

**Office of the President  
March 7, 2001**

**TO MEMBERS OF THE SPECIAL COMMITTEE ON UC MERCED:**

**ITEM FOR DISCUSSION**

**For Meeting of March 15, 2001**

**UPDATE ON PLANNING FOR UC MERCED**

This report summarizes significant developments in planning for UC Merced that have occurred since the July 2000 meeting of the Special Committee. While this report covers all phases of planning and programming at UC Merced, the oral presentation to be delivered at The Regents' meeting will focus on campus physical siting and planning, the building schedule, and budgetary status. There is now great momentum in all aspects of campus development, with all planning efforts focusing on an opening date of August 2004.

**Recruitment Of Academic And Administrative Leadership**

Leadership Team

Under the leadership of Chancellor Carol Tomlinson-Keasey recruitment of key members of the executive leadership team has been a focus of activity during the last six months. The search for the Executive Vice Chancellor for Academic Affairs and Provost has been successfully concluded and a recommendation for appointment is before The Regents at this meeting. Senior Associate Roderic Park (former EVC at UC Berkeley) has been instrumental in furthering this important leadership decision as well as launching searches for three 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 chaired by Professor Emeritus Fred Spiess have been key advisers on all these recruitments.

Additionally, the Vice Chancellor for Physical Planning was appointed in July 2000, and the Vice Chancellor for Administration joined the executive team in November 2000. 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/regulatory requirements, fiscal and human resources are on board or soon to 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 new Executive Vice Chancellor has arrived.

### Faculty Recruitment

Faculty recruitment will begin in Fiscal Year 2001-02 once deans are in place. One hundred faculty will have joined UC Merced in time for the August 2004 opening. By 2010-11, faculty will have grown to 342. 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 recruitment of 100 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. These chairs are: the Vincent Hillyer chair in early literature; the Wallace Coats chair in the arts; the Shaffer/George chair in engineering; the John Meyers chair in the environment; the Ted Falasco chair in earth sciences; the Bill Bizzini chair in biotechnology; and the County Bank chair in economics.

### **Preparing For Students And Preparing Students For University Education**

#### Student Planning Committee

Even 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 underway. UC Merced's Student Planning Committee, composed of resource persons from around the UC system, has completed its work on schedule and reported findings to the Chancellor and the Academic Senate Task Force. This report outlines important principles to guide further development of student services, for student life on campus, 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 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 increasing the low participation rates of Valley students at UC) and to assuring success of students once in residence or in related distributed learning programs.

#### UC Merced Centers

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 through video conferencing and CalRENZ. A center was opened in Bakersfield in Fall 2000 in the Kern County Superintendent of Schools building 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) was opened in Merced in Spring 1999, and a fourth site in Modesto has now been identified for an excellent location in the downtown area.

### Outreach Programs

Important outreach activities to K-12 students, parents, teachers, and schools have been underway in the Valley since 1986. However, UC Merced has launched a more comprehensive and extensive outreach program since 1997 with the beginning of the UC Fresno Center. Outreach activities, with a budget of approximately \$3 million, range from specific contacts with middle and high school youngsters in some 67 schools in the Valley to specific contacts and 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 are participating. This heightened outreach effort has fueled a 13% increase in the transfer rate of community college students in the Valley. In addition, specific efforts with Valley teachers and partnerships with K-12 school districts have also been developed to strengthen the capacity for schools to offer advanced math, science, and literacy courses that prepare students adequately for UC Merced. Finally, in collaboration with the UC College Prep Initiative, UC Merced is currently sponsoring on-line advanced placement courses for about 190 Valley high school students enrolled in schools that do not regularly offer such courses.

The twofold goals of "Outreach" are (1) to deliver the message that a UC education is now available at other campuses throughout the state, but also will be available in the San Joaquin Valley per se in the near future; and (2) to assist students, parents, and teachers in better preparing youngsters for a university level experience.

### Summer Session

UC Merced is sponsoring summer courses in collaboration with UC Davis four years ahead of the scheduled opening date for the campus site. 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 sponsor up to 10 undergraduate courses at our 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 now 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 their entire undergraduate program.

Division of Professional Studies

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 (before it merged with Chevron), municipal government, 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.

Academic Programs Planning Continues

As academic officers (EVC and Provost, Deans) are added to the UC Merced leadership team, detailed program planning will begin. In addition to the three major Divisions planned—Engineering, Natural Resources, and Social Sciences/Humanities/Arts—other critical initiatives that will build the academic character of UC Merced are underway.

Center for Information Technology Research in the Interest of Society (CITRIS)

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 unprecedented commitment on the part of the state and private partners to launch these centers of research and learning bodes well for the future development of California and of the San Joaquin Valley. To begin the development of the tenth Research University in the UC system with a partnership of this scope and magnitude will assist the campus in recruiting faculty of the highest caliber. The CITRIS focus will be the application of information technology to the challenging 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. Disaster responses, seismic planning, transportation management, and environmental monitoring are others.

