growth – Nonstate Funds

Spend Ratio – Staff to Faculty



Five Year Budget Model

Core Planning Assumptions

CORE OPERATIONS						
	Preliminary	Projection	Projection	Projection	Projection	
	Year-end	2024-25	2025-26	2026-27	2027-28	
	2023-24					
Core Operations						
Revenues	79,978,945	81,415,025	82,099,457	88,207,413	93,905,237	
Expenditures	64,047,889	67,854,602	69,566,819	71,299,674	73,209,156	
Student Financial Aid	14,492,255	16,661,889	18,262,723	19,059,038	20,010,746	
Income/(Loss)	\$1,438,802	(\$3,101,466)	(\$5,730,085)	(\$2,151,299)	\$685,335	
As a % of Revenue	1.8%	-3.8%	-7.0%	-2.4%	0.7%	

Key Assumptions:

1. State funding growth resumes in 2026-27 at 3% of workload budget (\$2.4 million).
2. Student fees for the JD program increase annually at 5%.
3. Operating expense growth is capped at 1.5% annually.
4. No new support staff.
5. Faculty hiring program is maintained.
6. Employee compensation growth - represented and nonrepresented increases are limited to 3%.
7. Financial aid tuition discounting is capped at 30%.
8. Excludes realized/unrealized gain/loss on investments.

Core Funds – Base Budget – 2024-25 Deficit Forecast to Actual

- Deficit of \$3.9 million (-4.8%)
- Shortfall closely aligns with 5-Year Budget Plan
- Base budget preserves 3% comp pool (\$527,000)
- Excludes wage growth for represented staff over 3%
- Beginning Operating Reserve of \$29.8 million

Category	5 Year Plan		\$ Variance		Percent Variance
	2024-25 Forecast	Base Budget 2024-25	Five Year Plan to 2024-25 Budget		
Revenue					
State Appropriations	23,414,000	23,414,000	-		0.0%
Student Enrollment Fees	56,241,157	56,430,157	189,000		0.3%
Other	1,759,868	1,811,827	51,959		3.0%
Total	\$ 81,415,025	\$ 81,655,984	\$ 240,959		0.3%
Expenses					
Salaries & Wages	32,454,717	33,135,777	681,060		2.1%
Staff Benefits	10,580,349	10,630,860	50,511		0.5%
Operating Expense	24,819,536	25,531,835	712,299		2.9%
Financial Aid	16,661,889	16,285,480	(376,409)		-2.3%
Total	\$ 84,516,491	\$ 85,583,952	\$ 1,067,461		1.3%
Surplus/Deficit (Base Budget)					
	\$ (3,101,466)	\$ (3,927,968)	\$ (826,502)		27%

Note: Budget includes \$527,000 funding for 3% compensation pool effective 10/1/2024 and \$133,000 in Special Funding Requests.



Revenue Enhancements

2024-25 and 2025-26

Surplus/Deficit
(Base Budget)

\$ (3,927,968) \$ (2,500,838)

Revenue Increases	2024-25	2025-26	Comments
Student & Other Fees			No impacts until 2025-26
JD General Enrollment Fee	-	935,495	Increase by 7.5% for Fall 2025 (change over 5% baseline assumption)
Nonresident Tuition	-	64,692	Increase by 16% for Fall 2025 (change over 8% baseline assumption)
MSL Enrollment Fee	-	81,900	Increase by 15%; revenue net of 16% tuition discounting
LLM Enrollment Fee	-	115,875	Increase by 15%; revenue net of 55% tuition discounting
HPL Net Income Growth	9,109	40,393	Program estimate (7/3/24) incremental to \$88,000 base in 5-Year Plan
Indirect Cost Recovery Rate	96,078	-	Increase Overhead Rate to 15% (3% incremental)
Name Change Litigation - Cost Recovery	125,000	(125,000)	Estimated. Still under negotiation with UE
Total	\$ 230,187	\$ 1,113,355	

Nonstate Revenues

Increase Gift Fee	76,672	153,344	From 6% to 8%. Based on 2023-24 giving levels; assumes 50% in 2024-25.
Rate Changes at UC Law Parking Garage	-	75,000	
Grow fundraising and private donations	TBD	TBD	
Space Rental Program	10,000	30,000	Program manager estimate (over base budget forecast)
Pay Stations - Parking Garage charging units	-	7,500	UC Master agreement



