

# Our University

A NEWSLETTER FROM THE UNIVERSITY OF CALIFORNIA PRESIDENT FOR THE UC COMMUNITY



## January 2008: Printer-friendly version

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## UC women: Creating change

When UC Associate President Linda Williams and Presidential Staff Fellow Amy Levine hit the road last year they had one goal: Find out what UC women need to develop professionally and advance their careers.

They found out. And they mean to do something about it.

"I think it is important for the institution to acknowledge that career development and advancement for women is important," said Williams.

In the last half of 2007, she and Levine, along with UCOP Assistant Vice Provost for Equity and Diversity Shelia O'Rourke, visited with women at all 10 campuses, Lawrence Berkeley National Laboratory and their own Office of the President. At each location they held an open forum - titled the Creating Change Initiative - which attracted 2,085 faculty and staff. What they heard at those forums has inspired a universitywide effort to empower women's advancement and leadership.

While women make up 64.8 percent of the UC work force, according to the October 2007 [Career Staff Workforce Representation Summary](#), they hold 31.7 percent of senior management jobs.

"Women need different tools available to them as they ascend their careers within UC," said Williams. "What a woman may have needed in the early stages of her career will change significantly throughout her advancement. We need to make sure to assist in helping her change the tools in her toolbox."

Williams and Levine have recommended establishing a systemwide status of women advisory committee and a similar advisory committee on every campus that doesn't already have one. (Berkeley, Davis, San Diego, San Francisco and Santa Barbara have them.) Each of the 10 campus committees, as well as OP and LBNL, will have a representative on the systemwide committee, which will begin organizing in the first half of 2008. UC President Robert Dynes and each of the 10 chancellors have endorsed the idea, said Williams.

The systemwide status of women committee will serve as a clearinghouse for sharing ideas about creating more opportunities for women staff, faculty and students. Campuses that have successful programs will serve as role models.

"There are some phenomenal programs out there that are good models on the campuses," said Williams. "Some of those should be transported to other campuses."

At each Creating Change Initiative forum, participants were asked what at UC works best to advance the careers

of women. Among the top responses, said Levine, were training and professional development, mentorship programs, and work-life balance initiatives such as flexible schedules and affordable child care.

On the flip side, when asked what most inhibits the advancement of UC women, participants cited the lack of training opportunities, mentorship programs and work-life balance initiatives. Many of these issues affect male staff as well.

"It's been very inspiring to meet all the women and receive their input," said Levine. "However, it's been very frustrating to hear about the obstacles in their career paths."

Some women staffers who attended forums said they'd never heard of the programs or policies other women on their campus were talking about or that their supervisor didn't support them taking advantage of the programs. That points out the need, Levine said, for equal access to training opportunities and programs that help boost UC women up the career ladder.

Levine, who works two days a week as a presidential fellow at UCOP, is executive director of the Center for Gender Equity at UC San Francisco. She is also the organizer of [Women Leaders: A Symposium About Women in University Settings](#). Since 1998, the symposium has been held in San Francisco every two years.

The 2008 symposium will be held June 5 and 6 with a legion of distinguished women speakers including legendary journalist Helen Thomas and United Farm Workers of America co-founder Dolores Huerta. You can [register for the symposium online](#). To find out how you can sponsor a woman staffer to attend, contact [alevine@genderequity.ucsf.edu](mailto:alevine@genderequity.ucsf.edu).

Read about the campus visits to [UC Berkeley](#) and [UCLA](#).

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## SYSTEMWIDE NEWS

### Regents call proposed budget cuts painful

Gov. Arnold Schwarzenegger has proposed a 2008-09 state budget that includes across-the-board cuts in state spending, including at UC, to close a \$14.5 billion state budget deficit. At their January meeting, members of the UC Board of Regents expressed dismay at the magnitude of the cuts and their potential impact on students, employees and California's economic future.

The governor's proposal would increase funding under his "compact" with UC but then apply a cut of \$332 million, or 10 percent. The true challenge facing UC, however, is \$417 million – the difference between the governor's plan and the Regents' budget request for 2008-09.

"This budget proposal will have serious impacts on our ability to deliver on our mission for our students and for the people of California," said UC President Robert Dynes. "State funding for the university is not an expenditure but an investment – an investment that produces real returns through an educated work force, a dynamic economy, job creation and new tax revenue."

Regents did not make any budget or fee decisions at their January meeting but urged aggressive efforts to educate the public and elected leaders about the economic value to California of its investment in public higher education.

