

**THE REGENTS OF THE UNIVERSITY OF CALIFORNIA  
MEETING AS A COMMITTEE OF THE WHOLE**

October 19, 2000

The Regents of the University of California met on the above date at the Beckman Center, Irvine campus.

Present: Regents Davies, Hopkinson, O. Johnson, S. Johnson, Khachigian, Kohn, Kozberg, and Montoya

In attendance: Regents-designate T. Davis, Morrison, and Seymour, Faculty Representatives Cowan and Viswanathan, Secretary Trivette, General Counsel Holst, Senior Vice President Mullinix, Vice President Gurtner, Assistant Vice President Smith representing Provost King, Chancellor Cicerone, and Recording Secretary Nietfeld

The meeting convened at 8:15 a.m. with Chairman S. Johnson presiding.

**1. PUBLIC COMMENT PERIOD**

There were no members of the public wishing to address the Committee.

**2. A BLUEPRINT FOR GROWTH: BIRTH OF A CAMPUS AND UCI TODAY**

Chancellor Cicerone reported the discovery of the film “The Birth of a University” which was broadcast on national television in 1965. The film featured founding Chancellor Daniel Aldrich describing his vision for the campus. Chancellor Cicerone played a short version of the film. He then displayed a series of slides which depicted the present status as well as the growth of the campus. The campus currently enrolls 20,000 students and expects to enroll an additional 1,000 students per year to reach its capacity of 30,000. The campus also expects to continue to decline admission to a larger number of UC-eligible students each year. The Chancellor reported that the Irvine campus had recently tied for tenth place with the Davis campus among public universities ranked by **U.S. News and World Report**. He continued that the campus community is excited by the opportunities represented by Governor Davis’ California Institutes for Science and Innovation. The campus has two proposals among the final six, one with San Diego as the lead campus and the other with Irvine as the sole campus. Irvine’s Graduate School of Management is now ranked among the top thirty in the nation and, in certain specialities, among the top ten. With the endorsement of President Atkinson, the campus has embarked upon a course to double the enrollment of MBA students in the coming years.

Chancellor Cicerone recalled that at the previous night’s dinner Regents and guests had been entertained by elementary students enrolled in the campus’ Artsbridge outreach program. He reported that faculty and staff in the Humanities Out There program are working to promote the

humanities in Orange County schools. Several of the campus' highest-ranked graduate programs are in the School of the Humanities. The campus expects to attract private support for the engagement of the humanities in the public sphere in order to restore the role of the public intellectual in American life. Chancellor Cicerone reported that the campus had taken full advantage of the University's initiatives to expand enrollment in computer science and engineering.

At present, more than 2,000 of the campus' 17,000 undergraduates have chosen to major in information technology, and there will be 424 new computer science majors in fall 2000. Turning to outside support, the Chancellor reported that last year Irvine campus faculty were awarded \$195 million in contracts and grants, representing their ability to compete nationally. The campus was able to attract \$90 million in private support in 1999-2000 compared with \$30 million in 1996-97. This funding is vital to the campus for scholarships, faculty support, and capital improvements. Chancellor Cicerone then invited Executive Vice Chancellor Michael Gottfredson to discuss the challenges and growth opportunities for the Irvine campus. In so doing, the Chancellor observed that the Irvine campus, as it grows, must continue to attract the most qualified faculty and staff. Other challenges which the campus faces are its physical infrastructure and the maintenance of the ratio of undergraduate to graduate students. The campus must develop new programs in order to fulfill its role as a public research university.