Expenditure Reductions

2024-25 and 2025-26

Expenses Reductions	2024-25	2025-26	Comments
Noninstructional Cost of Operations	1,000,000	1,500,000	Additional departmental cost reductions
Pause Faculty Hiring Program	-	553,883	Replacement hiring to proceed; defer adding new FTE
Employee Compensation Pool (3% faculty pool)			
Unrepresented Staff - Defer to 1/1/25	100,000	103,000	Assumes 2025-26 effective date of 1/1/26
Faculty - Defer to 1/1/25	115,000	118,450	Includes Lecturer salaries
Convert State Funded Staff to Nonstate	305,943	-	Chief Development Officer - Gift Fees & Endowment Cost Recovery
Law Library - West Contract Package	-	75,000	Per Library estimate provided at 2024-25 budget hearing
Security Contract Cost (i.e., UCSF, UA, etc.)	50,000	100,000	
Reduce MFD Copiers (Business Center)	25,000	50,000	Adapt paperless as goal to minimize cost structure
Reduce Competitions - Moot Court Program	-	50,000	Reduce travel cost by 20%
Total	1,595,943	2,550,333	

Potential Labor Cost Growth over 3%	2024-25	2025-26	Comments
Total	399,000	410,970	

Budget Balance	\$ (2,500,838)	\$ 751,880
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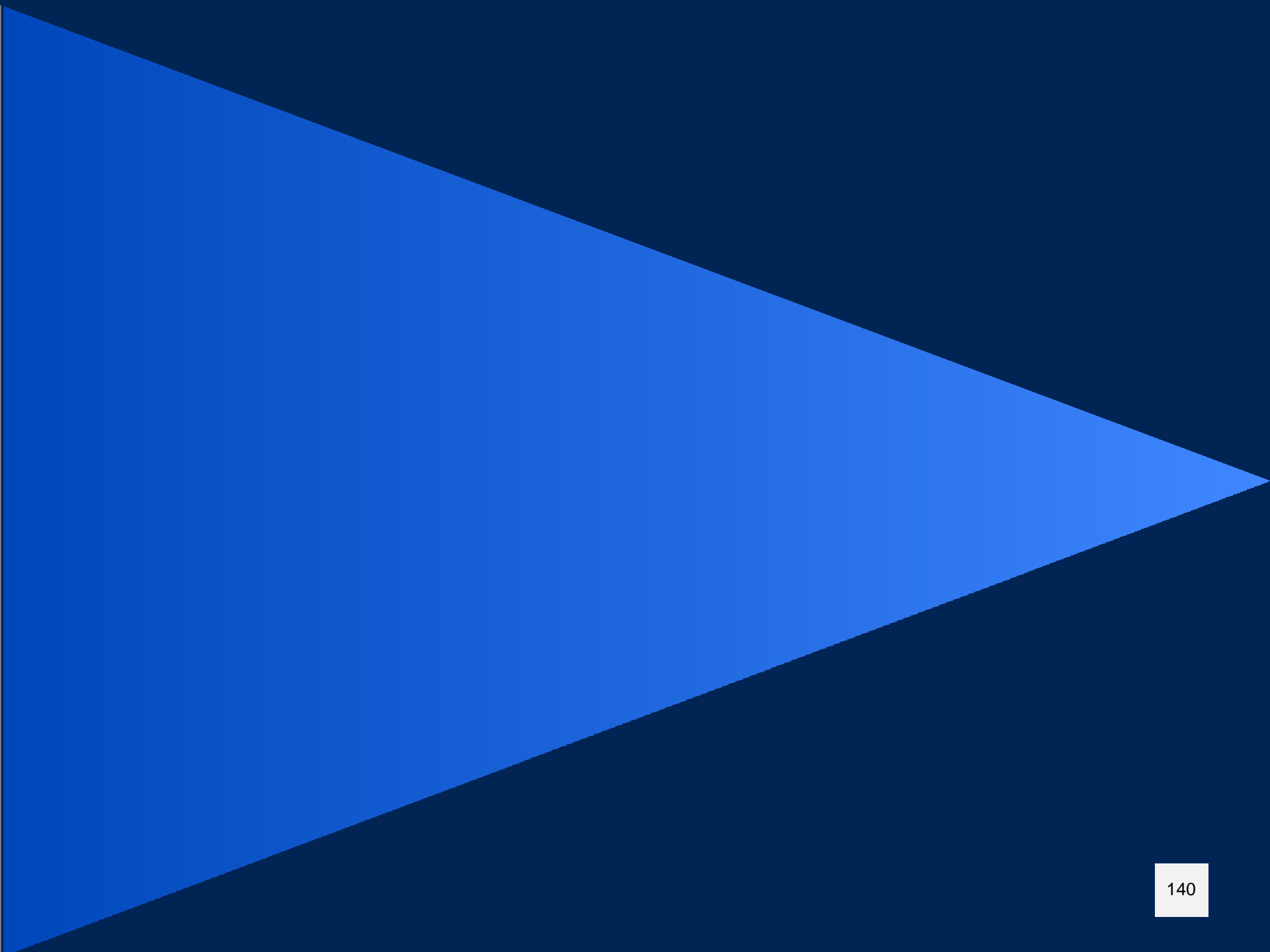


