

The Regents of the University of California

**SPECIAL COMMITTEE ON UC MERCED**

March 15, 2001

The Special Committee on UC Merced met on the above date at the James E. West Alumni Center, Los Angeles campus.

Members present: Regents Atkinson, Connerly, Davies, O. Johnson, S. Johnson, Kozberg, Lee, and Miura; Advisory members Fong, Morrison, and Faculty Representative Cowan

In attendance: Regents Bagley, Hopkinson, Kohn, Lansing, Marcus, Montoya, Moores, Preuss, and Sayles, Regents-designate T. Davis and Seymour, Faculty Representative Viswanathan, Secretary Trivette, General Counsel Holst, Assistant Treasurer Young, Provost King, Senior Vice President Mullinix, Vice Presidents Broome, Gurtner, and Hershman, Chancellors Berdahl, Bishop, Cicerone, Dynes, Orbach, Tomlinson-Keasey, Vanderhoef, and Yang, Executive Vice Chancellor Simpson representing Chancellor Greenwood, and Recording Secretary Nietfeld

The meeting convened at 10:45 a.m. with Special Committee Chair Kozberg presiding.

**1. APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of July 19, 2000 were approved.

**2. UPDATE ON PLANNING FOR UC MERCED**

Chancellor Tomlinson-Keasey reported that the recruitment of key members of the executive leadership team had been a focus of activity during the last six months. The search for the Provost and Executive Vice Chancellor for Academic Affairs has been successfully concluded. Searches are under way for founding deans in the Divisions of Engineering, Natural Sciences, and Social Sciences/Humanities/Arts. It is hoped that deans will be in place by July 2001. Members of the Academic Senate Task Force for UC Merced have been key advisers on all these recruitments.

Additionally, Mr. Clifford Graves was appointed Vice Chancellor for Physical Planning in July 2000, and Ms. Lindsay Desrochers joined the executive team in November 2000 as Vice Chancellor for Administration. The vice chancellors are organizing the necessary staff to support the mission and to assure opening of the campus in August 2004. Key staff for physical planning, environmental and regulatory requirements, and fiscal and human resources are on board or soon will be. Most recently the selection of the University Librarian was completed, and planning for the development of a University Library can now begin in earnest. A search for the Dean and Vice Chancellor of Student Affairs will begin shortly. Recruitment for the Director of the Sierra Nevada Research Institute will begin once the Executive Vice Chancellor has arrived.

Faculty recruitment will begin in fiscal year 2001-02 after the deans are in place. A critical component of faculty recruitment, in an era of intense competition for faculty, will be start-up packages for faculty, especially in the natural sciences and engineering. With the need to recruit one hundred faculty by opening date, resource support for faculty becomes critical. Seven endowed chairs, totaling \$3.5 million, have been pledged in furtherance of attracting top senior faculty.

As the campus leadership and the Academic Senate Task Force have been preparing for academic leadership and the first faculty recruitments, a full planning process on issues regarding student life has been under way. UC Merced's Student Planning Committee, composed of resource persons from around the UC system, has completed its work on schedule and reported its findings to the Chancellor and the Academic Senate Task Force. The report outlines important principles to guide further development of student services, for student life on campus, and for the interface between student affairs and the academic mission. Issues such as the level and nature of student housing, the approach to academic advising, and the quality of recreational and athletic opportunities for students were reviewed and assessed. All student services and support activities must be geared to maximizing the accessibility of UC Merced to San Joaquin Valley students and to assuring the success of students once in residence or in related distributed learning programs.

UC Merced is already serving a wide variety of educational needs in the San Joaquin Valley through the establishment of UC Merced centers in Fresno, Merced, and Bakersfield. Programs offered in the centers include outreach programs for K-12 students, teachers, parents, and administrators; summer session courses for enrolled and prospective UC students; and continuing education programs for working professionals. The UC Merced Center in Fresno opened in fall 1997 and recently underwent a complete remodeling, which permits the use of distance learning technologies. A center opened in Bakersfield in fall 2000 and will transfer to a permanent home in a new facility with the Kern County Superintendent's office this summer. The Bakersfield Center will also be equipped with distance learning technology. A third site, the Tri-College Center of Merced (UC Merced, CSU Stanislaus, and Merced Community College) opened in Merced in Spring 1999, and a fourth site in Modesto has now been identified, offering an excellent location in the downtown area.