Executive Vice Chancellor Gottfredson observed that the Irvine campus will grow significantly over the next ten years; the campus community has embraced this projected growth. The campus sees this challenge as an opportunity to provide increasing numbers of students with a high-quality University of California experience. It believes that top-rate faculty will attract quality students, and thus the first challenge facing the campus is to attract the highest-quality faculty. Over the next decade, the campus will need to add 400 to 500 new faculty at a time in which other universities are also seeking to attract large numbers of high-quality faculty. In order to attract these faculty, the campus will have to offer salaries that are competitive with the best private universities. Mr. Gottfredson emphasized the need to attract high-quality graduate students because they contribute to the research mission of the University. In addition, the campus needs to meet the employment expectations of the state. The campus has a mandate to increase the size and the quality of its graduate population. This challenge will be met by increasing the competitive nature of awards to graduate students. Mr. Gottfredson continued that another challenge which the campus faces is the recruitment and retention of high-quality staff. The campus is in a competitive environment with respect to its workforce. One of the greatest hurdles in each category is the cost of housing in southern California. The campus will need to continue to provide housing for its faculty and students.

Mr. Koko Panossian, president of the Associated Students of the University of California, Irvine, described the annual leadership conference which the campus convenes to discuss the issues which the campus will face and how campus leaders should prepare for them. He noted that it would be critical for the campus to have the support of the Regents as it grows over the next decade. Interaction with graduate students is crucial to the quality of education for undergraduate students.

Mr. Panossian spoke of the need to maintain and increase diversity on the University's campuses in order to reflect the diverse population of the state. In addition, the Regents will need to provide continued funding both for the campus' infrastructure and for student support services.

Mr. Andrew Drummond, president of the Association of Graduate Students, reported that he had been attracted to the Irvine campus not only by its outstanding faculty but also the excellent funding package that the campus was able to provide. Such a funding package, however, is not typical; this is reflected in UCI's diminished graduate enrollment. Mr. Drummond observed that graduate programs are vital to California's economy because they provide a pool of talented professionals who reinvigorate businesses. He reported that, of the 15 largest states, California is the only one with a negative trend in graduate enrollment from 1986 to 1996. He encouraged the campus to provide support for increased graduate enrollment.

Chairman S. Johnson asked that Mr. Tom Tierney, chair of the UC Irvine Foundation, comment on any development within the foundation of funds that would provide support specifically for graduate students. Mr. Tierney explained that the foundation is dedicated to the support of capital campaigns and scholarly activity. Trustees are beginning to understand the importance of graduate students to the University's mission and have begun a major thrust in this direction. Regent Johnson observed that money will have to come from many sources to provide the level of funding that is required across the system in order to enlist the finest graduate students. Vice Chancellor Moebus added that a significant portion of the \$20 million gift from the Sameuli family to the school of engineering will be set aside for graduate fellowships. Members of the Irvine community are also active in developing fellowships for the campus' graduate students.

Regent Davies noted that the Regents are aware of the decline in graduate student enrollment at the University of California. This has resulted in part from changing priorities, including keeping fees low and raising faculty salaries to competitive levels. It has become apparent from recent discussions about the University's budget that the Regents' next priority will be to increase support for graduate enrollment.

Chairman Johnson reported the intention of Provost King to develop a group comprised of Regents, representatives from the campuses, and staff from the Office of the President to study long-range graduate student issues.

In response to a question from Regent Khachigian regarding the community's acceptance of the campus' need for growth, Vice Chancellor Brase recalled that one advantage of the Irvine campus is the fact that it was part of the master plan for the City of Irvine. Many of the original infrastructure systems took into account the eventual size of both the city and the campus. The greatest concern involved with growth is traffic. Before the 1989 Long Range Development Plan was begun, the campus signed a Memorandum of Understanding with the City of Irvine that set a traffic allocation for the campus. To date the campus has outperformed the allocation because its

traffic mitigation programs are working well. The community continues to support the build-out of the campus.

Chairman Johnson asked for comments on creative responses to the need for student housing. Mr. Brase recalled that since the inception of the campus, its eastern portion had been designated for a student residential community. A recreational facility will serve as the centerpiece for this community. This part of the campus will be amenable to construction by a third-party developer. The campus is about to issue a Request for Proposals for a project that will add 1,500 beds in new apartments for undergraduate and graduate students. A second phase will provide housing for an additional 1,500 undergraduate students.