At the meeting, UC Executive Vice President Katie Lapp walked Regents through a variety of [options for closing the budget gap](#) under the governor's proposal. Closing a \$417 million gap could potentially require all of the following (or alternatives that would save equivalent dollars):

- No enrollment growth, affecting up to 5,000 student applicants;
- A student fee increase of 10 percent or more, up from the 7 percent already budgeted;

- Elimination of most 2008-09 increases for employee salaries and health benefit costs (subject to collective bargaining where applicable);
- A halt to a multiyear plan to rebuild the competitiveness of faculty salaries;
- A halt to a multiyear plan to improve support for graduate students;
- A halt to a multiyear plan to rebuild support for instruction and infrastructure improvements;
- No funding for inflationary cost hikes, meaning all programs absorb those costs;
- \$68 million in administrative savings, up from the \$28 million in the Regents' budget.

There could be other, or deeper, impacts than those listed above. These simply provide an illustration of one way of closing the budget gap, Lapp told the Regents.

Regents will discuss these and other possible budget tradeoffs at future meetings. A task force of campus and systemwide leaders has begun meeting regularly to discuss budget options, and consultations will be occurring with other groups in the university community as well.

More information about the governor's proposal can be found at [www.universityofcalifornia.edu/news/article/17131](http://www.universityofcalifornia.edu/news/article/17131). Executive Vice President Lapp's presentation to the Board of Regents is available at [www.universityofcalifornia.edu/regents/regmeet/jan08/f7pp.pdf](http://www.universityofcalifornia.edu/regents/regmeet/jan08/f7pp.pdf).

### **How will health care reform impact UC hospitals?**

Recent state legislative activities, the presidential election focus and new polling suggest that meaningful health reform may become a mainstream imperative in 2008.

A December Field Poll indicates that more than 60 percent of all Californians, irrespective of age, gender or income, now support the general principles underlying ABX 1 1 - a health care reform deal struck between Gov. Arnold Schwarzenegger and Assembly Speaker Fabian Nunez currently pending in the state Legislature. If passed and adequately financed, the law would provide public and private insurance coverage to nearly 4.5 million currently uninsured Californians.

Along with the coverage expansion, the reform package emphasizes disease prevention and health care coordination, including chronic disease management and the use of technology as a means to improve the delivery of care. An initiative outlining the financing mechanism is slated to go before California voters in November 2008.

All of the presidential candidates have a health reform platform as health care continues to poll as one of the top issues of concern to voters.

The UC Health System is deeply committed to ensuring the best possible health care for all Californians and is grateful for the efforts of policy-makers -- the Schwarzenegger administration and Legislature in particular -- to improve health care delivery, expand insurance coverage and lower costs. While ABX 1 1 and many of the national proposals hold enormous promise to address these issues, it is essential that Californians really do get the health care they need, and not just an insurance card. To that end, a major part of our ability to improve health care under any of the health reform proposals depends on the fiscal soundness of our health care infrastructure, including the UC clinical enterprise.

The UC clinical enterprise provides an essential infrastructure for much of the research and teaching that underpins the quality of, and the ability to provide, health care throughout the state. Moreover, as the fifth-largest health care delivery system in the state, UC serves a large fraction of California's population, including our most severely ill and medically vulnerable residents. UC also plays critical roles in serving low-income Californians. Today more than 40 percent of UC's total patient population is either covered by Medi-Cal or is uninsured.

Over the last months, UC faculty and representatives from the Office of the President have provided advice to various policy-makers working on health care reform to help ensure that proposals under consideration in Sacramento provide adequate funding for the unique and essential services that UC's academic medical centers

perform for Californians. These services include patient care not often available elsewhere, such as trauma, burn, cancer centers, high-risk obstetric programs, neonatal intensive care units, cardiac care and organ transplant centers. UC inpatients have illnesses that are 63 percent more complex than the national average. Since providing this essential specialty patient care, in addition to standard hospital services, is commensurately more expensive, it is important that UC not lose funding under state health care reform.

As various stakeholders work on individual aspects of reform, it is imperative that we keep in mind the total financing picture to ensure that critical institutions such as the UC clinical enterprise maintain financial sustainability and maintain vital services that effectively meet the health care needs of their communities.

The health care reform protections UC needs include:

- Payment levels that ensure our vast array of highly specialized clinical services, including health professions training, are maintained.
- Maintenance of payments specifically earmarked to help underwrite the cost of serving the remaining uninsured patients (These are commonly referred to as the "disproportionate share payments.")
- Special protections for the UC Medical Centers to ensure any fee levied on hospitals to help fund the reformed system is equitably applied and proceeds equitably distributed across hospitals.

Recognizing the inextricable link between reform and the financial viability of the clinical infrastructure will ensure that UC maintains the supply of regional clinical services that support its education and research role.

