

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

October 18, 2001

The Regents of the University of California met on the above date in Room N225, San Francisco campus.

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

In attendance: Regents-designate Ligot-Gordon, Sainick, and Terrazas, Faculty Representatives Binion and Viswanathan, Associate Secretary Shaw, General Counsel Holst, Senior Vice President Mullinix, Chancellor Bishop, and Recording Secretary Nietfeld

The meeting convened at 8:40 a.m. with Chairman S. Johnson presiding.

1. PUBLIC COMMENT

Chairman Johnson explained that the Board had been convened as a Committee of the Whole in order to permit comment pertaining to issues on the day's open session agendas and University-related issues that are not on the visit's agenda. The following persons addressed the Board concerning the items noted.

- A. Ms. Mary Higgins, a member of the Coalition of University Employees (CUE), described the merit system for staff employees at the University and suggested that it would be unfair to new employees who have performed well to not offer them a merit increase this year.
- B. Ms. Norah Foster, a member of CUE, believed that the University could afford to pay its staff employees more than the 1 percent offer that is on the table. Because 20 percent of staff positions are typically vacant, she suggested that there should be sufficient funding for merit increases for staff.
- C. Ms. Sarah Wilson, a member of CUE, stated that the union had been informed that the University would receive a 2 percent pool for salary increases for 2001. Union research has found that only 1 percent of funding for staff salaries comes from the State. She suggested that the University could afford wage increases for its clerical staff.
- D. Mr. Ken Bareilles, a member of CUE, described the difficulties he faced living in San Francisco while earning \$20 per hour.

2. FULFILLING THE EDUCATIONAL AND COMMUNITY OUTREACH MISSION OF UCSF

A. *Views of the Student Experience at UCSF*

Vice Chancellor Bainton informed the Regents that a panel of students representing the four schools and a Ph.D. candidate would discuss their perspectives of the student experience at the campus. She began the presentation with a brief description of the first school to be represented, dentistry, which ranks first nationally in funding from the National Institutes of Health. The school graduates 100 percent of students admitted. She invited Mr. Laski Kung, a fourth-year dentistry student, to make his remarks.

Mr. Kung explained that he had chosen to attend UCSF because of its strong clinical and research settings. He discussed his volunteer work with San Francisco's homeless population through the Community Dental Clinic, a student-run organization. The clinic has won national and international awards in recognition of its work. Mr. Kung briefly described his research on generating bone growth for older patients. He stated his intention to pursue a career as an orthodontist.

Vice Chancellor Bainton drew attention to the fact that women comprise 50 percent or more of the enrollments in each of the schools, as well as the Ph.D. program. Turning to the School of Medicine, she reported that it ranks consistently among the top ten medical schools in the country, and it holds the most patents in the UC system. The average age of students is 25. Ms. Jafi Lipson, a third-year student, informed the Committee that she had worked in film and television prior to pursuing a career in medicine. She reported that she had chosen UCSF for three main reasons. The first is the diversity of the patient and student populations. A second theme is the flexibility in the curriculum. The administration has shown a commitment to meet students' needs as they progress through medical school. Finally, the school presents the opportunity for exposure to world-class scientists, faculty, and clinicians, as well as involvement in extracurricular activities. Ms. Lipson reported on her development of an eight-week block on cancer for the new curriculum, which was launched in fall 2001.

Vice Chancellor Bainton reported that the campus' School of Nursing has four programs that enroll 550 students. The newest program is the Masters Entry into Professional Nursing (MEPN), a way by which people in other careers can pursue a masters degree in nursing. The student body of the School of Nursing is highly diverse, with a strong international focus. Both the family nurse practitioner and the pediatric nurse practitioner programs are ranked first nationwide. Mr. Terry Marcotte, a candidate for the master of science degree, is a second-year student in the family nurse practitioner program. Mr. Marcotte explained that nurse practitioners are primary-care providers who diagnose and prescribe medicine for chronic illnesses. The focus is on disease prevention and treating the whole person. Mr. Marcotte continued that he is enrolled in the MEPN program. During the first

year, students complete all of the academic requirements to become a registered nurse. During the second and third years, students pursue the masters degree. He stated his intention, upon completion of his degree, to work in a clinical setting that serves underserved populations.

