THE REGENTS OF THE UNIVERSITY OF CALIFORNIA
MEETING AS A COMMITTEE OF THE WHOLE
June 12, 2003

The Regents of the University of California met on the above date in the Club Room, Haas Pavilion, Berkeley campus.

Present: Regents Davies, Hopkinson, Johnson, Kozberg, Montoya, Moores, Preuss, and Terrazas

In attendance: Regent-designate Seigler, Faculty Representative Binion, Secretary Trivette, Deputy General Counsel Lundberg, and Recording Secretary Bryan

The meeting convened at 9:10 a.m. with Chairman Moores presiding.

1. **READING OF NOTICE OF MEETING**

For the record, it was confirmed that notice was given in compliance with the Bylaws and Standing Orders for a Special Meeting of the Regents, for this date and time, for the purpose of visiting the Berkeley campus.

2. **PUBLIC COMMENT PERIOD**

Chairman Moores explained that the Regents 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 Committee concerning the items noted:

A. Ms. Jessica Quindel, a UC Berkeley student and member of the Graduate Assembly, believed that if students had been given more time, they could have contributed significantly to the process of selecting a new University president. She hoped that their opinions would be considered more seriously in the future, particularly in that she believed that the student Regent did not represent all UC students.

B. Ms. Cintya Molina, External Vice President of the Graduate Assembly, commented that hate crimes on the Berkeley campus seemed to be at an all-time high and often went unreported by disheartened students. She was concerned also about a decline in the enrollment of underrepresented students, particularly in the graduate ranks. She believed that strong leadership is needed to remedy these problems.

C. Ms. Temina Madon, a member of the Graduate Assembly, commented that the University is cutting student mental health services, which jeopardizes the effectiveness of the campus community and increases the rates of drop-outs

and suicides. She believed that access to mental health facilities must be maintained.

D. Ms. Taina Gomez, ASUC External Vice President at Berkeley, reported that students of color have many issues and demands from the past that have gone unmet. She noted that the Berkeley campus still has no multicultural center.

E. Mr. Gustavo Mata, ASUC Academic Affairs Vice President, noted the difficulties posed by the continuing cost increases for international and out-of-state students. He also commented on budget cuts for student services, one effect of which is that students must work more.

F. Ms. Camille Pannu, a Berkeley undergraduate, commented that fees for the summer session were raised only five days before the start of the session. She believed that increasing fees for summer sessions should be a Regental and not a campus decision.

G. Mr. Peter Gee, a UC undergraduate, believed that students should have been given more of a chance to participate in the presidential search. He believed also that incoming President Dynes should spare student services, particularly student-initiated outreach, from budget cuts.

3. **MEETING WITH CHANCELLOR BERDAHL**

Chancellor Berdahl commented that the day's agenda would include presentations and discussions about issues of importance to the campus. These would include bringing buildings up to code for seismic safety, developing buildings that adhere to the green building and energy standards, the campus' commitment to undergraduate education, research conducted by the Center for Information Technology Research in the Interest of Society (CITRIS) and California Institute for Quantitative Biomedical Research (QB3), initiatives in the Haas School of Business concerning business ethics, and physical planning.

Chancellor Berdahl noted that the campus is facing some major challenges. Its old buildings are being supported by an aging power plant and infrastructure. A substantial amount of retrofitting and renovation will be needed in order to provide a physical plant that is equal to the quality of the faculty. Because State funding alone is insufficient, it will be necessary to add campus funds in order to address these problems. Moreover, this must be done without taking support away from other areas.

Mr. Berdahl reported that maintaining a diverse faculty is becoming more difficult. There has been a decline in qualified women applicants in the face of competition from private schools. It will be necessary to hire 50 to 60 new faculty per year in order to be prepared for the projected increase in students during the next decade.

[At this point Regent Marcus joined the meeting.]

4. **BERKELEY SEISMOLOGICAL LABORATORY PRESENTATION**

Professor Lind Gee, who is in charge of the earthquake monitoring system housed in the Berkeley Seismological Laboratory, provided a history of seismology at the University and described the evolution of instrumentation and monitoring. The mission of the seismological laboratory is to investigate regional and global earthquake processes, to provide information on earthquakes, to educate students in earthquake science, and to raise public awareness of earthquakes. She discussed collaborative efforts, including the California Integrated Seismic Network, which has integrated separate earthquake monitoring networks into a single seismic system and has unified earthquake monitoring instrumentation, and she demonstrated some of the monitoring equipment used by the laboratory.