Written by Santiago Munoz, associate vice president of the UC Division of Clinical Services Development, and Terry Leach, manager of Health Policy.

### **UC to improve e-text delivery to disabled students**

UC is working on a collaboration with California State University to get e-books and other course material into the hands of disabled students faster.

"We have an agreement in principle to permit the sharing of textbooks and other materials that the CSU has in its Center for Alternative Media," said Clint Haden, UCOP director of campus life.

The agreement, which he expects will be signed by summer, would start a one-year pilot project in fall 2008. The nine UC undergraduate campuses would then be able to order electronic versions of books that qualified students with disabilities can access with screen-reading computer software, MP3 players or software that prints Braille.

CSU has a centralized Center for Alternative Media based in the chancellor's office at Long Beach that handles the acquisition of alternative format versions of class materials for its 23 campuses. That repository has many of the same texts UC students are using. A collaboration with CSU would not only allow UC campuses to share those materials, but also to share UC materials among the campuses. There is no mechanism to do that now, said Haden. It makes sense for the campuses to work together to make the process more efficient for students with physical and learning disabilities.

A 1999 state law requires textbook publishers to provide alternative formats of books to California students with disabilities. Actually getting the books from the publishers is another story.

"Usually that's a fruitless effort," said Martha Velasquez, alternative media specialist at UC Berkeley. "They should by law have to give us an electronic file, but they don't."

She spends months with some publishers trying to obtain the electronic format of a textbook. Even when she tries to order a book in advance of classes starting, she said, the publishers put up obstacles such as demanding a receipt to prove the student bought a hard copy of the book – for a new edition that hasn't even been shipped to

bookstores yet.

"By then the student is in midterms," she said.

To deal with this problem, campus disability services departments produce the material themselves. The student buys the book, and Velasquez, with the help of a couple of work-study students, breaks the book apart and scans each page. Then the scanned file is converted into a format the student uses and corrected of any errors the conversions created. If the book is heavy in graphs and illustrations, she has to write descriptions of them so a screen-reader program can explain it. The process takes several days.

When Velasquez started working in alternative media at UC Berkeley a year ago, she said she had requests for about 150 to 200 books a semester. Now it is up to 400, and at the beginning of a semester she scrambles to get the books out to students. Having access to material other campuses have already obtained from publishers or scanned themselves will get the books to the students so much quicker, she said, and that can make a big difference in a student's success.

"It's so fulfilling when a student comes back at the end of a semester and says, 'I used to be a B-minus student. Now I got an A in this class.' It makes what we do so worthwhile."

### **Apply now to be a staff advisor to The Regents**

Applications for the selection of the 2008-2010 staff advisor to the Regents will close Feb. 29 at 5 p.m.

All interested UC staff and non-Senate academic employees are encouraged to visit the [staff advisors' Web site](#) for information about the roles and responsibilities of the position, how to apply and a complete explanation of eligibility requirements.

Two UC staff advisors serve as non-voting advisors to designated Regents' committees and have direct input into the board's deliberations. The staff advisors serve on the Committee on Educational Policy, the Committee on Finance and the Committee on Long Range Planning, and participate in all meetings of the board and their assigned committees with the exception of closed or Regents-only sessions.

Each year's newly appointed staff advisor is called the staff advisor designate. The staff advisor and staff advisor designate jointly participate on assigned committees to allow cross-coverage and mentorship by the more experienced staff advisor.

Since the staff advisor positions were made permanent in January 2007 after a two-year pilot program, there have been four: David Bell (UC San Francisco), Dave Miller (UCLA), Lynda Brewer (UC Irvine) and Bill Johansen (Lawrence Berkeley National Laboratory).

Brewer and Johansen are the current staff advisors. Brewer's appointment ends in June, when a new staff advisor designate will be appointed.

"The point that I have been emphasizing in our campus meetings is that this is an extraordinary professional development opportunity," said Brewer. "The staff advisor program allows a staff member to interact with a group of the most talented business people in California on issues critical to the university.

"In addition, it's important for staff to know that we are recruiting constantly. If a staff member doesn't think that they are qualified to do the job at this time or it doesn't fit into their current plan, they can add it to their professional development plan for the future. We staff advisors - Bill, Dave and David and I - are available to give advice and counsel to prospective candidates throughout the process."

For employees without computer or Internet access, hard copies of the application form and all relevant information on the process can be obtained from your location's central Human Resources Office. Questions about the program should be directed to Lynn Boland, deputy to the Executive Vice President-Business Operations, at (510) 987-9996.

### **UC eScholarship Repository exceeds 5 million full-text downloads**

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**OAKLAND** -- The University of California announced this week that its widely used eScholarship Repository has surpassed the 5 million mark for full-text downloads of its open access scholarly content. This major milestone reflects the impressive adoption and usage rate the repository has enjoyed since its inception in 2002, with University of California academic units and departments from its 10 campuses publishing or depositing more than 20,000 papers and works.