Vice Chancellor Bainton turned to the School of Pharmacy, which is the most successful in the nation in terms of research funding. It is particularly well known for its innovative curriculum. Ms. Deborah Anderson, a fourth-year student, explained that she had received her undergraduate degree in chemical engineering and undertook a career with General Mills in the consumer products division. After five years she determined that she should pursue a more service-oriented career. She was attracted by the new curriculum at UCSF as well as the clinical aspects of the program. The new curriculum also established Pathways, which provides pharmacy students with three areas of emphasis to choose among. Ms. Anderson stressed that the San Francisco campus provides opportunities for service to the community. The School of Pharmacy has 12 standing community service projects that encompass issues such as women's health, diabetes awareness, and access to immunizations. The organization that runs these programs has been named National Chapter of the Year for the past two years by the National Pharmaceutical Organization.

Regent Davies raised the issue of the cost of attending medical school. Ms. Tania Gonzalez, a Ph.D. candidate in cell biology, noted the challenge presented by rent increases that had occurred during the dot-com boom. She added that each student in the graduate program is guaranteed a stipend, and fees are paid by the department. Ms. Anderson continued that the financial aid office had been of great assistance in identifying sources of funding.

Vice Chancellor Bainton reported that the Graduate Division enrolls 650 students in the Ph.D. program. One measure of the outstanding quality of these students is the fact that 54 percent have individual fellowships. Ms. Gonzalez observed that UCSF offers a rich variety of research opportunities. The program in biological sciences employs an interdisciplinary approach that gives students access to a broad range of research and encourages cross-disciplinary interactions among faculty and students. Ms. Gonzalez discussed her thesis research on how a cell makes and processes proteins for release into its environment using the model organism commonly known as baker's yeast. Yeast was the first organism to have its entire genome sequenced, and 30 percent of yeast genes are equivalent to genes found in humans. Research on yeast organisms has far-reaching implications for the study of cancer. Ms. Gonzalez continued that, in addition to her research, she had participated in a number of career workshops and classes to prepare her for her role as a professor, and she had served as a mentor to underrepresented students.

Regent Preuss referred to a recent study which found that graduate enrollment had increased at a very slow rate over the past decade and asked whether the campus had

the capacity to enroll more graduate students. Associate Vice Chancellor Attkisson responded that the Ph.D. program, under its ten-year plan, hopes to grow by 250 students by the middle of the decade. There are faculty working in emerging areas of research who have an interest in significant growth.

Regent Preuss asked how well the campus is preparing its students to participate in these emerging areas of research such as biotechnology that are contributing to the economic well-being of the state. Ms. Lipson reported that the School of Medicine offers special lectures that discuss the opportunities that have grown out of basic scientific concepts. She suggested that the school could make these opportunities more widely known to students. Ms. Anderson added that the School of Pharmacy had established a pathway to target students to a career related to biotechnology.

B. *Community and Educational Outreach*

Chancellor Bishop noted that the San Francisco campus has a long history of involvement with the community, with outreach programs in place since 1987. The outreach program to the public schools originated with the faculty and was entirely voluntary.

Associate Vice Chancellor Attkisson explained that the panelists had been selected because they are leaders in the areas of community and educational outreach. He called the Regents' attention to characteristics of the campus' outreach and service programs that typify these activities. First, all of the programs are substantive and go beyond informational outreach activities. They involve a significant commitment on the part of the participants.

(1) *My Path To Opportunities for Leadership in Clinical Medicine and Community Service*

Dr. Alfredo Quiñones-Hinojosa, a third-year resident in neurosurgery, discussed the life experiences which had led him to the San Francisco campus. He recalled that he had entered the United States as an illegal immigrant to work as a migrant farm worker when he was 19 years old. He became a certified professional welder in 1988, when he began to attend classes at the San Joaquin Delta Community College. He applied to and was accepted at the Berkeley campus, where he enrolled in fall 1991. Although the campus was initially intimidating, he was able to graduate from Berkeley and go on to graduate and medical school at Harvard University. The San Francisco campus offers him an opportunity to participate in outreach efforts and to repay the community.