Priority Institutional Investments

2024-25 and 2025-26

Institutional Priority Investments	2024-25	2025-26	Comments
Faculty Comp - Enhanced Merit Award	-	405,946	Multi-year plan (2-3 years) of (\$333,700 comp + \$72,246 benefits)
Nonrepresented Management Comp	-	150,000	Narrow gap - Benchmark to 80% of SFSU
Other Staff Equity Adjustments	-	100,000	Internal equity and other adjustments
Adjunct Faculty Compensation	-	-	-
Non-LRW Comp	-	287,232	Increase by 33% at \$280,500 + 2.4% benefits \$6,893.57
LRW Comp	-	223,027	Increase by 33% at \$217,800 + 2.4% benefits \$5227
Equity Adjustment - Visitor & Sullivan Prof. Com	-	92,400	Increase by 33% at \$45,749 + 2.4% benefits
Faculty Research Accounts	-	TBD	Subject to review of prior year activity
Faculty Events Funding	-	65,000	Events and other program cost
First Gen Program Funding	-	20,000	Events and other program cost
Information Technology - Program Review	-	-	Placeholder for T5 Recommendations; fund upgrades from reserves
Information Technology - Elucian Upgrade	-	-	Update for Enterprise Resource Program; fund upgrades from reserves
Total	-	1,343,605	
Nonstate Initiatives			
Smart Study - Bar Preparation Program	150,000	150,000	Student Success Fund (Nonstate, repurposed from \$700K loan fund)
Faculty recruitment allowance	-	150,000	Promote replacement hiring program





REPORT ITEM

1. **REPORT BY:** Chief Operating Officer Rhiannon Bailard
2. **SUBJECT:** Academic Village – Scaling & Expansion Plan
3. **REPORT:**

Purpose: The purpose of the following plan is to identify action items and build momentum in scaling and expanding the Academic Village (“AV”) at UC Law San Francisco. The Academic Village has a solid foundation with academic partners, UC Davis and UCSF, as well as residential partners, UCSF, USF, UC Davis, and UOP Dugoni. However, the long-term success of the Academic Village requires breadth and depth of institutional partnerships and buy-in.

1. Academic Village - Partner Identification and Cultivation

- Existing San Francisco Footprint:
 - Conduct comprehensive audit of all higher education institutions with a footprint in greater San Francisco Bay Area – *See Attachment A*
 - Determine specific outreach strategy and target (e.g., academic, residential, or both), appropriate party to initiate outreach, and tracking matrix for the same – *See Attachment A*
- Potential San Francisco Footprint:
 - The universe of higher education institutions with a potential footprint in San Francisco is limitless – the goal is to identify institutions with interest in San Francisco through obvious partnership opportunities (e.g., business schools, AI, etc.)
 - Present at national conferences (e.g., NACUBO, AUREO, P3Edu, etc.) to identify potential AV partners
 - Identify higher ed consultant to target specific academic and residential partners supported by initial potential partner identification
 - Create a tracking matrix of all prospective SF AV partners – *See Attachment B*

2. Sales & Marketing

- Conduct RFP for sales & marketing consultant for AV opportunities for Bay Area higher education partners
- Advertising and marketing for residential - Scion Group

