

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

September 17, 2002

The Regents of the University of California met on the above date at the Catellus Visitor Center, 255 Channel Street, San Francisco.

Present: Regents Blum, Hopkinson, Johnson, Moores, and Preuss

In attendance: Regent-designate Seigler, Faculty Representatives Binion and Pitts, Secretary Trivette, General Counsel Holst, Provost King, Senior Vice President Mullinix, Vice President Drake, Chancellor Bishop, and Recording Secretary Nietfeld

The meeting convened at 3:05 p.m. with Chairman Moores presiding.

**1. PUBLIC COMMENT**

Chairman Moores 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 issues. The following persons addressed the Board concerning the items noted.

- A. Mr. Murray Morgan described the issues he would address at Wednesday's and Thursday's public comment periods. He discussed his personal situation resulting from his unemployment.
- B. Ms. Norah Foster, Coalition of University Employees, commented on the need for staff to have transportation options that provide easy access to their jobs, including parking at the new Mission Bay campus. She believed that the University should have a sliding scale for parking rates and should offer an Ecopass to reduce the need for parking.

**2. OVERVIEW OF UCSF MISSION BAY**

Chancellor Bishop welcomed the Regents to the site of the new Mission Bay campus, a project that was ten years in gestation. He noted that there are six buildings either in design or under construction. The Regents have participated in each step as the campus has progressed; today's visit will offer them the opportunity to tour the site in person. The Chancellor then called upon the presenters to share their remarks with the Regents.

A. *Academic Program*

Executive Vice Chancellor Kelly observed that the role of an academic health center is to develop cures for the sick and to discover how people can best live healthy lives. The planning of an academic health center must consider how best to implement these goals. Such planning must be based on an understanding of the basic scientific research process. Within a University research center, curiosity-driven research leads to discoveries, which in turn lead to practical ideas. When a practical idea gives rise to a commercial product, this often results in income for the institution. The biomedical research process is similar, although in this case biological discoveries result in potential therapies. This role is the key function of an academic health center. Executive Vice Chancellor Kelly presented a series of slides that depicted in detail the relationships between biomedical research modules, their matrix organization, and the way in which they are anchored to a basic science community through the field of biology and to facilities for clinical research. He discussed the field of new medicine which is devoted to illness prevention. Some illnesses are caused by genetic predisposition, while others result from environmental factors such as smoking. Molecular systems of disease, however, may be present long before an illness manifests itself. The goal of researchers is to find these molecular symptoms of disease using DNA microarrays (gene chips). Executive Vice Chancellor Kelly described the methodology being used in this genetic research. The intention will be to use microarray “fingerprinting” to detect sickness prior to physical symptoms and to understand the environmental causes of illness, as well as how molecular pathways are disturbed in mysterious diseases. In order to pursue this research, scientists at UCSF Mission Bay will need advanced computational biology. The intention will be to embed the campus’ health sciences center at Mission Bay into a biotechnology life sciences park in order to transfer medical discoveries to companies housed there to develop new treatments.

B. *Community Context*

Chancellor Bishop observed that the establishment of the Mission Bay campus represented the nucleus of the redevelopment of an entire neighborhood. Because University undertakings tend to inspire concern among its neighbors, the campus has been mindful of community relations in developing the site.

Vice Chancellor Spaulding displayed a series of slides to give an overview of “UCSF’s New Neighborhood” at Mission Bay. He discussed the history of the site, which was a former railroad yard that served the Port of San Francisco. Over time, ships chose to dock in Oakland for geographical reasons, and the yard was abandoned. Mr. Spaulding noted that the surrounding community includes South Beach, Pacific Bell Park, and the Portrero Hill and Dogpatch neighborhoods. Catellus Corporation is concentrating its development north of the channel, where land values are higher due to the proximity to the financial district. Vice Chancellor

Spaulding then displayed a series of photographs of buildings under construction as well as models of buildings that are in the planning stages.

C. *Project Update*

Vice Chancellor Barclay provided an update for Phase I of the Mission Bay campus. He presented data for each project which indicated if it was on time and on budget. Building 21B, the future community center, will not be on time because it must be rebid. The bid for Building 21A, which will be a parking structure, will be put out at the same time. Construction has begun on the building which will house the Institute for Quantitative Biomedical Research. Vice Chancellor Barclay recalled that at the October 2001 visit to the San Francisco campus, various options were presented for new housing. This effort has met with some obstacles due to competing objectives, including the need to maximize land use while keeping the rents affordable. The campus is working with the Office of the President to develop a proposal for the Regents to consider. In addition, the campus will build a parking structure to accommodate the students who live on the Mission Bay campus, as well as provide general purpose parking for faculty, staff, and visitors. The projects to date represent approximately 50 percent of the full build out approved in the Environmental Impact Report.

Vice Chancellor Barclay discussed planning for Mission Bay, which had involved a diverse work group drawn from academic departments and administrative service units. The 21 necessary services were grouped into three categories: research support, administrative support, and auxiliary services. The three key issues that emerged during planning were security, transportation/parking, and food service. Mr. Barclay described the funding sources for Mission Bay operations and services. They include State funds, federal and private indirect cost recovery funds, auxiliary income, and Garamendi-related funding for operation and maintenance of plant. The campus has a business plan for each phase of construction and operation of facilities.

In response to a question from Regent Johnson, Executive Vice Chancellor Kelly explained that Genentech Hall would be occupied on a program rather than a departmental basis. The design provides for clusters of offices around open laboratories.

3. **TOUR OF MISSION BAY SITE AND GENENTECH HALL**

The Regents toured the Mission Bay site by bus and visited Genentech Hall, the campus' first building, which will be ready for occupancy in January 2003.

The meeting adjourned at 5:00 p.m.

COMMITTEE OF THE WHOLE

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Attest:

Secretary