

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

April 13, 2000

The Regents of the University of California met on the above date at the Mission Inn, Riverside.

Present: Regents Davies, Hopkinson, O. Johnson, S. Johnson, Lee, Montoya, Pannor, Taylor, and Vining

In attendance: Regents-designate Fong and Miura, Faculty Representatives Coleman and Cowan, Secretary Trivette, General Counsel Holst, Provost King, Chancellor Orbach, and Recording Secretary Nietfeld

The meeting convened at 8:35 a.m. with Chairman Davies presiding.

**1. PUBLIC COMMENT**

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 or items on the day's schedule. The following persons addressed the Board concerning University-related matters.

- A. Mr. José Villasana spoke in support of the efforts of Chancellor Orbach to create good will toward the community through programs such as the Eastside Project and the School Safety Prevention Project.
- B. Ms. Rita Skinner, Coalition of University Employees, stated that UC Riverside clerical workers are paid 21 percent less than those in similar positions in the surrounding communities. As a result, it is difficult to recruit new employees.
- C. Mr. Allan Crosthwaite, Coalition of University Employees, stated that CUE is a grassroots organization that was begun by clerical employees who feel devalued by their employer, particularly because they have not received a cost-of-living increase in several years.
- D. Mr. Scott Miller, Coalition of University Employees, stated that employees had been informed that there would be no nondiscrimination provisions in the employment contract, which will make it difficult for employees to challenge what they perceive to be discriminatory practices.
- E. Ms. Dia Mona and Ms. Kristen Wang, students at the Riverside campus, described some of the valuable opportunities for community service that are provided by the campus.

- F. Mr. Carminia Panlilio, a student at the Riverside campus, discussed a paid tutorial program which involves University students tutoring in the local K-12 schools.
- G. Ms. Sophie Harris of the African Students Program spoke in favor of ensuring that funding for outreach programs is distributed equitably throughout the community.
- H. Mr. Vincent Mugata noted that many communities do not have the resources which are required for their high school students to matriculate successfully into college.
- I. Mr. Walter Jansen, Coordinator of the Global Business Information and Technology Academy at the John W. North High School, spoke in appreciation of the support provided by Chancellor Orbach and other members of the Riverside campus.

The Regents then walked to the UCR/California Museum of Photography.

2. **UNIVERSITY IMPERATIVES FOR THE 21st CENTURY: ATTENDING TO THE QUALITY OF LIFE THROUGH THE HUMANITIES**

Executive Vice Chancellor Warren welcomed the Regents, noting that the theme for the campus=presentations throughout the day would be Athe quality of life.@

Ms. Patricia O=Brien, dean of the College of Humanities, Arts, and Social Sciences, recounted how she had been attracted to the Riverside campus by the excellence of its humanities center, which she believes to be the best in the UC system. The college is in the process of developing interdisciplinary programs as well as building partnerships within the Riverside community.

Professor Emery Elliott, a distinguished professor of English and the Director of the Center for Ideas and Society, came to the Riverside campus following 17 years at Princeton University. Professor Elliott suggested that this is the most exciting time to be involved in higher education. The challenge which he faces as a professor of the humanities is the change which is resulting from the increased diversity of the student body. The curriculum must be reshaped in order to engage students based upon their interests, which often do not relate to a traditional college curriculum. The faculty will need to use new media tools such as videotapes and photographs to engage students= interests at the beginning of the 21st century.

Professor Katherine Kinney, associate professor of English, discussed the year-long course that she developed with funding from the Hewlett Foundation, AThe 1960s and the Vietnam Era.@ This course was designed to help students of varying cultural backgrounds understand that period of American history. Her portion of the course focused on understanding the 1960s through film, while her co-teachers from the departments of economics and history brought the perspectives of their fields to bear on the period.

Mr. Jonathan Green, director of the UCR/California Museum of Photography, gave a visual presentation about the museum based on its website. He noted that the museum has become a major presence on the national and international art scene, with more than 1 million visitors over the past ten years. An important project of the museum is the digital studio, a continuing digital arts program which serves artists, students, and community members seeking digital medial equipment and skills.

3. **UCR'S MILE OF MIRACLES**

The Regents took a bus tour from the UCR/CMP to the campus by way of University Avenue, also known as the Mile of Miracles.® The tour was narrated by Justice James Ward and included a videotape which presented details on the various buildings which the bus was passing. The tour included a brief stop at the Justice Center, which was recently renovated. Chancellor Orbach drew attention to some of the newest developments, including University Village and the public safety building. The campus is constructing an athletic facility in anticipation of its move to Division I.