3. Communications & Engagement

- Create a comprehensive Academic Village website to share with existing and prospective AV partners, donors, and legislators – In-process; RLD Creative is consultant
- Create an Academic Village subsidiary account on UC Law’s LinkedIn account - Completed
- Create comprehensive collateral materials to share with existing and prospective AV partners and State and Local governments – RLD Creative
 - Hard copy flyers and one-pagers
 - Digital flyers and one-pagers

- PowerPoint template for use in conferences and pitches
 - Academic Village videos from different constituent viewpoints – In process; Perkins&Will
 - Community
 - Resident Life
 - Alumni
4. **Community & Amenities:** Identify all amenities available to Academic Village partners and work to expand offerings with community partnerships.
- Events: campus-wide social mixers, game nights, movie screenings, etc.
 - Add amenities to the campus -- game room?
 - Community partnerships: Asian Art Museum, Orpheum, ACT Theatre, etc.
 - Restaurant & Bar Discounts: Currently identifying all neighborhood establishments that will provide discounts or deals to AV partners
5. **Institutional Support:** Ensure that the Academic Village is broadly supported by UC Law SF institution-wide
- Campus Housing Stipend/Scholarship: \$250/month for 12 months
 - Admissions & Housing Partnership: Working hand in hand to ensure the Academe at 198 is default housing option for all incoming UCLSF students
 - Campus Life/Social and Academic Events: Partner with Student Services
 - CARE and Related Support: Treat residents and AV partners as equivalent to UCLSF students for purposes of AV inclusion
 - Provide stipends or other contributions to salary to add to caseload
 - Independent Consulting Assessment: Scope and RFP to be created.
 - Rent benchmarking & analysis
 - Leasing operations
 - Operational recommendations
 - Investor relations
6. **Governmental Coordination:**
- Ensure that the new administration under Mayor Elect Lurie and Supervisor Bilal, etc., understands the criticality of the success of the Academic Village to the success of Mid-Market, Tenderloin, and thus San Francisco writ large
 - Continue to work in Sacramento highlighting the efficiencies of scale that realized through the Academic Village
7. **Sidewalk Litigation:** When conclusion is nearing, consider impacts to the Academic Village in resolution. Likely 100% overlapping with needs of residents and small businesses, but a question worth separately considering.

ATTACHMENT – A (Existing SF Footprint)

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Academy of Art University					
American Academy of English					
CA Institute of Integral Studies					
CA College of the Arts					
City College of San Francisco					
CSU East Bay					
CSU Maritime Academy					
Dominican University of California					
Golden Gate University					
Hult International Business School					
Lincoln University					
Meridian University					
Mills					

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
College/Northeastern University					
Minerva University					
Naval Postgraduate School					
Pacific Union College					
Palo Alto University					
Presidio Graduate School					
Saint Mary's College of California					
San Francisco Bay University					
SF Conservatory of Music					
Santa Clara University					
Saybrook University					
Stanford University					
San Jose State University					
San Francisco Ballet					
San Francisco State University					

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Touro University of California					
University of San Francisco					
University of Silicon Valley					
UOP – Dugoni School of Dentistry					
UC Berkeley					
UC Davis					
UCSF					

ATTACHMENT – B (Prospective SF Footprint)

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Arizona State University					
Lehigh University					
New York University					
Wharton University					

REPORT ITEM

1. **REPORT BY:** Chief Operating Officer Rhiannon Bailard
2. **SUBJECT:** Academic Village – Scaling & Expansion Plan
3. **REPORT:**

Purpose: The purpose of the following plan is to identify action items and build momentum in scaling and expanding the Academic Village (“AV”) at UC Law San Francisco. The Academic Village has a solid foundation with academic partners, UC Davis and UCSF, as well as residential partners, UCSF, USF, UC Davis, and UOP Dugoni. However, the long-term success of the Academic Village requires breadth and depth of institutional partnerships and buy-in.