Outreach activities to K-12 students, parents, teachers, and schools in the valley have been under way since 1986. UC Merced launched a more comprehensive and extensive outreach program in 1997 beginning with the UC Fresno Center. With a budget of approximately \$3 million, outreach activities range from contact with middle and high school students in 67 schools in the valley to workshops for community college students who will ultimately seek transfer to UC. Eleven community colleges extending from the Delta in the north to Kern County in the south are participating. This heightened outreach effort has fueled a 13 percent increase in the transfer rate of community college students in the valley. In addition, efforts with valley teachers and partnerships with K-12 school districts have been developed to strengthen the capacity for schools to offer advanced mathematics, science, and literacy courses that prepare students adequately for

the University. In collaboration with the UC College Prep Initiative, UC Merced is offering on-line advanced placement courses for about 190 valley high school students enrolled in schools that do not regularly offer such courses.

UC Merced is sponsoring summer courses in collaboration with UC Davis. In summer 2000, 32 students enrolled in three undergraduate courses offered at the Fresno Center and on-line throughout the region. In summer 2001, UC Merced, again in collaboration with UC Davis, will offer up to ten undergraduate courses at its UC Merced centers in Fresno and Bakersfield and the Merced Tri-College. Some of the courses will be on-line and accessible to students throughout the valley. Enrolled UC students home for the summer and prospective UC students in high school or community college can begin to accumulate UC credits that will be transferable within the UC system. Ultimately the UC Merced centers will also provide courses for prospective and enrolled students of UC Merced. Providing this option will broaden access to UC Merced students who cannot leave home immediately or do not have sufficient financial support to reside in Merced for an entire undergraduate program.

UC Merced established the Division of Professional Studies in 1999, five years ahead of the scheduled opening date of the campus site. The division, which does not receive State support, provides professional development programming for working professionals and customized training for Valley companies. The client base of the division continues to expand, including Chevron, Texaco, municipal governments, and school districts throughout the region. In summer 2000, the division sponsored a highly successful School Leadership Institute that served administrators throughout the Valley. In Fall 2000, the division provided a series of high-quality business workshops for Texaco engineers. UC Merced's involvement in this area is creating new business partnerships well ahead of the scheduled opening date of the campus.

UC Merced is a partner with UC Berkeley, UC Davis, and UC Santa Cruz in the development of one of the four Science and Technology centers recently selected by the Governor for State funding. The Center for Information Technology Research in the Interest of Society (CITRIS) focus will be the application of information technology to social and commercial problems that affect the quality of lives of individuals and organizations. CITRIS will have many foci of research interest including some of particular relevance to a new campus – smart classrooms and buildings. CITRIS will also develop advanced media-based education. Its first project will be placing the introductory computer science sequence in a distance format. UC Merced-bound community college students will be among the first to test these courses, satisfying a requirement that many valley community colleges have difficulty covering.

Chancellor Tomlinson-Keasey reported that on October 6, 2000, she and Director Tarter signed an Memorandum of Understanding between UC Merced and the Lawrence Livermore National Laboratory. This collaboration will contribute to UC Merced's science and engineering programs, advanced teacher preparation, and planning for campus energy efficiency.

Additionally, planners have continued to develop the three major academic divisions: engineering, natural sciences, and social sciences/humanities/arts. Planning for undergraduate general education and core areas of preparation for the three divisions are under way, benefiting from the assistance of the Academic Senate Task Force and Student Planning Advisory Committee. Discussion has been focused on the desire to assure a general education that is highly interactive in small groups. Different models, including variations on the college system, are under discussion. In addition, this planning will enable community college students to begin the necessary preparation for fall 2004 transfer to UC Merced. Finally, a select number of graduate and professional programs are under consideration and will be established at the outset of the campus, with approximately 10 percent of the student body at the graduate level.

The following additional campus activities were highlighted:

- The new UC Merced Foundation continues to thrive and support the Chancellor.
- The professional studies/extended education effort continues to evolve.
- An excellent team for advancement, campus events, and media relations is now in place.
- A gift of \$500,000 to build out space at the UC Merced Modesto Center has been received.
- Assistance from the federal government (\$400,000) has been appropriated to the County for the renovation of space at Castle Air Force Base.

At the Chancellor's request, Vice Chancellor Graves provided an update on campus physical planning. He recalled that in 1995 The Regents selected the site in Merced County for the University's tenth campus. The process was an exhaustive one during which eighty original sites were narrowed to three. The Merced location was considered to be optimal due to overwhelming community support and the fact that there was only one owner. Another advantage was the fact that the owner of the site, the Virginia Smith Trust, provides scholarships to local children. Any revenues derived by the trust from the University would be devoted to college scholarships. Mr. Graves reported that the trust was open to the possibility of moving the location of the University area from its original site. The trust and the County of Merced are interested in having the University as a partner in the development of the new community to be associated with the campus. Under the revised plan, the University's 2,000 acres have moved to the southwest, adjacent to Lake Yosemite. This site is closer to the City of Merced and its existing infrastructure than the original site. The new site is superior both environmentally and economically to the original one. The 2,000-acre site has been broken down as follows. The core campus area will encompass 910 acres to accommodate an eventual 25,000 students. The campus will add an additional 340 acres as a reserve site whose purpose is not determined at this time. The campus is setting aside 750

acres as a natural preserve that will provide a unique research opportunity for faculty and students.

