

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

February 13, 2002

The Regents of the University of California met on the above date at the Seymour Marine Discovery Center, Santa Cruz campus.

Present: Regents Davies, T. Davis, Hopkinson, O. Johnson, S. Johnson, Moores, Morrison, Preuss, Sayles, and Seymour

In attendance: Regents-designate Ligot-Gordon and Terrazas, Faculty Representative Binion, Associate Secretary Shaw, Chancellor Greenwood, and Recording Secretary Bryan

The meeting convened at 4:15 p.m. with Chairman S. Johnson presiding.

1. PUBLIC COMMENT PERIOD

Chairman S. Johnson 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 matters on the day's agenda. The following people addressed the Board concerning the subjects noted:

- A. Ms. Stephanie Mills, a UC alumna, reported that alumni support the University financially because it is extraordinary place that works to improve the world around it. She stated that alumni fund raisers appreciate the role the Regents play and seek their help in promoting the University.
- B. Mr. Toy Nelson, Superintendent of Santa Cruz City Schools, praised the Long Marine Laboratory as a place that provides children with an opportunity to get involved with natural science and that also educates their teachers. The exhibits provide them with insights into the workings of a world-class research facility and encourage the preservation of the marine sanctuary.
- C. Mr. Churchill Grimes, Director of National Marine Fisheries Services, reported that his facility had relocated to Santa Cruz from the Bay Area. Its \$20 million laboratory, which employs 50 people and has a \$7 million budget, engages in cooperative research with the Santa Cruz campus and gives UCSC students experience working in a research agency and in quantitative sciences.
- D. Mr. Murray Morgan stated that the Regents' visit to the Santa Cruz campus would help them to make informed decisions. He asked that priority be given to funding core campus personnel.
- E. Ms. Emily Reilly, Vice Mayor of Santa Cruz, commented that the City benefits from the presence of the Santa Cruz campus. She praised Chancellor Greenwood for her cooperation in working with City administration on important matters.

F. Ms. Marie Beckham, a volunteer at the campus arboretum, observed that the campus needs housing, but she believed that housing should not be built on Inclusion Area D, which is a historic area. She expressed the hope that it was not too late to consider an alternate location.

2. **FACULTY AND STUDENT RESEARCH PRESENTATIONS, LONG MARINE LABORATORY AND THE CENTER FOR OCEAN HEALTH CONFERENCE ROOM**

The Regents visited the Institute of Marine Sciences and Ocean Health, where they observed seals and dolphins being trained and heard presentations on marine sciences.

Professor Gary Griggs, Director of the Institute of Marine Sciences, discussed his research on the coastal zone. He has focused on documenting and understanding shoreline erosion processes including temporal and spatial variations in rates of retreat, evaluating the effectiveness of coastal protection structure and the impacts of coastal engineering projects such as seawalls on coastal processes and beaches, and evaluating the mechanisms that move sediment along rocky coastlines.

Mr. Mark Carr, Associate Professor of Ecology and Evolutionary Biology, discussed his work related to exploring the relative roles of and relationships between nearshore oceanographic and habitat features, larval supply, and competition and predation that influence the replenishment and persistence of marine populations. He discussed populations of temperate and tropical reef fishes and ways of applying the information from his research on conservation and the fishing industry.

Ms. Jennifer Brown, a Ph.D. student in Biology, discussed the research she had conducted for her thesis on the evolutionary biology of fish populations and the relationships between mature fish and the location of their nurseries.

The meeting recessed at 5:30 p.m.

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The meeting reconvened on February 14, 2002 at 9:15 a.m. with Chairman S. Johnson presiding.

Present: Regents Davies, T. Davis, Hopkinson, O. Johnson, S. Johnson, Moores, Morrison, Preuss, Sayles, and Seymour

In attendance: Regents-designate Ligot-Gordon and Terrazas, Faculty Representative Binion, Associate Secretary Shaw, Deputy General Counsel Lundberg, Chancellor Greenwood, and Recording Secretary Bryan

3. PUBLIC COMMENT PERIOD

Chairman S. Johnson explained that the Board had been convened in the Marine Sciences Building as a Committee of the Whole in order to permit members of the public an opportunity to address matters on the day's agenda and University-related matters not on the agenda. The following people addressed the Board concerning the items cited:

- A. Mr. David Regan, publisher of the *Santa Cruz Sentinel*, discussed the campus' \$1 billion positive impact on the county. He noted that the Santa Cruz campus provides the highest percentage of campus housing of any UC campus.
- B. Ms. Susan Hammer, former Mayor of San Jose and UCSC Foundation Board member, commented that the Santa Cruz campus is a regional institution that has formed productive partnerships with local high schools that have inspired students to prepare for higher education. She praised the work of the teachers' mentoring program and the Center for Justice, Tolerance, and the Community.
- C. Ms. Linda Wilshusen, President of the Alumni Council, also praised the campus' partnerships with the community. She commented on the relationship between growth, housing, and traffic congestion and the need for the campus to do its planning with these issues in mind.
- D. Ms. Jessifer DeFrank, representing the Union of Professional and Technical Employees, expressed concern about what she perceived as a decline in the general quality of the campus. She noted that, although the University appears to have large reserves, staff have received no merit increases.
- E. Mr. John Laird, Executive Vice President of the Alumni Association and a Trustee of Cabrillo College, commented that passage of the dual admissions policy and transfer agreement for community college students had been of great benefit in reaching out to disadvantaged students and encouraging them to consider pursuing higher education. He praised the partnership between the University and the community colleges.
- F. Mr. Robert Kuhn, a lecturer, commented that new construction on campus tends to produce higher parking fees and fewer spaces. He also commented that his union's concerns were not being taken seriously. He stated that committed teachers are unappreciated and undercompensated.
- G. Mr. Murray Morgan stated that he believed there were drawbacks to the policy of shared governance, one of which was an inability to maintain quality control in research.