4. **UNIVERSITY IMPERATIVES FOR THE 21st CENTURY: ATTENDING TO THE QUALITY OF LIFE**

The Committee met in the Science Library for a roundtable discussion of the topic "Whose quality of life is it anyway?" moderated by Justice Ward. Executive Vice Chancellor Warren introduced the following members of the Deans Council: Mr. John Azzaretto, Vice Chancellor, Public Service and International Programs and Dean, University Extension; Mr. Robert Calfee, Dean of the School of Education; Mr. Michael Clegg, Dean of the College of Natural and Agricultural Sciences; Mr. Donald Dye, Dean of the A. Gary Anderson School of Management; Ms. Patricia O'Brien, Dean of the College of Humanities, Arts, and Social Sciences; Dr. Michael Stemerman, Dean of the Division of Biomedical Sciences; and Mr. Satish Tripathi, Dean of the Bourns College of Engineering.

Dean Dye informed the Regents that the deans began to meet for dinner on occasion and discovered that they faced common challenges arising from projected growth both in the UC system and throughout the inland region. Dean O'Brien continued that, in gathering to discuss the future of the campus as a whole, the deans began to build a vision of collaboration between the colleges in order to make the campus grow better as well as bigger.

Dean Clegg observed that the present is a time of both opportunity and volatility. The deans believe that they must combine their efforts in order to succeed in this environment. There is a willingness to look at the big picture in a way that was not true in the past.

Justice Ward asked the panelists to address the day's theme by explaining whose quality of life was being discussed. Dean Clegg responded that the University improves the quality

of life of the people of California by creating new knowledge through research and transmitting it through teaching and outreach. Dean Dye added that, as the campus strives to solve the problems of the region, it also contributes fundamentally to the improvement of society as a whole.

Justice Ward observed that University Extension is often perceived as separate from the campus and asked Dean Azzaretto to comment on his role as a dean. Mr. Azzaretto noted that his colleagues recognize that the world is changing and that, in this knowledge-based economy, there is a need for life-long learning. People turn to extension programs to help improve the quality of their lives.

Dean Stemerman commented that the biomedical sciences were at the forefront of improving medical care; the Riverside campus educates future physicians who will raise the quality of health care in the region.

Dean Calfee observed that schools of education are often not well regarded on university campuses. This is not the case at Riverside, where he feels himself to be a full member of the Deans Council.

Dean O'Brien reported that a team of faculty had made the commitment to establish a center for environmental science and environmental studies in response to the Governor's initiative calling for the establishment of such centers in California.

Dean Tripathi stressed the importance of collaboration within the field of engineering, which draws its expertise from many constituents. Investment in technology should draw new jobs to the region.

## 5. **UCR 2010VISION AND VALUES**

Chancellor Orbach reported that the campus had undertaken a vision process in planning for the year 2010; the presentation will focus on how the campus intends to create the infrastructure upon which an intellectual superstructure can be built. Over the coming decade, the campus anticipates increasing its enrollment of 11,000 to an enrollment of 19,900 students. The campus' vision is to become a world leader in the fusion of teaching and research excellence in a multicultural environment. The role of the Riverside campus is one of educational opportunity, quality research at intellectual frontiers, economic development, and improvement in the quality of life.

Executive Vice Chancellor Warren discussed how faculty will need to be recruited in order to cope with the dramatic projected increase in student enrollment. Among the campus' strategies for excellence is a commitment to the academic personnel review process as a tool for quality. Distribution of the faculty throughout the ranks will have a long-term effect on the profile of the faculty. Because the University's three early retirement programs reduced

the percentage of full professors, the campus has put into place an effort to hire some very senior faculty in order to provide academic leadership. The campus has not yet determined what the long-term balance of the faculty should be. In order to ensure diversity among the faculty, the focus is at the search committee level. These committees are provided with data concerning the availability of candidates who reflect the diversity of the student body and of the state. A final strategy involves the cluster hiring of a group of faculty in order to create strength in a particular program. Mr. Warren concluded his presentation by noting that the campus will not be able to meet its recruitment goals without an appropriate infrastructure, and he called upon Associate Chancellor Bolar for a description of the campus= needs.

Ms. Bolar explained that the campus= resource planning is designed to respond to the academic and administrative needs of the campus. This approach results in the development of a multi-year capital investment strategy. All resource planning must contain performance measures, accountability, and incentives geared to help the campus achieve its objectives. The campus is in an environment that requires calculated risks and bold decision-making. The campus has a small operational base to support large and rapid growth. Aging facilities and capital needs coupled with inadequate capital support put increased pressure on the campus= operating budget. The campus must invest significant amounts of its revenue to upgrade its instructional technology. It recognizes the need to expand its extramural funding sources through increased contracts and grants and public-private partnerships.

Associate Chancellor Bolar discussed the capital improvement program, noting that the program follows academic and enrollment plans, identifies capital projects needed to support the University=s mission, and relies upon a priority-setting process. The Riverside campus has made a decision to maximize State funds by targeting core facilities to support teaching and research. The focus is on new construction, while the campus pursues other funding sources for infrastructure, renovation, and equipment. Ms. Bolar presented a series of slides which depicted the major capital projects in process or under consideration.