Vice Chancellor Graves discussed the proposed timeline for development of the campus. During the past six months, the University, in partnership with the County, has been performing planning and analytical work in order to prepare an application for a permit under Section 404 of the Federal Clean Water Act. This analysis has required identification of the site which would be the Least Environmentally Damaging Practicable Alternative (LEDPA) among all sites considered. In addition to the LEDPA determination, the University and the County have prepared an analysis of listed species threatened or endangered as required under the Endangered Species Act. The administration does not anticipate receiving the required permits from the federal government that relate to environmental concerns until 2004, which would not allow the campus to open in 2004 as currently planned. The campus has begun work on an Environment Impact Report and Long Range Development Plan for the full build-out of the campus. The initial core campus buildings, Phase 1, are being planned for a 200-acre parcel of the Virginia Smith Trust property that does not require a federal permit under Section 404 and will accommodate growth of the campus through 2008. The portion of the 200 acres where the campus core will be built contains no wetlands and therefore is "non-jurisdictional." Phase 2 of the campus build-out requires federal permitting and entails preparation of a regional conservation plan. This process can be completed by 2004. To assure that all policies of the State, The Regents, and the County are met and to assure appropriate planning, several related efforts are under way and running on parallel tracks:

- Specific site selection for the campus will emerge from the final LEDPA report.
- The campus' Long Range Development Plan and an accompanying Environmental Impact Report will be submitted to The Regents in November 2001.
- Recommendation and acceptance of title to the trust property will be submitted to The Regents in March 2002.
- County completion of the Merced County Plan with the new campus site and university community footprint will be submitted to the Merced County Board of Supervisors with an accompanying Environmental Impact Report in November 2001.
- University design process for the first three academic buildings and other Phase 1 projects will be included in the analysis of the Environmental Impact Report and will be acted upon by the Board of Regents in November 2001.

Vice Chancellor Graves reported that, during the summer, draft documents will be available for public comment. Comment will also be invited from the permitting agencies. In response to community interest, the campus plans to hold public forums during the summer on the LRDP. A critical element of long-term planning for the campus is the habitat conservation plan in which UC

will be a partner with the County of Merced and the State. The campus will propose that the 750 acres being set aside as a natural preserve be incorporated into the University's Natural Reserve System. Mr. Graves recalled that the Governor had included \$30 million in last year's budget for the acquisition of conservation easements on up to 60,000 acres. The habitat conservation plan will cover approximately 120,000 acres.

Even as the focus on physical planning has been on finalizing site selection, site acquisition, and the development of academic core buildings, the University's leadership has begun discussion on the need for student housing. It is very likely that a substantial portion of students will need on-campus housing and, as such, it is imperative to begin planning now to meet that need. All of these processes must work in parallel to meet the August 2004 timeline. The next six months will be the window of opportunity for creating a housing strategy. The campus is considering the economics of housing provision through third-party developers or through the Universitywide pool for housing. Discussions with the Office of the President are under way to determine the best strategy. Faculty housing will also be needed and will be under discussion within the year.

Chancellor Tomlinson-Keasey reported that \$160.4 million for UC Merced had been restored to the State budget by the Senate budget subcommittee in order to fund three campus buildings and related infrastructure requirements, and she called upon Vice Chancellor Desrochers to discuss these buildings in more detail. Ms. Desrochers recalled that the budget plan for UC Merced involves the creation of a core campus of 2,000 acres that will accommodate 1,000 students in fall 2004, growing to 3,600 students in 2008. Last year The Regents approved and the Governor and legislature supported initial planning funds for the campus as well as design and construction funds for Phase 1 at \$19 million. The proposed \$160.4 million constitute the bulk of the remaining funds needed for construction of the Phase 1 infrastructure and two buildings. The Governor has provided an additional \$2 million in start-up funds for faculty recruitment. This year's request for the capital budget is unusual in that the Governor is requesting general funds rather than bond funds. This strategy has saved bond-fund dollars for other important projects throughout the system.