(2) *The Science and Health Education Partnership High School Summer Internship Program*

Ms. Liesl Chapman, Executive Director of the Science and Health Education Partnership (SEP), distributed to the Regents a copy of the slides which formed the background for her presentation. She explained that the charter of SEP, which has been in existence since 1987, is to work with San Francisco's K-12 public schools. Its mission is to promote partnerships between school teachers and scientists in support of high-quality science education. She reported that 80 percent of the K-12 schools in San Francisco participate in the program each year, with 400 teachers, 16,000 students, and 350 volunteers. Ms. Chapman discussed the SEP high school summer internship program, which brings high school students and teachers to the campus to do research. For summer 2001, the program received 136 nominations from 13 public high schools. Twenty-one students were accepted, with 12 from schools with a state rank of 4 or below. The program elements involve in-depth research projects in laboratories and mentoring by UCSF researchers. The participants receive training in writing workshops and make oral presentations on their scientific research. Their selected research topics cover a broad range of interests. The program results in a greater awareness of and interest in attending a University of California campus, as well as significant interest in pursuing health-related careers. In concluding her presentation, Ms. Chapman related some of the personal statements of the participants in the program.

In response to a question from Regent Lee, Ms. Chapman explained that the program is limited to 21 students based primarily on cost and space considerations. She noted that there are various opportunities during the school year for students and teachers to come to the campus. Associate Vice Chancellor Attkisson added that this summer's enrollment in the program had been the largest. The Mission Bay campus should provide additional opportunities.

(3) ***The School of Dentistry Health Sciences Enrichment Program***

Ms. Lizette Gonzalez, a participant in the Health Sciences Enrichment Program (HSEP), described her experience with the program, which had included enrollment in two classes and field trips to UC campuses.

Dr. Charles Alexander, Associate Dean in the School of Dentistry, explained that the HSEP is a summer residential program that targets low-income and disadvantaged high-school students and involves all five of the schools at UCSF. The program seeks to recruit junior and senior high school students who have a demonstrated interest in the health professions and the potential to succeed. Based on teacher recommendations, the program enrolls 40 students each year from three targeted high schools. It enlists educational

partners to help to identify and recruit students to careers as health-care providers. Participants are housed in residential halls at the University of San Francisco, which is a partner in the program. The program is academically rigorous and includes a mandatory evening tutorial session. In addition to seminars aimed at enhancing skills for college, the program includes weekly field trips to neighboring UC campuses and a southern California college tour. Two workshops on planning for college are offered to parents in the summer. The courses in which the students enroll are transferable back to their high school and earn credit towards graduation. Thirty-five percent of the participants are in college; the majority of those attending UC are at the Berkeley campus.

(4) **Summer Research Training Program**

Associate Vice Chancellor Attkisson introduced Mr. Emmitt Jolly, who had been invited to participate in a summer research program at UCSF while a sophomore at Tuskegee University. Mr. Jolly, currently a Ph.D. student in biochemistry and molecular biology at UCSF, expressed his appreciation for the support that he had received from faculty and staff during his first year in the summer research training program and the fact that they had encouraged him to pursue graduate work at the campus. Mr. Jolly discussed some of the aspects of the summer research training program, noting that a majority of the participants are female. The program attracts students of many races and ethnicities who come from public and private colleges across the country. Support for the program comes from a diverse range of sources, including the National Institutes for Public Health and the Office of the President. The program has proven successful at recruiting its participants to return to the University of California for their graduate education.

C. ***Breakthroughs in Clinical Care***

Dr. Haile Debas, Dean of the School of Medicine, observed that the UCSF Medical Center, led by Chancellor Bishop and Chief Executive Officer Laret, was emerging stronger than ever from its merger with Stanford University Health Care. He predicted that the Mission Bay campus would further enhance the campus' reputation as it will provide additional space for research in basic science.