Regent-designate Miura asked for a description of how faculty input is taken into consideration when allocations for faculty positions are made. She noted that the Riverside campus had been successful in enrolling underrepresented minority students and asked whether the campus had had similar success in the recruitment of its faculty.

Executive Vice Chancellor Warren explained that the administration consults with the Academic Senate=s Committee on Planning and Budget on faculty allocations. Each academic dean is asked to prepare a five-year plan which contains resource requests for a one-year and three-year period and to present the plan to a committee consisting of the chancellor, the executive vice chancellor, other administrators, the chair of the Academic Senate, and the chair of the Committee on Planning and Budget. The Committee on Planning and Budget prepares its recommendations, which are aligned with the administration=s tentative decisions. With respect to faculty diversity, Mr. Warren stated that

while the faculty does not mirror the student body at present, the campus is working hard to narrow the gap.

The Regents took a walking tour of the campus and then adjourned for lunch.

6. **UNIVERSITY IMPERATIVES FOR THE 21st CENTURY: ATTENDING TO THE QUALITY OF LIFE THROUGH AN UNDERSTANDING OF OUR ENVIRONMENT**

The Committee reconvened in the Entomology Museum for a discussion of the work of the Center for Exotic Pest Research led by Dean Clegg. The Center is located at the Riverside campus but operates as a systemwide research entity of the Division of Agriculture and Natural Resources as a unit of the Integrated Pest Management System. The Center is seeking funding to establish competitive grants for research on existing, high-priority pest species and to conduct anticipatory research on pests not yet found in California.

Mr. Ben Drake, a grower in the Temecula Valley, described some of the devastating effects which pests have on the California economy, costing agriculture an estimated \$3 billion annually. Pierce's disease threatens the State's grape industry. The glassy-winged sharpshooter is the primary insect that vectors Pierce's disease. If it makes inroads in the Central Valley, there is nothing to stop its movement into Northern California's grape-growing areas. Growers are relying on the Davis and Riverside campuses to provide the research support for this crisis.

Mr. Timothy Paine, chair of the Department of Entomology, reported that California gets a new exotic pest every sixty days. In the past, the focus was on studying one pest at a time. The science of invasive biology is a new one that looks for a systems approach to these problems. Exotic pests and diseases will continue to enter the state at an accelerated rate because of increased international air transport, growing tourism, and immigration from semitropical and tropical regions where many of California's crops originate. The Center, working in collaboration with State and federal governmental agencies, conducts research to support exclusion and prevention programs and to develop management or eradication strategies when invasive species are found within the state's borders. In addition, the Center is working to recognize emerging threats and training people to meet these challenges. A systems approach is critical to solving a problem such as Pierce's disease, because any solution will affect not only grapes but other crops as well.

7. **UNIVERSITY IMPERATIVES FOR THE 21st CENTURY: ATTENDING TO THE QUALITY OF LIFE THROUGH TECHNOLOGY**

The Committee met in the Bourns College of Engineering for a presentation led by Dean Tripathi. The college consists of the departments of electrical engineering, mechanical engineering, chemical and environmental engineering, and computer science and engineering. The college enrolls 950 undergraduate and 85 graduate students and has 37

faculty members. The college has an aggressive growth plan, with half of the growth anticipated to be in computer-related fields.

Dean Tripathi discussed the work of the College of Engineering-Center for Environmental Research and Technology (CE-CERT), which has become one of the campus' most prominent resources. It is the largest research organization at UCR, generating approximately \$6 million per year in extramural research support. The mission of the Center is to pursue basic and applied research on air quality issues by bringing together researchers from multiple disciplines. The Center will act as a broker which is trusted by the industry, the government, and the academic community to develop and assess environmental technologies which will lead to cost-effective air quality and energy policies. CE-CERT is one of the largest employers of undergraduate students on the campus, with as many as forty undergraduates working at a time. Major research areas of the Center include transportation systems, including electrical cars, renewable fuels, and waste management.

Dean Tripathi continued that the mission of the Center for Research in Intelligent Systems (CRIS) is to perform research on autonomous systems with sensing capabilities. Projects include work on perception-based intelligent robots and object recognition used for security systems.

Following a comment by Regent S. Johnson regarding the importance of partnerships, Professor Joe Norbeck, founding director of CE-CERT, reported that the College had recognized the need to form alliances with private industry, with government agencies, and with other universities. CE-CERT has formed a board of advisors to review its research programs and to recommend future directions.

Regent Lee pointed out that the college has a relatively high student-faculty ratio. Dean Tripathi explained that for their first two years, undergraduate students take many of their courses outside the college. Executive Vice Chancellor continued that the goal is to achieve a student-faculty ratio of 16:1.

Regent-designate Miura raised the issue of technology transfer. Executive Vice Chancellor Warren reported that plans are under way to hire a technology officer and to establish a campus office of technology transfer within the next six to eight years.

The Regents took a tour of CRIS and the mechanical shop for the Department of Mechanical Engineering.

And then the meeting adjourned.

Attest:

Secretary