5. **UNDERGRADUATE EDUCATION INITIATIVE**

Vice Provost Christina Maslach provided a brief history of the changes in admissions and graduation rates for the Berkeley campus over the years and described new ways of teaching that have been developed to accommodate to these changes. She discussed the array of small classes and seminars that have been designed to give first-year students opportunities for engaging quickly in the academic life of the campus by establishing ties with their professors and classmates and to give sophomores an opportunity to explore potential majors.

[At this point Regent Ligot-Gordon joined the meeting.]

The Committee then adjourned for lunch.

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The Committee reconvened in 390 Hearst Memorial Mining Building.

6. **CENTER FOR INFORMATION TECHNOLOGY RESEARCH IN THE INTEREST OF SOCIETY (CITRIS) PRESENTATION**

Mr. James Demmel, Chief Scientist and Associate Director, described the focus of CITRIS, whose researchers develop new ideas and technologies to expand the economy and bring the benefits of innovation quickly into people's lives. The Institute promotes research on smart energy that will help reduce consumption; disaster response that will provide more accurate structural safety information in buildings as well as better-coordinated and more efficiently dispatched emergency personnel; and biomedicine, bioengineering, nanosystems, telecommunications and information technology to promote new understanding, new applications, and new products. Mr. Demmel reported that included in its focus is research on predicting ground failure, monitoring wildfires and habitat, calculating wind response, developing desktop manufacturing and microfabrication technology, and designing and marketing sensors.

7. **CALIFORNIA INSTITUTE FOR QUANTITATIVE BIOMEDICAL RESEARCH (QB3)**

Ms. Susan Marqusee, Associate Director of the QB3 Institute, informed the Regents that the mission of the Institute is to tackle the grand challenges of biomedical research through collaborative programs involving biologists, chemists, engineers, physicists, and computational scientists. This integration of the quantitative and biomedical sciences drives a deeper understanding of biological systems at all levels of complexity – from atoms and protein molecules to cells, tissues, organs, and the entire organism. QB3, a cooperative effort among the San Francisco, Berkeley, and Santa Cruz campuses, builds on the strengths of its member campuses in engineering, mathematics, the physical and medical sciences, and basic biology to foster novel research and promote development of new technologies to improve human health and the environment. QB3 is also dedicated to forming fruitful research partnerships with private industry and training a new generation of scientific leaders.

Ms. Carolyn Bertozzi, Professor of Chemistry and Molecular Cell Biology, discussed how the QB3 project is vital to future research efforts that require chemists and biologists to work together closely. She described the role of sugars in cells, the process that cells go through when they become infected with viruses, and how combining chemical knowledge with an understanding of biology has produced a foundation for developing new therapies for human disease through research on the interaction between sugars and viruses.

Mr. Jim Berger, Associate Professor of Molecular and Cell Biology, described proteins, noting that they carry out most of the key reactions that cells need to do, including fighting off disease. Drugs generally act on proteins within cells, so to understand and refine therapeutics, the role of proteins must be understood well. Structural biology is in part concerned with understanding the shape and architecture of proteins through the use of techniques such as x-ray crystallography. He noted that a blueprint of a protein can be put together using the Advanced Light Source at the Lawrence Berkeley National Laboratory. Compounds that are being used in clinical trials can be analyzed by structural biologists and modified, with the help of chemists, to become more effective.

8. **HAAS SCHOOL OF BUSINESS PRESENTATION**

Mr. Andy Shogun, Associate Professor and Associate Dean for Instruction at the Haas School of Business, discussed initiatives in social responsibility and ethics in the business community. He reported that the school offers courses that address at the managerial level how to foster ethical behavior and recognize activities that are inappropriate, and at the corporate level how to balance developing a product and getting it to market with the risks associated with the process. He noted that "Ethics and Social Responsibility in Business" is a required course in the Haas curriculum. Students may earn their degrees on a conventional schedule or by attending classes

two nights a week or all day Saturday. He described some community service programs in which students may participate.

Ms. Kellie McElhaney, Executive Director of the Center for Responsible Business, an initiative established in 2000, discussed its mission to create a more sustainable, ethical, and socially responsible society by establishing the Haas School of Business as the preeminent educational institution for research, teaching, experiential learning, and outreach. The center, which brings corporate responsibility into the core management education, will focus on educating stakeholders on the roles and responsibilities of business in society, integrating the discipline of corporate responsibility into the general management core, acting as a catalyst in creating a new generation of business leaders who are committed to corporate responsibility, and serving as an educational center that bridges the research, theory, and practice of corporate responsibility.

