

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
MEETING AS A COMMITTEE OF THE WHOLE
October 28, 1999

The Regents of the University of California met on the above date at the Price Center, San Diego campus.

Present: Regents Davies, Hopkinson, S. Johnson, Khachigian, Kozberg, Leach, Lee, Montoya, Pannor, Preuss, and Vining

In attendance: Regent-designate Kohn, Faculty Representative Coleman, General Counsel Holst, Secretary Trivette, Associate Secretary Shaw, Assistant Vice President Smith, Chancellor Dynes, and Recording Secretary Bryan

1. DRIVING TOUR OF THE CAMPUS

The Regents visited the Birch Aquarium Museum and took a bus tour of the campus to view new buildings and building sites.

The meeting convened at 10:30 a.m. with Chairman Davies presiding.

2. PUBLIC COMMENT PERIOD

Chairman Davies explained that the Board had been convened as a Committee of the Whole in order to permit members of the public an opportunity to address University-related matters and items on the day's schedule. The following people addressed the Board:

- A. Ms. Carol Anne Buckmaster, a staff research associate representing the University Professional and Technical Employees, commented on the quality of research at the San Diego campus. She asked the Regents to direct Chancellor Dynes to meet with union representatives to discuss employee issues.
- B. Mr. Jelgar Kalmijn, a representative of University Professional and Technical Employees, believed that University researchers are underpaid by 25 percent. He requested Chancellor Dynes to meet with union representatives for a dialogue about working conditions for research staff.
- C. Mr. Robert McDonell, a San Diego alumnus, was concerned about the amount of support the University receives from the private sector. He believed that a corporate model has been imposed on the campus and that this is detrimental to the quality of public education.
- D. Mr. Ryan Olson stated that members of the public, students, and journalists should have access to all campus meetings systemwide.

3. PRESENTATIONS

A. *Campus Growth*

Chancellor Dynes commented that the San Diego campus will grow and change dramatically during the next ten years. He introduced Ms. Marsha Chandler, Senior Vice Chancellor–Academic Affairs, who discussed the challenges and opportunities growth will bring. She stated that planning will be undertaken using the the campus’ existing strengths as a base. There are five areas of interdisciplinary focus that would benefit from further enhancement, including the environment, human development, international studies, material science, and computational science, and other areas that are not yet fully developed. The planning process will focus also on graduate programs. She noted that it is likely that a sixth and possibly a seventh college will need to be built.

Following Ms. Chandler’s presentation, Mr. Joseph Watson, Vice Chancellor–Student Affairs, discussed student life. He noted that the college system is fundamental to creating a pleasant campus environment that provides a personal setting and integrates students well. Retention and graduation rates are among the highest of UC campuses. Expansion will be necessary to ensure that students continue to be able to be housed on campus and enjoy interactions with faculty and other students.

Mr. Steven Relyea, Vice Chancellor–Business Affairs, discussed the business framework for sustaining growth that has been developed for the campus. Business processes were redefined to optimize outcomes. Benchmarks were set for campus business services with a goal to achieving customer satisfaction. The results of implementing the new model, called the Balanced Scorecard, have included increased productivity, reduced costs, and a better understanding of customer needs.

B. *Lessons Learned from The Hunter Group*

Mr. David Bailey, Interim Vice Chancellor for Health Sciences and Dean, UCSD School of Medicine, Ms. Sumiyo Kastelic, Director of the UCSD Medical Center, and Dr. David Hoyt, Chair of the Board of Governors, UCSD Medical Group Faculty Practice, showed slides to illustrate the steps taken by The Hunter Group to make the medical center profitable in a very competitive market. Chancellor Dynes noted that after going through the process implemented by The Hunter Group, the administration is better equipped to anticipate future financial challenges rather than being surprised and having to react to problems after they have emerged.

The Committee then adjourned for lunch, where students representing each of the colleges discussed their experiences and accomplishments.

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C. ***Research and Public Policy***

Mr. Richard Attiyeh, Vice Chancellor–Research, noted that the San Diego campus is very successful at attracting and carrying out research. Its extramural funding has doubled in the past ten years, and it ranks in the top ten of research universities nationwide. He reported that in the coming decade the areas of environment, human development, and preventive medicine in particular will have important policy implications.

Mr. Myrl Hendershott, a Professor at the Center for Coastal Studies, talked about the physics of tides, waves, and currents. He reported that the Center was formed in response to the failure of local fisheries fifty years ago. Studies were undertaken on the coastal ocean and the fluctuations of fish populations. As a result of this and related research, an integrated observing system was developed that keeps track of and predicts the effects of wave patterns and currents on marine populations and measures the impact of pollutants on the ocean.

Social Sciences Professor Hugh Mehan and Associate Professor Olga Vasquez discussed creating partnerships with K-12 San Diego schools. Studies are ongoing to assess what activities and interventions are most productive in motivating students and making them UC-eligible. Ms. Vasquez described efforts by the campus to reach underserved bilingual students and prepare them for higher education.

Mr. John Pierce, Associate Director of UCSD Cancer Center, described the center's programs to research the causes of cancer and prevent its development. The center promotes awareness about the risks of tobacco use and poor diet and provides programs to help participants stop smoking. It also conducts analyses on the impacts of advertising on health.

COMMITTEE OF THE WHOLE

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The meeting adjourned at 4:00 p.m.

Attest:

Secretary