(1) **Cancer**

Dr. Laura Esserman, Associate Professor of Surgery and Director of the Buck Breast Care Center, addressed the progress, challenges, and promise of the treatment of cancer. She reported that in the United States alone, 1.2 million people are diagnosed with cancer each year, and 1,700 people die from the disease each day. Progress is being made: 8.5 million people are cancer

survivors or are living with cancer. Researchers understand that genetic factors influence whether or not a person gets cancer, as does exposure to chemicals. There are viruses that can cause cancer. It is known that the rate of cancer increases with age. A goal of researchers is to identify cancer before it becomes malignant. Scientists at UCSF are studying the myriad causes that can trigger cancer. There are new surgical techniques to detect early cancers. Dr. Esserman described some of the progress that is being made using specific, non-toxic drugs to target specific tumors and the research that addresses the effects of specific genes. Exciting new drugs are coming on the market that are proving successful in treating certain cancers. She stressed the need to understand more fully what causes specific tumors to occur in order to advance a cure. The Buck Breast Care Center has provided an environment where physicians can build programs and deliver care based on patients' needs.

(2) **Neurology**

Dr. Stephen Hauser, Chair of the Department of Neurology, explained that neurology is a specialty of medicine dedicated to understanding diseases of the brain, spinal cord, nerves, and muscles. Neurologists comprise only one-half of 1 percent of American physicians, although the diseases that they study and treat are common. As the population ages, the importance of these diseases as public-health problems will increase. The Department of Neurology at UCSF has more than 90 faculty members and nearly 50 laboratories. The growth of the department has been made possible by philanthropic support as well as the support of funding agencies. One of the department's goals is to make neurology less daunting to physicians who are non-specialists. A second goal is to provide services to people with difficult neurological problems, while a third goal is to connect clinical programs to laboratory-based science that is dedicated to developing treatments and cures for these diseases. Dr. Hauser provided some examples of accomplishments in clinical care at UCSF. Researchers are studying and identifying genes that cause dementia. The department recently opened a dementia in-patient service at Moffit Long Hospital which is the only one of its kind. The service has developed a clinical trial for a new therapy designed to treat sufferers of mad cow disease and other prion disorders. A second area of importance is the growth in the department's treatment of stroke. Within the last year, the stroke service has revolutionized the way in which brain aneurysms are treated by demonstrating that a new radiological technique is superior to conventional neurosurgery. A third area is Parkinson's disease, which can now be effectively treated; however, as the disease progresses, conventional treatments become more difficult. The Parkinson's group is a national leader in the development of new methods of electrical stimulation delivered by electrodes for the treatment of people with severe Parkinson's

disease that no longer responds to traditional therapy. The multiple sclerosis (MS) team has identified a protein in the brain against which there is an immune reaction that may trigger MS. Researchers expect to develop a new therapy that targets this abnormal immune mechanism. Dr. Hauser reported two obstacles to continued success, the first being outmoded facilities. For example, the majority of out-patient examination rooms are not wheel-chair accessible. The hospital cannot accommodate the 21st-century technology that will be required to deliver state-of-the-art patient care. The contraction of the specialty residency programs poses a major challenge in continuing to recruit and retain physician scientists because they feel that the community of trainees has dropped below an acceptable level.

Dr. Debas added that the memorandum of understanding between the University and the State with respect to medical education had resulted in a 30 percent decrease in the campus' specialty training. The MOU will expire in February 2002.

(3) **Prenatal Surgery**

Dean Debas explained that Dr. Michael Harrison, Chief of the Division of Pediatric Surgery, is credited with the development of the field of fetal surgery. Dr. Harrison observed that the treatment of complex fetal birth defects could have thrived only within the atmosphere of an academic medical center such UCSF. He described some of the new techniques that permit surgeons to view the fetus within the mother's body and to treat their defects. The most important consideration is ensuring the mother's health during the treatment. The initial research, covering the past 20 years, was performed on animals, culminating in a series of techniques that permit the surgery to be conducted safely. Dr. Harrison displayed slides and videos which compared old surgical techniques with new, innovative ones.

(4) **Craniofacial Anomalies**

Dr. Karen Vargervik, Director of the UCSF Center for Craniofacial Anomalies, gave a slide presentation which illustrated her work treating patients with craniofacial anomalies such as cleft lip and palate. The center relies on clinicians from a broad range of fields to provide treatment. This treatment focuses on prevention, intervention, and rehabilitative treatment. She displayed "before and after" photos of patients who had received successful treatment at UCSF. She commented on the negative consequences for children from abroad who fail to get early treatment. Dr. Vargervik noted that some anomalies are genetically disposed and that research is ongoing in this area.

The Committee then adjourned for lunch.