Regent O. Johnson expressed concern about the diversity of the campus community. Chancellor Cicerone believed that the campus' outreach programs, which are integrated with admissions and financial aid, were beginning to have an effect. He recalled that several of the campus' oldest outreach programs have been aimed at recruitment into the sciences and engineering. Over 50 percent of the African-American students on the Irvine campus are majoring in science or engineering. The campus will need to broaden its efforts to encompass all fields of endeavor.

Vice Chancellor Gomes continued that much of the growth of the entering class for fall 2000 is represented by transfer students from the community colleges. The campus will admit an additional 300 transfer students for the winter quarter. It is anticipated that underrepresented minority students will continue to transfer at greater rates than previously. Mr. Gomes referred to the Memorandum of Understanding between the University of California and the California Community Colleges which calls for a one-third increase in the number of students transferring to UC from the community colleges over the next decade. The Partnership Agreement between the University and the State stipulates a 50 percent increase. Another factor which will promote diversity is the increase in the Cal Grant awards, which will enable community college students to carry the grant with them when they transfer to the University. Vice Chancellor Gomes pointed out that higher education faces a great challenge based upon the inequality in the K-12 system. As a result, less than 5 percent of Latino and African-American students who graduate from California public high schools attain UC eligibility.

Vice Chancellor Gomes reported that in 1996 the Irvine campus established the Center for Educational Partnerships. The center works with the school districts whose students have the lowest participation rates in the University, and the goal is to double the number of students from these school districts who achieve UC eligibility. Deans and faculty members are involved in key leadership roles in the campus' outreach efforts across the curriculum. He believed that the dual admissions program proposed by President Atkinson will help the campus to diversify its student body.

Regent Khachigian believed that the campus, through its outreach programs, was making great strides in becoming more welcoming to underrepresented minority students. Regent Montoya stressed the importance of parents' involvement in these programs. Vice Chancellor Gomes reported that parents are invited to an immersion program prior to their students' enrollment at UCI in order to expose them to campus life and to relieve them of uncertainties about what their children will experience.

Chancellor Cicerone emphasized that outreach programs must be long term and must address basic problems. He recalled that the California Alliance for Minority Participation, which is funded by the National Science Foundation, was established in the early 1990s to assist underrepresented minority students to succeed. An announced goal of the program was to help these students to become doctors. The campus found that these students were not succeeding because they lacked basic mathematical skills. For this reason, students must be contacted early in order to encourage them to study algebra.

Regent Davies expressed concern that the grade point requirement for the transfer program is too low. He was skeptical about the fact that transfer students do as well as entering freshman. Mr. Gomes noted that the 60 units of required courses which transfer students must complete at the community college have been approved by University faculty. The students must also meet certain prerequisites for the major. He pointed out that the California community colleges play an important role in the State's Master Plan for Higher Education and are treated as higher-education partners. There is little difference between the graduation and retention rates for transfer students and for first-time freshmen.

Vice Chancellor Parker reported that there is a difference between the two groups of students during the first quarter of instruction in the junior year. After completion of two years at UCI, there is no difference in their ability. Transfer students are highly motivated individuals who have made a commitment to succeed.

Chairman Johnson emphasized that the University will need to provide the resources for the support services that are offered to students who are admitted through the dual admissions program. This fact must be balanced with the need for graduate student support.

Regent Hopkinson asked that the Irvine campus provide the Regents with information on what types of services transfer students are provided in order to help them to perform well.

3. **HENRY SAMUELI SCHOOL OF ENGINEERING DEDICATION PROGRAM**

The Regents attended the dedication of the Samuelli School of Engineering and the dedication luncheon.

4. **NEUROBIOLOGY AND BEHAVIOR PRESENTATION AND TOUR**

The Regents visited the laboratory of Professor Thomas Carew in the Herklotz Research Facility, who discussed his research on the brain. Assistant Professor Larry Cahill presented a video on how the brain makes strong memories from strong emotions.

And then the meeting adjourned.

Attest:

Secretary