- H. Ms. Sara Fox, speaking also for Ms. Tara Dorabji and Ms. Kat Deaner, believed that the campus is treating the needs of students as subordinate to the needs of corporations. She stated that the University is creating the curriculum for science and engineering and as such should pledge itself to limiting its scientific efforts to civilian purposes.
- I. Ms. Dierdre Des Jardins discussed her experience with a person who had threatened to commit acts of violence on the campus. She was disturbed at the administration's lack of response to these threats, which she believed should have been made public in order to safeguard students and employees.
- J. Mr. Garry Spire commented on his positive experiences as a student on the Santa Cruz campus.
- K. Ms. Emily Hell objected to the University's relationship with the Department of Energy laboratories and its support of nuclear weapons testing.
- L. Ms. Inez Sunwoo was concerned about the direction that the University's science and engineering programs were taking. She believed it should focus its energies on creating partnerships to bring about world peace.

4. **PRESENTATION ON UC SANTA CRUZ OUTREACH**

Mr. Francisco Hernandez, Vice Chancellor of Student Affairs, is the chief advisor to the Chancellor on all areas related to student life, early academic outreach, enrollment management, and retention. He reported that the entire campus is involved in outreach. He discussed the primary outreach effort, the Educational Partnership Center, which oversees all University collaborations with schools, community colleges, and other members of the educational community and reflects the University's desire to tighten the links between the University and schools in the Monterey Bay and Santa Clara County areas in an effort to create college-bound communities.

5. **CAMPUS UPDATE—CHANCELLOR GREENWOOD**

Chancellor Greenwood commented that UC Santa Cruz has long been considered strong in undergraduate education and in recent years has developed a reputation as a first-class research facility that is building a top graduate program. She reported that the goal for the next few years was to strengthen existing graduate programs and focus on excellence in both current divisions of study and in new programs, with a view toward placing UCSC among the top-ranking universities in the nation. She noted that the campus had the most diverse faculty of any UC campus, a strong sense of community, and a productive set of regional partnerships. About 50 percent of its undergraduate students participate in research. Faculty, staff, and students have contributed more than a million hours of volunteer service to the community.

Chancellor Greenwood believed that the Santa Cruz campus should be benchmarked against comparable institutions around the country of roughly the same size and without a medical school. She displayed rankings based on this concept that illustrated that the campus does favorably when compared to institutions such as Cal Tech, MIT, and Princeton. Extramural research dollars have nearly doubled in the past five years. The impact of the work being done on the campus has been worldwide in efforts such as the development of coding and software to identify the human genome sequence. The structure of the ribosome has been crystalized in a campus laboratory.

Ms. Greenwood noted that, although discovering great things is important, developing breakthrough technologies is something for which the campus would like to be known. She believed the School of Engineering will be at the forefront in that area. The campus is working to translate its breakthrough discoveries into usable pieces of equipment and processes.

Ms. Greenwood reported that the Santa Cruz campus was planned to enroll 27,500 students by 1990 and to have 12,600,000 square feet of building area and 15 to 20 residential colleges. When she arrived in 1996, the campus had 9,552 students, 3.7 million gross square feet, and 8 residential colleges. The campus has grown to about 12,600 students and will soon have 10 residential colleges. The current LRDP cap is 15,000 students on the campus. The challenges are to increase the rate of enrollment growth, increase the available building space, and recruit the best faculty. Nearly \$400 million of construction has been completed, much of which is housing, which is important for community relations, and community support has grown in the last few years. New projects will include the Long Marine Master Plan, an engineering building, infill housing, faculty housing, and the Silicon Valley Center. The campus will be adding 275 new faculty and replacing an additional 250 faculty and is building programs both for faculty and for students who are yet to come. The campus is engaged in a multiple-year strategic planning process that began in 1996 with the Millennium Committee, which produced a report that formed the basis for establishing objectives. Divisional and academic support unit plans have been submitted and are being synthesized into a strategic approach for building the campus.

Mr. Greenwood noted that the core campus will have a number of strategic partnerships, one of which is the University of California, Monterey Bay Education, Science, and Technology Center. The Santa Cruz campus and the City of Marina have developed several new buildings there. The site has 35 acres that may be attractive to start-up companies. It will serve as a mechanism to help transfer technology into products. The Silicon Valley Center is going through the planning process that prefaces development and should be ready for approval in fall 2002.

Ms. Greenwood believed that one thing that must be accomplished in the next five years is the enhancement of graduate education. It is planned to fill the gaps within existing programs and create new programs, some of which will connect disciplines. She asked the

Regents to help provide innovative solutions and political support for the campus and to help it close the space deficit that is hindering growth.

6. **PRESENTATIONS ON MAJOR RESEARCH INITIATIVES IN SCIENCE AND ENGINEERING**

Following a walking tour of Science Hill, the Regents heard presentations on initiatives in engineering, natural sciences, astronomy, and physics. Campus Provost John Simpson introduced the following presenters: Dr. Steve Kang, Dean of the Jack Baskin School of Engineering; Dr. David Kilger, Dean of the Natural Sciences Division; Dr. Sandra Faber, Professor of Astronomy; and Dr. David Haussler, Director of the Center for Biomolecular Science and Engineering.

7. **PRESENTATIONS ON THE LIBRARY AND THE HUMANITIES**

Following a driving tour of Colleges Nine and Ten, the Regents heard presentations about McHenry Library and its special collections by University Librarian Allan Dyson, Head of Special Collections Rita Bottoms, and Dean of the Humanities Division Wlad Godzich.

The meeting adjourned at 3:10 p.m.

Attest:

Associate Secretary