9. **ACADEMIC STRATEGIC PLANNING AND LONG RANGE DEVELOPMENT PLAN**

Chancellor Berdahl discussed the importance of instituting a planning process for campus growth. He noted that two reports have been produced to help prepare the campus for the new century. The first is the Strategic Academic Plan, which recommends principles and proposals to address new challenges. The second is the New Century Plan, a physical development master plan to guide growth on a campus that is largely built. He noted that the campus' Long Range Development Plan will be presented to the Regents in the coming year.

Vice Chancellor Ed Denton recalled that the determination that nearly 100 campus buildings were seismically poor, the growth in the student population, and the development of new research programs had made it necessary to reexamine the campus' facilities plan. He explained that while the Strategic Academic Plan discusses demand, the New Century Plan presents a vision for the physical campus. The Long Range Development Plan addresses the actions that will be taken based on these two studies.

Mr. Bill Webster, Vice Provost for Academic Planning and Facilities, provided details about the Strategic Academic Plan, which was completed in August. He noted that the influx of students and the rapid growth of technology highlight the importance of having a roadmap for guidance. The planning committee that developed the Strategic Academic Plan consisted of administrators, faculty members, staff, and students.

Mr. Webster reported that an essential piece of the plan was to determine what about the Berkeley campus deserves to be preserved. The following set of characteristics was developed:

- An integration and synergy of education and research;
- The breadth and quality of academic programs;

- The comprehensive foundation in the liberal arts that the campus provides to students;
- The passion for inquiry and discovery; the synergy between academic and professional programs;
- A vital and diverse intellectual community; the contiguity of the physical campus that supports the idea of a community of scholars;
- A partnership of students, faculty, and staff; independence of mind; and
- Public service; and excellence in every endeavor.

From these characteristics, the following ten principles and proposals were developed:

- Placing a limit on enrollment growth;
- Ensuring academic excellence;
- Pursuing new areas of inquiry such as nanoscience and nanoengineering, computational biology, and metropolitan studies;
- Enhancing undergraduate education;
- Transforming instruction to expand delivery methods;
- Supporting graduate education;
- Maintaining research leadership;
- Building an interactive campus;
- Investing in housing; and
- Aligning initiatives and resources.

Mr. Kerry O'Banion, Associate Director of Physical and Environmental Planning, discussed the New Century Plan, which addresses the challenges of campus growth and renewal and was informed by the principles stated in the Strategic Academic Plan. Together they describe a long-term vision for the future of the campus and provide a foundation for the Long Range Development Plan, which is an implementation plan for the vision described in the two other plans.

Mr. O'Banion commented that the New Century Plan is organized around a set of strategic goals, each dealing with an aspect of the capital investment strategy, and is supported by policies and initiatives that outline the specific actions the University should take to implement the goals. The strategic goals for growth and renewal provide that capital investment shall ensure adequate capacity for campus growth and change. They include redeveloping underused sites on campus, reserving the core campus for functions that involve or serve students directly, and developing new research centers adjacent to the campus. For the campus landscape, the goals include protecting natural and open spaces, preserving views, and ensuring that budgets for new projects include adjacent landscape improvements. The goals for campus architecture include ensuring that new designs improve the campus image and that sites and buildings of cultural value are preserved. Because research and instruction are increasingly team-based and multidisciplinary, strategic goals were developed for making spaces conducive to social and intellectual interaction. A set of initiatives was developed to improve access to the campus, provide a safe pedestrian environment in its core, and upgrade campus entrances. To enhance synergy with the city, a goal was

set of transforming the downtown blocks west of campus into a mixed-use district. In order to address the housing shortage, strategic goals include assuring that the University can offer two years of University housing to entering freshman, one year to entering transfers, one year to entering graduate students, and three years to new untenured ladder-rank faculty. Lastly, strategic goals were established to assure that capital investment embodies the principles of responsible, sustainable design.

Associate Director O'Banion noted that the New Century Plan's guidelines for the campus as a whole are supplemented by more specific guidelines for special areas of the campus. He described some individual projects, such as returning Campanile Way to exclusive pedestrian use and renewing and enhancing the Mining Circle and the area around Bancroft Library. The intention is to honor the value of context and sensitivity in design and to avoid repeating past mistakes.

10. **TOURS OF THE CROSSROADS (NEW DINING COMMONS) AND UNITS I&II**

Mr. Harry Le Grande, Assistant Vice Chancellor for Residential and Student Service Programs, led a walking tour of Crossroads, a state-of-the-art student dining facility that opened in spring 2003.

And then the Committee adjourned.

Attest:

Secretary