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.

On October 6, 2000, Chancellor Carol Tomlinson-Keasey and Director Bruce Tarter signed an MOU between UC Merced and LLNL. Collaboration with Lawrence

Livermore National Laboratory will contribute to UC Merced's science and engineering programs, advanced teacher preparation, and planning for campus energy efficiency.

### Academic Divisions

Additionally, planners have continued to develop the three major academic divisions:

- Engineering: Engineering, computer science, and information technology are important fields that will be included within engineering. Potential for development of these areas in collaboration with Lawrence Livermore National Laboratory (LLNL) exists with the recently established Memorandum of Understanding between UC Merced and LLNL.
- Natural Sciences: Core areas of biological sciences, chemistry, earth sciences, mathematics, and physics will be developed with an eye to crosscutting interests among these disciplines. The Sierra Nevada Research Institute will be a critical element of the Division with focus on computer databases, remote sensory, and environmental information.
- Social Sciences/Humanities/Arts: The Division will be organized across disciplinary lines and with particular attention to high demand fields within the UC system such as psychology, economics, and digital arts. The World Cultures Institute and Public Policy Institute will provide research foci for faculty and graduate students.

Planning for undergraduate general education and core areas of preparation for the three divisions are underway, 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 timely 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% of the student body at the graduate level.

### Campus Physical Planning

#### Site Decision

Over the last six months significant activity has been underway with respect to finalizing campus site selection on the Virginia Smith Trust (VST) property. Planning has been proceeding in conjunction with the County of Merced, the City of Merced, the Merced Irrigation District, and many other local, regional, and state participants.

The overall schedule pivots on the Governor's announced goal of seeing the UC Merced campus open in August of 2004. To help facilitate this very fast timeline the Governor appointed a "Red Team" which has provided guidance and assistance to Chancellor Tomlinson-Keasey, her senior staff, the County, and other interested parties. The Red Team is composed of all relevant major agency heads and stands ready to assist in whatever ways are necessary.

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 determination of LEDPA, the University and County have prepared an analysis of listed species threatened or endangered as required under the Endangered Species Act.

Building on environmental studies, we have suggested that the campus be located on the southwest corner of the VST property. This offers a concomitant opportunity to create a significant natural resource reserve with the participation of a major foundation in the project.

The initial core campus buildings, Phase 1, are being planned for a 200-acre parcel of the VST property that does not require a federal permit under Section 404 and will accommodate growth of the campus through 2008 (or 3600+ students). 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 reasonably be completed by 2004. To assure all policies of the state, Regents, and County are met and to assure appropriate planning several related efforts are underway and running on parallel tracks:

- Specific site selection for the campus will emerge from the final LEDPA report (see the attached summary to this item);
- 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 VST property will be submitted to The Regents in March 2002;
- County completion of the Merced County Plan with 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.

All of these processes must work in parallel to meet the August 2004 Governor's timeline.

The VST and UC Merced, in anticipation of the amended County Plan, are in final discussions as to the future development of the University Community, planning residential and commercial services essential to support the campus in the long term.

#### Capital Budget for UC Merced

The Governor has included in his Fiscal Year 2002 budget funding of \$160.4 million for three campus buildings and on campus infrastructure requirements. These funds are to be provided from general funds, not bonds. Together with previous funds and with an additional amount for construction and equipment for the third building in Fiscal Year 2002-03, the total state commitment for Phase 1 will be \$244 million. The Legislature must approve the \$160.4 million in the coming session; however, planning funds have been on the fast track and predevelopment work is now underway.

The Governor and Legislature also approved significant funds (\$30 million) for the acquisition of conservation easements in order to preserve wetlands habitat in eastern Merced County. In addition, the Governor and the Legislature approved \$13.8 million to allow the University along with the County, the State Fish and Game Department, and the Wildlife Conservation Board to develop a conservation plan for this habitat. These represent an unprecedented commitment of state funds for mitigation of natural resources adjacent or near to the campus site.

Finally, collaboration between the University and the County on a Plan of Finance for off-campus infrastructure requirements is underway. 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.

#### Student Housing

Even as the focus on physical planning has been on finalizing site selection, site acquisition and development of academic core buildings, the University 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 underway to determine the best strategy. Faculty housing will also be needed and will be in discussion within the year.

**Final Notes**

In summary, there is tremendous activity underway on all facets of campus development. Many other activities could be noted, but in the interest of space we will simply note:

- 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 special gift of \$500,000 to build out space at the UC Merced Modesto Center has been received
- Assistance from Washington, D.C. (HUD) for the renovation of space at Castle AFB has been appropriated to the County (\$400,000)

The goal and timeline are ambitious. Thus the support of the Governor, Legislature, and Regents as well as local leadership in Merced is essential if we are to be successful.

([Attachment 1](#) [Attachment 2](#) [Attachment 3](#))