The eScholarship Repository, a service of the California Digital Library, provides a robust full-spectrum, open access publishing platform for pre-prints, post-prints, peer-reviewed articles, edited volumes and peer-reviewed journals. The repository houses a broad range of scholarly content from disciplines across the humanities, social sciences, mathematics and sciences.

The rate of usage of these materials has grown exponentially in the past five years, now often exceeding 55,000 full-text downloads per week.

As evidenced by this rate of activity, the eScholarship Repository represents one of the University of California's most successful and sustained efforts to improve and provide innovative alternatives to the troubled scholarly publishing system – a system that increasingly struggles to serve the needs and requirements of the academic community.

“We’re very excited about the uptake and use of the eScholarship Repository at the University of California,” says Catherine Candee, executive director, strategic publishing and broadcast services at UC’s Office of the President. “Our open access publishing platform represents a critical component of UC’s broader effort to strengthen university-based publishing services and integrate them into the research, teaching and public service mission of the university.”

Part of a suite of innovative publishing services developed by the CDL in recent years, the eScholarship Repository serves the scholarly publishing needs of individual faculty and academic departments, laboratories and research units across the University of California system. It is also a central mechanism in the collaborative publishing efforts between the CDL and the University of California Press.

**Note to editors:** Additional information about the eScholarship Repository and the California Digital Library may be found at <http://repositories.cdlib.org/escholarship> and <http://escholarship.cdlib.org>.

## **Annual report shows UC continues progress in sustainability practices**

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The University of California has been a leader in its sustainability practices and gained momentum in 2007 by expanding its sustainability policy, completing energy efficiency projects that are providing more than \$5 million annually in operational savings and gaining national recognition for its green efforts.

University of California officials delivered their annual report on UC's progress in implementing their Policy on Sustainable Practices to UC Regents today (Jan. 15). The 4-year-old policy establishes a set of ambitious goals to advance environmental practices at UC campuses, ranging from efficient energy use to innovative sustainable purchasing practices. And UC is meeting those goals.

These recent accomplishments highlight the important work the university is doing at every level to address global warming, one of the most critical challenges of our time. During 2007, UC received multiple awards at the local,

state and national level for this effort, including the Environmental Protection Agency's Region 9 Achievement Award for progress in incorporating sustainable provisions and practices into all strategically-sourced (bulk purchases that use the university's buying power) bids and contracts.

UC was recognized for its sustainability projects in local and regional newspapers, as well as national publications such as *Science* and *BusinessWeek*. UC also received recognition through campus sustainability rankings, several of which appeared for the first time in 2007. For example, the Sierra Club's *Sierra* magazine named the UC system the fourth greenest university in the country, the highest ranking for any public university.

The report highlights a number of UC accomplishments in 2007, including:

- Expanding the policy, now named the Policy on Sustainable Practices, in the areas of renovation projects, climate protection, sustainable operations, waste reduction and purchasing.
- UC President Robert C. Dynes signing the American College and University Presidents Climate Commitment on behalf of all 10 campus chancellors. In signing the commitment, UC has joined a collaborative effort by the nation's higher education institutions to address the challenges of global warming.
- Completing energy efficiency projects that cumulatively are providing UC with more than \$5 million annually in operations savings.

"We are honored by all the awards and top rankings the university received in 2007 for our sustainability initiatives," said Katie Lapp, executive vice president for business operations. "We also know that this is only the beginning, and that to maintain our leadership in this fast moving field - as well as to address the seriousness of global warming and other sustainability challenges - we will need to continue pushing forward in our efforts to reduce the university's impact on the environment and provide a model of sustainable practices for the students that will be our future leaders."

### **Campus contributions**

UC campuses continued in 2007 to be important drivers in implementing climate action and sustainability goals. Highlights include:

- In April, UC Berkeley became the first UC campus to complete a climate action plan, far in advance of the policy's December 2008 deadline. UC Berkeley is committed to reducing greenhouse gas emissions to 1990 levels by 2014, six years earlier than required by the policy or by California law. The UC Berkeley plan has become a model for other universities across the country to follow.
- UC Santa Barbara earned second place in the National Wildlife Federation's national "Chill Out" competition for exemplifying the significant impact that colleges and universities are making in providing leadership in the area of global warming.
- UC Davis received a LEED Platinum rating for the Tahoe Environmental Research Center, a joint project with Sierra Nevada College and the University of Nevada Reno.
- UC Merced received LEED Gold and LEED Silver certifications for its central plant and housing and dining building.
- UC San Diego won its third consecutive San Diego Excellence in Energy award.
- At the 2007 California University Sustainability Conference, UC Irvine won sustainable transportation best practice awards for its conversion of 10 shuttle buses to 100 percent biodiesel and for significantly increasing its average vehicle ridership between 2005 and 2006.
- A new car share program for campus and city users was launched by UC Santa Cruz in 2007. The program hopes to reduce the need for students to drive cars to campus.
- UCLA initiated a bus shuttle between the campus and the Los Angeles International Airport. The campus is also pioneering a "rightsizing" program for its fleet to limit the number of vehicles, the emissions from vehicles and the number of total vehicle trips taken. UCLA's extensive alternative transportation program was the subject of a television feature produced by the Huell Howser *California's Gold* program.

### **Working together to affect change**

Continuing the trend of nationally recognized collaboration among all university stakeholders, during 2007, the Chancellor's Advisory Committees on Sustainability began meeting at the UC Riverside and UC Merced campuses. Such committees are now actively meeting on each campus and provide for organized involvement of students, faculty and staff from all departments in implementing the policy as well as pursuing other campus sustainability initiatives.

## **Next steps**

In addition to continuing the extensive efforts to meet the requirements in each of the seven sections of the UC Policy on Sustainability Practices, the university is actively working toward future goals including an evaluation of raising the requirements in the Green Building section and the potential for adding a section on sustainable food systems to the policy.

## **Background**

A green building and clean energy policy was adopted by the UC Regents in July 2003 to minimize the university's environmental impacts. In June 2004, President Dynes issued guidelines for the Policy on Green Building Design and Clean Energy Standards. This comprehensive policy established the university as a leader in promoting environmental stewardship among institutions of higher education.

In January 2006, the policy was expanded to include sustainable transportation practices and greenhouse gas emissions reductions. In March 2007, the policy was further extended to cover the areas of climate protection practices, green building renovations, sustainable operations and maintenance, waste reduction and environmentally preferable purchasing. With the most recent expansion, the policy's name was revised to "Policy on Sustainable Practices."

For more information on UC sustainability and clean energy efforts: [www.ucop.edu/facil/sustain](http://www.ucop.edu/facil/sustain)

For more information about UC environmental research and programs:  
[www.universityofcalifornia.edu/environment](http://www.universityofcalifornia.edu/environment)

For Greening UC fact sheet: [www.universityofcalifornia.edu/news/greeninguc0108.pdf](http://www.universityofcalifornia.edu/news/greeninguc0108.pdf)

For more information about the University of California: [www.universityofcalifornia.edu](http://www.universityofcalifornia.edu)

## **Patrick J. Lenz named UC vice president for budget**

Date: 2008-01-17

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Acting on the recommendation of University of California President Robert C. Dynes, the UC Board of Regents today (Jan. 17) appointed Patrick J. Lenz, one of California's leading experts in public higher education funding, UC's systemwide vice president for budget, effective no later than Feb. 25, 2008.

Upon joining the University of California, Lenz will have held senior budget positions in all three segments of California public higher education, most recently as assistant vice chancellor for budget for the California State University (CSU) system. Previously he held various positions with the California Community Colleges, including as the system's executive vice chancellor.

As vice president of budget, Lenz, 54, will have responsibility for developing, approving, communicating and implementing the university's operating and capital resources acquisitions, allocation and long-range budget plans.

"Patrick is a familiar and respected colleague to many of us after his years both at the California State University and the California Community Colleges," Dynes said. "He is well-versed in Californian public higher education funding issues, and therefore is uniquely qualified to help us meet the budget challenges we face during what once again is shaping up to be an extraordinarily difficult fiscal situation in Sacramento."

Lenz will report to Executive Vice President Katherine N. Lapp.

"Patrick's appointment marks the next step in our effort to restructure the university's budget management," she said. "Our goal is to build an office dedicated to continuing the high professional standards we all have come to

expect from the Budget Office but now combined with a commitment to more openness, transparency and responsiveness to the Regents, the campuses, Legislature and the public."

Lenz is joining UC after six years at CSU, where he was responsible for coordinating the System Budget Advisory Committee, which develops CSU budget requests, and for reviewing and approving all CSU campus funding allocations. He was also responsible for providing budget and fiscal policy briefings to members of the Executive Council of CSU Presidents and for advocating and testifying on behalf of the CSU in Sacramento.

Prior to joining CSU, Lenz served in a variety of roles at the 109-campus California Community Colleges system. He rose from vice chancellor for fiscal policy to executive vice chancellor. Previously he served in a variety of fiscal roles for the California State Senate, including as deputy director for the Senate Budget and Fiscal Review Committee.