1. Academic Village - Partner Identification and Cultivation

- Existing San Francisco Footprint:
 - Conduct *comprehensive audit* of all higher education institutions with a footprint in greater San Francisco Bay Area – *See Attachment A*
 - Determine *specific outreach strategy and target* (e.g., academic, residential, or both), appropriate party to initiate outreach, and tracking matrix for the same – *See Attachment A*
- Potential San Francisco Footprint:
 - The universe of higher education institutions with a potential footprint in San Francisco is limitless – the goal is to *identify institutions with interest in San Francisco* through obvious partnership opportunities (e.g., business schools, AI, etc.)
 - Present at *national conferences* (e.g., NACUBO, AUREO, P3Edu, etc.) to identify potential AV partners
 - Identify higher ed consultant to *target specific academic and residential* partners supported by initial potential partner identification
 - Create a tracking matrix of all prospective SF AV partners – *See Attachment B*

2. Sales & Marketing for Existing Campus Footprint

- Conduct RFP for sales & marketing consultant for AV opportunities for Bay Area higher education partners – In process
- Residential advertising and marketing consultant for maximizing residential and filling 198 McAllister - Scion Group is consultant

3. Communications & Engagement

- Create a comprehensive Academic Village website to share with existing and prospective AV partners, donors, and legislators – In-process; RLD Creative is consultant
- Create an Academic Village LinkedIn subsidiary account on UC Law’s LinkedIn account – Completed
 - Ongoing narrative on progress at the Academic Village – currently focusing on 100/The Tower
- Create comprehensive collateral materials -- In-process; RLD Creative is consultant

- *Areas of focus:*
 1. Academic Village writ large including existing campus footprint
 2. Future opportunities
 - a. 100/The Tower and
 - b. Local 2
 - *Target Audiences:* Existing and prospective AV partners, State and Local governments
 - *Types of Materials:*
 1. Hard copy flyers and one-pagers
 2. Digital flyers and one-pagers
 3. PowerPoint template for use in conferences and pitches
 - Academic Village videos from different constituent viewpoints – In process; Perkins&Will. Drafts complete – need to add additional voices to finalize.
 - Community
 - Resident Life
 - Alumni
 - Tenderloin Narrative Collaboration: UC Law SF is partnering and cost-sharing with the community partners on a combined effort to counter the negative narratives about the Tenderloin – In process
 - *Partners:* TL Museum, Tenderloin Community Benefits District, & Boys & Girls Club
 - *Consultant:* Ground Floor Consulting, Alex Tourke
- 4. Community & Amenities:** Identify all amenities available to Academic Village partners and work to expand offerings with community partnerships.
- Events: campus-wide social mixers, game nights, movie screenings, etc.
 - Add amenities to the campus -- game room?
 - Community partnerships: Asian Art Museum, Orpheum, ACT Theatre, etc.
 - Restaurant & Bar Discounts: Currently identifying all neighborhood establishments that will provide discounts or deals to AV partners.
- 5. Institutional Support:** Ensure that the Academic Village is broadly supported by UC Law SF institution-wide
- Campus Housing Stipend/Scholarship: \$250/month for 12 months
 - Admissions & Housing Partnership: Working hand in hand to ensure the Academe at 198 is default housing option for all incoming UCLSF students
 - Campus Life/Social and Academic Events: Partner with Student Services and others
 - CARE and Related Support: Treat residents and AV partners as equivalent to UCLSF students for purposes of AV inclusion
 - Provide stipends or other contributions to salary to add to caseload
 - Independent Consulting Assessment: Scope and RFP to be created.
 - Rent benchmarking & analysis
 - Leasing operations
 - Operational recommendations

- Ensure and manage investor relations

6. **Governmental Coordination:**

- Ensure that the new administration under Mayor Elect Lurie and Supervisor Bilal, etc., understands the criticality of the success of the Academic Village to the success of Mid-Market, Tenderloin, and thus San Francisco writ large
- Continue to work in Sacramento highlighting the efficiencies of scale that realized through the Academic Village

7. **Sidewalk Litigation:** When conclusion is nearing, consider impacts to the Academic Village in resolution. Likely 100% overlapping with needs of residents and small businesses, but a question worth separately considering.