Collaboration between the University and the County on a Plan of Finance for off-campus infrastructure requirements is under way. The University and County will need to create a joint mechanism for the development of needed off-campus infrastructure for provision of utilities to the campus and to the University community. In all University community and infrastructure planning, concepts of smart growth and sustainability are paramount.

Ms. Desrochers described the first three buildings as follows:

- The Science and Engineering Building, funded at \$69 million, will house the engineering division and the division of natural sciences in order to create partnerships across the disciplines. It will provide laboratory as well as instructional space.

- The Library and Technology Center, at a total cost of \$32.5 million, will be a multi-purpose building housing not only the library but student services. It will also become the home of the first college at UC Merced.
- The Classroom Building will house the division of arts, humanities, and the social sciences. The total cost of this facility is \$26.6 million.

The campus is working with architects on preliminary planning for these three buildings, and design work will begin in mid-April. The Office of the President and the Governor's Department of Finance have assisted the campus in its fast-track approach to the design and construction of the campus' first buildings.

Vice Chancellor Desrochers presented a series of slides which depicted the locations of the campus' distributed learning centers. The intention is to create a network of places throughout the valley that undertake outreach to valley students. These include the UC Merced center at Fresno, which the campus intends to acquire permanently due to its strategic location. The UC Center in Bakersfield has been open since fall 2001 and will be prepared to offer summer courses to valley students. A third site will be located in downtown Modesto.

Chancellor Tomlinson-Keasey reported the increase in applications to the University of California by students in the San Joaquin Valley. She attributed much of the increase to the Eligibility in the Local Context program. As noted above, there was a 13 percent increase in transfer students from the valley, largely a result of the campus' outreach efforts. The campus sees transfer as one model of success for students coming to UC Merced.

Regent Hopkinson raised the issue of student housing. Vice Chancellor Graves reported that the 2004 opening will include two hundred to three hundred units of housing for students. It is anticipated that these units will be constructed by third-party developers and will be offered at University rates. Vice Chancellor Desrochers continued that discussions are under way in Sacramento regarding lease-revenue bonds that could potentially be a source of funding. Vice President Hershman reported that the administration was working with Assemblywoman Aroner on legislation that would make these bond funds available to the University as a way to increase the supply of student housing.

Regent Marcus urged that the new campus be designed in the most innovative way possible. The site should be designed in relation to the long-term mission of UC Merced. The Chancellor endorsed Regent Marcus' observations.

In response to a question from Regent Lee, Chancellor Tomlinson-Keasey explained that the intention would be that the natural reserve be incorporated into the University's Natural Reserve System. As such, it would not be available for any future alternative use. The intention of the NRS is to preserve natural sites for research and study.

Regent Lee drew attention to the high cost of constructing University buildings, noting that the cost to construct buildings in Merced should be considerably lower than in an urban area.

Chancellor Tomlinson-Keasey asked Vice Chancellor Graves to respond to Regent Marcus' comments on innovative planning for the tenth campus. Mr. Graves focused on three areas, the first of which was energy. With the help of the California Institute for Energy Efficiency, the campus is exploring various options with regard to energy development and energy management. The campus is planning to reduce the energy demand of the built-out campus from 6 megawatts to 3.5. Energy system development is being done in ways which will take advantage of new technology as it evolves in the years ahead. The architects will be given specific instructions with respect to the performance of the buildings.

A second area involves water. The campus is investigating ways in which to design a system that will manage all types of water use. The third area is the use of building materials. There are opportunities to use materials which are local and recyclable.

Regent Marcus emphasized that innovations have changed the way in which people interact. He urged the campus to take advantage of the research in this field when thinking about designing its space.

Chancellor Tomlinson-Keasey stressed that the campus administration had from the outset attempted to design a campus for the 21st century, using technology to reach students throughout the Central Valley. She noted the presence of many first-generation students and the need for experiences that will expand personal horizons. UC Merced, through its regional centers, will provide an array of services to the students whom it serves.

President Atkinson observed that universities transform themselves on a constant basis. Distributed learning is occurring throughout the system. Many faculty take advantage of the internet and interactive video in teaching their courses. While UC Merced presents unique opportunities for innovation, change is taking place throughout the University.

In response to a question from Regent Davies, Vice Chancellor Graves recalled that the area of the campus proposed for Phase 1 is not subject to the federal permitting process because it is located on what is now a golf course. The campus will go through the California Environment Quality Act process for the 2,000 acre build out, with a focus on the first 100 acres. It is anticipated that ground will be broken in 2002.

The Committee went into Closed Session at 11:35 a.m.

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March 15, 2001

The meeting adjourned at 12:30 p.m.

Attest:

Secretary