"It has been an honor, over these years, to serve in so many different roles in California's public higher education system," said Lenz. "But it is a particular pleasure now to be part of the University of California system - it is an institution without peer anywhere in the world.

"At the same time, I appreciate the unique funding challenge we face in ensuring its continuing quality and accessibility to students. Nothing is more important."

The Regents also approved this week the appointment of longtime Assistant Vice President Debora Obley as associate vice president for budget operations. Obley will assume responsibility for operational management of a streamlined Budget Office operation in Oakland and its role in providing strategic support for budget development and negotiation.

Obley's new role follows a successful interim tenure in leading the Budget Office during these last few months of transition.

Lenz will receive an annual salary of \$272,500, along with the following additional items per university policy:

- Standard Pension and Health and Welfare benefits and standard Senior Management benefits, including Senior Manager Life Insurance, Executive Business Travel Insurance;
- 5 percent monthly contribution to the Senior Management Supplemental Benefit Program;
- An automobile allowance of \$8,916 per annum;
- Participation in the Mortgage Origination Loan Program (MOP), available to be exercised within a period not to exceed 24 months from date of employment; and
- Use of administrative funds for official entertainment and other purposes permitted by university policy.

Lenz, a graduate of San Jose State University, is recently married. He and his wife, Sally, have four children: Joe, a sophomore at CSU, Long Beach; Bianca, a high school senior; Abbey, a high school junior; and Adam, a high school sophomore.

**About the University of California:** The UC system includes 10 campuses, five medical centers and programs across the state. It is also involved in managing three national laboratories for the U.S. Department of Energy. The UC community encompasses 214,000 students, 170,000 employees, 45,000 retirees and 1.5 million alumni living and working around the world. For more news and information about the University of California: [www.universityofcalifornia.edu](http://www.universityofcalifornia.edu)

### **Pattiz appointed chair of laboratory governing boards**

Date: 2008-01-17

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The University of California Board of Regents today (Jan. 17) selected Norman J. Pattiz as chairman of the Board of Governors of both Los Alamos National Security LLC (LANS LLC) and Lawrence Livermore National Security LLC (LLNS LLC). LANS and LLNS were formed to manage and operate Los Alamos National Laboratory and Lawrence Livermore National Laboratory, respectively.

UC Board of Regents Chairman Richard C. Blum and UC President Robert C. Dynes jointly recommended his appointment. Pattiz's appointment is effective March 1, 2008, upon the resignation of the current chairman, Gerald L. Parsky.

"Norm Pattiz will bring great business acumen and proven leadership skill to the governance of these laboratories," said Blum. "His tremendous experience in the corporate sector and with government, as well as his understanding of the laboratories and the important work they do, will make a substantial contribution to their effective management."

Pattiz, a member of the UC Board of Regents since 2001, is serving a term set to expire in March 2014. Pattiz has served as a member of the Regents' Committee on Oversight of the Department of Energy Laboratories since 2001 and as its chairman since 2007. In addition, he has served as a university member advisory governor to the boards of LANS and LLNS since 2007.

"I am pleased to assume this responsibility and to continue to work closely with the corporate partners and both labs to ensure strong and effective management of these important facilities," said Pattiz. "Los Alamos and Livermore National Laboratories and the people who work there are an incredible scientific, technological and national security resource to our country, and I look forward to working with them."

Pattiz is the founder and chairman of Westwood One, America's largest radio network company, which owns, manages or distributes NBC Radio Network, CBS Radio Network, the Metro Networks and CNN Radio. It is the nation's largest producer of news, sports, talk and entertainment programming. In addition, Pattiz is a former member of the Broadcasting Board of Governors (BBG), having been appointed by Presidents Clinton and Bush. The BBG oversees all U.S. non-military international broadcasting including Voice of America, Radio Free Europe/Radio Liberty, Radio Free Asia, Worldnet Television, Radio and TV Marti and the Middle East Broadcasting Network. As chairman of the BBG's Middle East committee, Pattiz was responsible for conceiving and launching Radio Sawa and Alhurra Television. Pattiz is past president of the Broadcast Education Association.

Pattiz has received numerous professional and leadership awards. He is a member of the Council on Foreign Relations and Pacific Council on International Policy, is director of the Office of Foreign Relations of the Los Angeles Sheriff's Department, and serves on the Region 1, Homeland Security Advisory Council. Pattiz has served on the board of the Annenberg School for Communication at the University of Southern California, the Communications Board of UCLA and the Dean's Advisory Board of California State University, Fullerton.