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3. **TOUR OF THE MEDICAL CENTER**

The Committee took a walking tour of the UCSF Medical Center.

The Committee reconvened in N225 at 3:00 p.m.

4. **UPDATE ON SITE DEVELOPMENT AND UCSF HOUSING PLANNING**

Vice Chancellor Barclay noted that his presentation on Mission Bay had been deferred from the previous day's meeting, and he referred to the document **Mission Bay: The Dream Taking Shape**, which had been distributed and which formed the basis for his presentation.

Mr. Barclay reported that the development of the Mission Bay campus will span 15 to 20 years. The master plan contains various guidelines that will provide an orderly method for site build out. He briefly discussed the campus' first three buildings, which have been approved by The Regents. Genentech Hall, the construction of which is well under way, has an estimated completion date of December 2002. Building 19B will house research programs in human genetics, developmental biology and developmental neuroscience, and the Center for Brain Development. The project cost is set at \$90 million; it should be completed in June 2003. The Campus Community Center, which will serve all of UCSF, will provide space for activities such as conferences, musical performances, and recreation. The building should be completed by winter 2003.

Vice Chancellor Barclay turned to the three buildings which the campus intends to submit to The Regents for approval in 2002. Building 21 A will be a parking structure providing 600 parking spaces. The second project will house the California Institute of Bioengineering, Biotechnology, and Quantitative Biomedical Research (QB3), one of the Governor's Institutes for Science and Innovation. Because the building will be located adjacent to Genentech Hall, an important consideration will be to drive the pilings before the faculty move their sensitive instruments to Mission Bay. The third project is a combined housing and parking structure on Block 20, located on the Third Avenue corridor. Business plans have been submitted to the Office of the President for these three projects.

Vice President Barclay presented summary financial data for the first construction phase of the Mission Bay campus. Thirty-five percent of the project will be funded by debt, 41 percent by gifts, and 25 percent by cash. This represents \$640 million in development by spring 2002. The gross square feet of the buildings will constitute 1,365,000 gsf, or 51 percent of the full Mission Bay build out.

Turning to the issue of housing, Mr. Barclay reported that at present only 370 rental beds are available at UCSF, and most of them are allocated to students. Historically, the campus community has been reliant upon the private sector for housing. The rental housing market came under severe pressure in San Francisco in the late 1990s, with vacancy rates below 1 percent. As a result the campus accelerated its planning for housing in order to accommodate this marketplace. Chancellor Bishop appointed a faculty-led housing task force which conducted a needs survey at the schools. The task force looked at projects that are under way on other campuses and sought assistance from the Office of the President. The campus has set a goal of housing 40 percent of its students, which will require 1,200 beds. The campus would also like to house 15 percent of its faculty, 50 percent of the residents, and 25 percent of the post-docs, for 2,400 total beds. Mr. Barclay anticipated that the Mission Bay project would provide about 750 additional beds. The campus' Long Range Development Plan calls for some opportunistic sites at Parnassus. The campus will look to the private sector to provide 800 beds and is working on a request for proposal for the development community.

(Vice Chancellor Barclay's remarks on Infrastructure Challenges Facing UCSF were not presented.)

5. **LONG RANGE DEVELOPMENT PLAN UPDATE**

Vice Chancellor Spaulding observed that the LRDP adopted by The Regents in 1997 and its accompanying Environmental Impact Report had served the campus well. The campus has been able to proceed with the development of the Mission Bay site and several other capital projects without litigation or neighborhood disruption, and without having to incur expenses for additional environmental documentation. Mr. Spaulding discussed several factors which form the basis for the campus' current planning. First, the space ceiling at the Parnassus campus, which was established in 1976, sets the maximum square footage of structures that can be operated at that site at 3.6 million square feet. This ceiling does not apply for existing facilities that are converted to housing. The campus exceeds the required ceiling by 2 percent. As a result, any new construction at Parnassus will require the demolition of equivalent space.