ATTACHMENT – A (Existing SF Footprint)

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Academy of Art University					
American Academy of English					
CA Institute of Integral Studies					
CA College of the Arts					
City College of San Francisco					
CSU East Bay					
CSU Maritime Academy					
Dominican University of California					
Golden Gate University					
Hult International Business School					
Lincoln University					
Meridian University					
Mills					

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
College/Northeastern University					
Minerva University					
Naval Postgraduate School					
Pacific Union College					
Palo Alto University					
Presidio Graduate School					
Saint Mary's College of California					
San Francisco Bay University					
SF Conservatory of Music					
Santa Clara University					
Saybrook University					
Stanford University					
San Jose State University					
San Francisco Ballet					
San Francisco State University					

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Touro University of California					
University of San Francisco					
University of Silicon Valley					
UOP – Dugoni School of Dentistry					
UC Berkeley					
UC Davis					
UCSF					

ATTACHMENT – B (Prospective SF Footprint)

Institution	Action Item	Academic	RE/Capital Planning	Campus Housing	Responsible UCLSF Party
Arizona State University					
Lehigh University					
New York University					
Wharton University					

REPORT ITEM

1. **REPORT BY:** Deputy CFO and Controller Sandra Plenski
2. **SUBJECT:** Listing of Checks and Electronic Transfers over \$100,000
3. **REPORT:**

Listed below are checks & electronic transfers issued by the College for the period of 7/15/24 – 9/30/24:

Date	Check No.	Vendor Name	Amount	Description
7/16/2024	ACH2411	Regents of the University of California	\$ 4,079,895	Payroll – June 2024
7/17/2024	281732	University of California San Francisco	\$ 287,070	HPL Shared Revenue - FY24
7/19/2024	E0076896	Alliant Insurance Services	\$ 215,646	Renewal – Excess Liability
7/19/2024	E0076908	Mid-Market Foundation	\$ 236,297	Urban Alchemy Security – May 2024
7/19/2024	E0076909	Perkins & Will, Inc.	\$ 353,065	Architecture-100 McAllister – April 2024
7/19/2024	E0076915	Perkins & Will, Inc.	\$ 700,000	Architecture-100 McAllister-May 2024
7/26/2024	E0077000	George S. Hall, Inc.	\$ 177,946	Engineering – June 2024
7/26/2024	E0077003	Opening Technologies, Inc.	\$ 108,338	Security Cameras-198 McAllister
7/31/2024	281775	PG&E Company	\$ 149,915	Electric – June 2024
8/2/2024	E0077107	Township Building Services, I	\$ 152,856	Custodial Services – July 2024
8/2/2024	E0077108	West Payment Center	\$ 209,456	West Digital Subscription – FY25
8/9/2024	E0077116	Alliant Insurance Services	\$ 913,833	Insurance-United Educators -FY25
8/9/2024	E0077117	Avidex Industries, LLC	\$ 131,457	Media Services – 333 GG – FY25
8/9/2024	E0077135	Plant Construction Company LP	\$ 198,813	Construction – 100 McAllister – July 2024
8/15/2024	ACH2417	Regents of the University of California	\$ 3,766,338	Payroll – July 2024
8/21/2024	281929	PG&E Company	\$ 106,524	Electric – July 2024
8/23/2024	E0077812	Alliant Insurance Services	\$ 524,074	Builders Risk Insurance – FY25
8/23/2024	E0077826	Perkins & Will, Inc.	\$ 826,302	Architecture-100 McAllister-June 2024
8/23/2024	E0077834	UCSF Police Department	\$ 219,635	Security – April – June 2024
8/26/2024	ACH2420	Regents of the University of California	\$ 3,626,769	Payroll – August 2024
8/30/2024	E0077906	Alliant Insurance Services	\$ 691,881	Builders Risk Insurance Underwriting – FY25
8/30/2024	E0077915	Dell Marketing LP	\$ 125,798	Azure Renewal Subscription-FY25
8/30/2024	E0077920	George S. Hall, Inc.	\$ 171,800	Engineering – July 2024
8/30/2024	E0077934	Township Building Services, I	\$ 155,365	Custodial Services – August 2024
8/30/2024	E0077936	WeidnerCA	\$ 123,753	Exterior Signage-Renaming
9/6/2024	E0077992	Mid-Market Foundation	\$ 289,781	Urban Alchemy Security – June 2024
9/11/2024	E0078005	Computershare	\$ 343,776	Series 2017 Bonds – Interest
9/27/2024	E0078156	MF Digital Marketing, Inc.	\$ 122,328	Admissions FY25 MSL/CSL Internet Advertising