LANS and LLNS are each governed by a Board of Governors. Each Board of Governors includes a six-person Executive Committee. Under the LLC agreements between the university and its corporate partners, the university is entitled to appoint three individuals to the Executive Committee of each LLC, including the chairman of the Board of Governors.

#### About the University of California

The University of California, founded in 1868, is a system of 10 campuses with a mission of teaching, research and public service. With 214,000 undergraduate and graduate students, UC is the world's premier public research university. UC has five medical schools, four law schools and the nation's largest continuing education program. Fifty researchers affiliated with UC have been awarded Nobel Prizes; 18 of these prestigious awards have been won since 1995. UC also has more than 350 members in the National Academy of Sciences, and UC-affiliated researchers have received 56 Medals of Science since Congress created the award in 1959. UC is involved in the management of three national laboratories on behalf of the Department of Energy -- Lawrence Berkeley, Los Alamos and Lawrence Livermore National Laboratories. For more news and information about the University of California: [www.universityofcalifornia.edu](http://www.universityofcalifornia.edu)

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## FEATURED CAMPUS: UCSB

### Docents are for the birds

By Vic Cox

Tendrils of fog curl over the waves at UCSB's Devereux Beach as, binoculars in hand, members of the Walker family scan the sand for snowy plover chicks. The sprightly little birds feed on the run while the humans watch for other critters, like crows, that might want to eat the brown and white-speckled balls of fluff.

"The chicks can run right after they hatch," explains Dana Walker, who is taking his shift as a Coal Oil Point Reserve (COPR) docent with his father, Tim. But the chicks' chief protection is their mottled down, which provides perfect camouflage when they are motionless. Unfortunately, it can also lead to humans inadvertently stepping on them.

During breeding and fledging periods a rope "fence" separates the birds' nesting zone from human use of the beach, and docents are a vital part of the reserve's effort to re-establish and maintain the plovers' safety zone. The Western snowy plover's breeding season runs from May through September, but they now live in the area most of the year so docenting is a daily routine.

Dana, who is 14, recalls another shift when he and his mother, Pat Walker, had to warn a young man and his girl friend to stay on the surf side of the rope. "She got out right away, but he walked to the end of the rope," Dana says. Eventually, the scofflaw moved out of the threatened birds' nesting area.

His bookseller father also recalls a few incidents when police had to cite beach users, sometimes with unleashed dogs, before the offenders realized that the reserve's rules applied to them. "Most people are very cooperative," says Tim.

"Docents are educators and protectors; I like to see them emphasize the education," says Jennifer Stroh, docent coordinator for the reserve's 60 to 80 plover volunteers, most of whom are UCSB students. Part of docent training covers possible confrontations and interacting with the public. Biologist Cristina Sandoval is COPR's director and originator of the docent program.

Stroh, who started at COPR as a volunteer in 2001, praises the docents and says staffing is her main concern. "Ideally, I want two people together on a shift," she says, and she hopes more UCSB staff and faculty will help. The local Audubon Society has been a reliable source of volunteers, she adds gratefully. Depending on college students as docents has the disadvantage of seeing most of them disappear during holidays and in the summer.

Docents commit to six hours of training, a tour of the reserve, and a two-hour practice shift as well as a two-hour shift once a week when they sign up. The next training session is on Saturday, Dec. 8, at 10 a.m. More details are available online at <<http://coaloilpoint.ucnrs.org/subpage1/SnowyPlover/PloverDocentPgm/indexDocPgm.html>>.

The Walkers are unusual docents in that both parents try to accompany their son on shifts—and he was the one who recruited them after hearing Stroh describe the program. "It was a great idea that has born more fruit than we realized," says Pat Walker, a 19-year UCSB staff member currently with the Center for Polymers and Organic Solids.

She notes that Dana's enthusiasm has carried over to plover science projects and solid knowledge of not only the birds' biology and habitat but also how to interact with people "in a non-confrontational way." She adds, "I think that sometimes the people he talks to respond better to him than to adults."

Most of all, she says, the birds are cute and it is fun to tell people about them.

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## PEOPLE

### **Aquarium curator doesn't horse around**

2008-01-22

Two of the ocean's most mystical creatures, seahorses and jellyfish, are thriving in captivity thanks to a UC marine scientist with an engineering brain and a nurturing heart.

The assistant aquarium curator at UC San Diego's Birch Aquarium at Scripps Institution of Oceanography, has devoted much of her career to the breeding of the two popular species. Fueled by a passion for the sea that began in her childhood in Hawaii, Matsushige has pioneered techniques for propagating the fragile animals, and she is part of a global network of aquarists who collaborate on advances in conservation.

"Birch Aquarium shares the animals we breed with other aquariums and zoos in a kind of 'free trade' agreement - all they have to do is pay for shipping - and we also share the husbandry techniques we've developed," said Matsushige.