Mr. Spaulding recalled that, from the mid-1960s until the early 1990s, most campus building projects were met with major litigation attempting to stop their construction. Since 1970, the majority of these lawsuits attempted to assert lack of compliance with the California Environmental Quality Act. The campus is committed to a thorough environmental review of all of its projects in order to avoid litigation. The LRDP that was adopted in 1997 was finalized during the formative stages of the UCSF Stanford Health Care organization. That plan assumed that the Board of Directors of UCSF Stanford Health Care would develop the long-term physical development plan for the medical center. In the post-merger environment, the UCSF LRDP will need to be amended primarily to incorporate elements addressing the physical needs of the medical center. In addition, the Moffitt/Long Hospitals will need to come into compliance with SB 1953. Mr. Spaulding explained that this will

require the construction of a new hospital because Moffitt/Long cannot meet the standards required by SB 1953.

Vice President Spaulding presented the various options that the campus is considering to replace the hospitals. The first site is Parnassus West. Under this plan, UC Hall would be demolished, and a 600-bed replacement hospital for Moffitt/Long would be constructed on the site. Langley-Porter Psychiatric Institute would also need to be torn down in order to comply with the space ceiling. Although this is not an attractive alternative, one advantage to construction on the Parnassus campus is the fact that The Regents owns the land. The project would add no new parking. A second use for the UC Hall site could be high-rise housing.

The second option, Parnassus East, was seen as the default plan by the hospital administration in the early 1990s. This plan would involve construction of a phase 1 building on the Langley-Porter site, following which Moffitt/Long would be demolished. The phase 2 building would be constructed on the Moffitt/Long site. Due to the space ceiling, other buildings would need to be torn down. Vice President Spaulding commented on the disruptive nature of this plan.

Mount Zion expansion represents the third scenario, under which the campus would acquire land adjacent to the site. The administration feels an obligation to consider Mount Zion as a site for the replacement hospital because The Regents already owns a considerable amount of underutilized land there. There is no space ceiling at the Mount Zion location. Because of the size of the project, the campus anticipates major neighborhood opposition.

Vice Chancellor Spaulding observed that the negative aspects of the Parnassus and Mount Zion alternatives had led the campus administration to the conclusion that the Mission Bay site should be considered for the construction of a new hospital. The two alternatives under consideration are Mission Bay North and Mission Bay South. The Mission Bay North option, which would not require land acquisition, would dedicate the northern portion of the Mission Bay parcel to hospital construction. The negative aspect to this option is the fact that it would eliminate the construction of the medical research facilities which have been proposed for the site. The Mission Bay South proposal, on the other hand, would construct a new hospital on property that would need to be acquired by The Regents. The campus administration feels that the superior site for the hospital would be the Third Street corridor, which is located on a light-rail line with connection to the Parnassus campus. The site also has direct freeway access. Mr. Spaulding believed that the Mission Bay South scenario was clearly the preferred choice, but he noted that difficult questions would need to be addressed during the planning process with respect to the role of the Parnassus site. He stressed the campus' need for up-to-date facilities in order to compete in the healthcare marketplace.

Vice Chancellor Spaulding touched on UCSF's responsibilities with respect to San Francisco General Hospital, which is staffed by campus physicians. The City and County of San

Francisco has asked whether the campus would consider co-housing SFGH, which must be replaced, at Mission Bay.

Dean Debas commented on the advisability of such a proposal. He noted that the public would tend not to understand the need to construct two separate new hospitals. UCSF, in cooperation with SFGH, could build a trauma center that would be accessible by helicopter. One downside would be the ability to maintain UCSF as a hospital for paying patients, but he believed this issue could be accommodated through the political process. Vice Chancellor Spaulding believed that the campus was obligated to consider this alternative due to its relationship with SFGH. He reported that the Board of Supervisors had conveyed its 13 acres at Mission Bay to UCSF with no strings attached.

In response to a question from Regent Preuss, Vice Chancellor Spaulding explained that the campus administration had been engaged in preliminary discussions with Catellus Corporation regarding the acquisition of addition property at the Mission Bay site. Catellus has expressed a willingness to sell the property, and Mr. Spaulding believed that the price would be considerably reduced in light of the economy.

Vice Chancellor Spaulding noted that the final recommendation which is made to The Regents could be a hybrid of the scenarios that he had presented today.

In response to a question from Regent Lee, Mr. Spaulding reported support on the campus for the Mission Bay alternative. Regent Lee agreed that the location would be an excellent choice for a regional hospital.

The meeting adjourned at 4:00 p.m.

Attest:

Associate Secretary