"Over the past 10 years, we've bred over 3,000 seahorses, and we've sent them to 70 different institutions worldwide," she said. "Seahorses are now considered threatened and endangered. If we can provide captive-bred animals to other facilities, they won't have to take animals out of the wild."

The beloved seahorse is seldom seen in the wild because it is shy, it is a master at camouflage, and it prefers habitats that are not popular with divers.

"We have local species of seahorses right here in San Diego," said Matsushige. "But they're found in areas of San Diego Bay and the harbor where most people won't go."

With jellyfish, the animals are more abundant in nature, but the humans shy away. "When people think of jellyfish, they think of getting stung," said Matsushige, "and they want to get as far away as possible."

Captive settings allow the public to watch these marine fauna up close and appreciate their splendor.

"When you see a jellyfish swimming in a lighted aquarium, you realize how beautiful they are," said Matsushige.

"Their transparency reveals all their internal body parts, and the way they pulse as they move is mesmerizing." But her personal favorite is the leafy sea dragon, a relative of the seahorse covered with long leafy protrusions that resemble undulating seaweed.

"Sea dragons are very fragile," she said. "We put a lot of care into making sure they stay healthy. The health of our animals is our highest priority. And you do get attached to them."

Matsushige also works to propagate her own academic species by mentoring future marine biologists. One of her most promising student interns is , a Grossmont College student who will transfer to UCSD as a junior this year. Hanna helps Matsushige care for a range of exotic species. His favorite animal is an octopus whose tank is wrapped in AstroTurf to block slippery tentacles from engineering an escape.

"The octopus is the smartest animal in the ocean," Hanna said admiringly. "They'll steal your food when you're not looking, and they know how to plan for the future. You feel that they understand what you are doing, and that is an amazing experience."

Matsushige's love of marine animals has its roots in her own amazing experiences growing up on Oahu and the Big Island, where her interest in marine life started. As an undergraduate at the University of Hawaii, she worked for a marine scientist who was studying the ear structure of fish.

Matsushige learned to raise fish from eggs and took up scuba diving to observe marine fauna in the wild. After graduating in 1986 with a degree in zoology, she worked in fisheries and aquaculture research before joining

Scrapps in 1992 as a senior aquarist to help launch its newly expanded aquarium.

In her 15-plus years at Birch, Matsushige has been active in all aspects of aquarium research, husbandry, and public education. She has put on scuba gear to conduct feeding shows in the 70,000-gallon kelp forest tank, and she has traveled to international conferences to present findings from research done in collaboration with scientists from the California Academy of Sciences and the U.S. Fish and Wildlife Service.

But propagating animals is her primary job. Matsushige first put her husbandry expertise to work at Birch on jellyfish.

"Few people had worked with jellies before because they are difficult to handle," she said. "Their soft bodies can get torn up by sharp edges, and they need water flow to keep them from sitting on the bottom of the tank. So we keep them in rounded 'kreisel' tanks. And we feed them a special diet of enriched brine shrimp larvae to keep them healthy and strong."

In 1995, a philanthropic gift from seahorse enthusiast Dorothy Munro funded construction of a Birch seahorse propagation facility, and Matsushige discovered that raising jellyfish was the perfect training for raising seahorses. Like jellies, seahorses are picky eaters and delicate swimmers, so brine shrimp and kreisel tanks are a must. Breeding seahorses is tricky. Eggs are carried in the pouch of the father, who gives birth to litters that can range between 12 and 2,000. New babies need a microscopic diet, which Matsushige dispenses through a turkey baster. And young seahorses are susceptible to disease.

"Because they hold still, parasites can easily climb onto them," said Matsushige, "and their capillaries are so tiny that gas bubbles can get trapped and cause narcosis, which is like the bends in diving."

Through ingenuity and devotion, Matsushige has mastered the intricate care of seahorses. And by sharing her innovations with other aquarists, she has had a singular impact on species conservation.

"People in the aquarium world are starting to realize that these animals can be bred and maintained," she said. "When husbandry techniques are passed around, everybody gets better at it."

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## DID YOU KNOW?

- 63 percent of 2006-07 UC undergrads received financial support such as loans, grants, scholarships and work-study funds.
- 54 percent of UC undergrads received a grant or scholarship in 2006-07. The average amount was \$9,680.
- 51 percent graduated with student loan debt; 41 percent did not borrow. The average debt was under \$14,700.

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What would you like to read about the UC system in future editions of "Our University"? Send your feedback and story suggestions to [donna.hemmila@ucop.edu](mailto:donna.hemmila@ucop.edu). Produced by Strategic Communications, University Affairs, UC Office of the President.