

Our University

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



August 2007: Printer-friendly version

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FOCUS

Expanding UC's global presence

One of the major initiatives under way at the University of California is an effort to build closer connections with partner universities in other nations – both to enhance collaborative research on issues of common concern and to enrich the experiences of UC students studying overseas.

Building on existing research collaborations and existing student exchange programs managed by campuses and by the systemwide Education Abroad Program, President Dynes and UC faculty have been working to establish these strategically focused relationships with institutions in Canada, China, India and Mexico. In each case, UC faculty are coming together with international counterparts to develop a joint research agenda with applications in both California and the partner region. Infectious diseases, energy consumption, transportation, and the digital arts are just a few of the areas of initial focus.

Leading these efforts is Professor Gretchen Kalonji, director of international strategy development at the Office of the President. Kalonji brings to the task a thoroughly international personal background. From age 7 to 23, she grew up outside the United States – in India, Hong Kong, Thailand, and Kenya – as both her parents were journalists.

As a professor of materials science and engineering at the University of Washington, Kalonji spearheaded the development of a campuswide international initiative before leaving to join the UC system in 2005.

Kalonji sat down recently to discuss UC's increasing connections with international partners, how those partnerships benefit California, and what UC students and faculty have to gain from the initiative.

What is the objective of these international partnerships?

The overarching objective is to increase the research and educational capacity of the UC by making more effective, more coherent strategic partnerships in the international domain. Each of our campuses already has a vibrant set of international collaborations underway. But we feel that if we can act more effectively as one UC, we can be more powerful on the world stage – and of course as we increase our research and educational capacity, we in turn increase our capacity to serve the people of the State of California.

What kind of foundation are we building on?

The UC as a system has the greatest range of international collaborations of any institution in the United States – probably any institution in the world, given our unique scope and scale. We have ongoing collaborations

essentially in any discipline you can imagine, with multiple partners all around the world. That's a huge strength. We also have a huge strength in the nature of California society. California is one of the most dynamic innovation ecosystems on the planet, and that makes partner universities and governments around the world eager to work with California.

The demographics of California society represent another huge strategic advantage. We're a very multinational society, and the UC of course itself is hugely multinational in terms of our student body, our faculty body. One of the statistics that blows people away is that more than 50 percent of our undergraduates have one parent born outside the U.S., and 25 percent of our California students were themselves born outside the U.S. We also have in place a very large study abroad program, which has institutional presence in about 35 countries around the world, so that's another strength on which we can build.

Some weaknesses include the fact that up until now we haven't done such an effective job at integrating our international research collaborations with our international education collaborations. The international education approaches are largely classroom-bound, and it's a goal to increasingly provide our students opportunity to engage in international research in more project-based collaborations.

Another key approach is to work on a multi-campus basis on these international alliances. To date most of the international research is individual faculty member X at campus Y working with another faculty member at another institution – which is great, and we need to continue that and let a thousand flowers bloom and get any structural barriers out of the way. Yet if we're to effectively address large-scale interdisciplinary problems facing both California and partner regions, it really behooves us to bring together more interdisciplinary teams of faculty and to try and draw from the strengths of various campuses.

We also want to work with multiple sectors in society, both in California and in partner regions – state and local government, industry, civil society – to make sure that the results of these international research collaborations can actually be implemented in real products and service that improve the quality of life both in California and in the partner regions.

How did we pick the countries where we're establishing these relationships?

Canada and Mexico obviously are our neighbors, and we have incredible ties with them, both economically and culturally, in terms of flows of people, in terms of trade. We have the opportunity with them to forge a North American alliance for competitiveness.

India and China are emerging global giants, as everyone knows. We also are fortunate in California to have very strong links in terms of the demographics of our communities. California is the most "Chinese" in its heritage of any state in the United States, and our economic ties with China are huge. Within the UC we're fortunate to have very large communities of Chinese origin that have enriched our academic programs – and the same is true of India. The Indian diaspora in California is an incredibly important part of the success story of California in recent decades.

Even if we weren't California, with our competitive advantages, China and India would have to be high priorities for any region of the United States. If you look at the existing portfolio of research interactions internationally, they're some of our strongest partners.

How does California benefit from this effort?

California benefits by continuing to have access to – and we believe the potential for more effective collaborations with – some of the best research institutions and some of the best minds in the world. Yes, we have incredible research capacity, but our partner institutions are very well chosen, and they have superb capacity too.

We also continue to benefit from attracting some of the best minds to come to the University of California, either for degrees or for short-term exchange. The other way we benefit really depends on a case-by-case basis on the research topic – but there are kinds of activities that are better done in other regions than in California, or more easily done. Some problems simply cannot be addressed without working across national boundaries – global

climate change, other environmental issues, emerging infectious diseases, areas where multinational alliances are really essential in terms of the character of the problem we're addressing.

For example, in the case of our UC-India initiative, one of the most exciting emerging activities is a TB consortium led by QB3, the California Institute for Quantitative Biomedical Research, spearheaded by UCSF, but with participation from faculty from a variety of UC campuses. We're pulling together with Indian partners from governmental research labs, from academia and from the pharmaceutical industry in India a consortium to look into drug discovery and development for tuberculosis. In that case, the Indian pharmaceutical industry has a very strong motivation to work on development of drugs that can actually be brought to market in the most cost-effective way and address the pressing problem of TB in India, which has the world's greatest prevalence of TB. On the UC side we have some of the best cutting-edge research in the early stages of drug discovery, and on the Indian side they've got fantastic capacity in medicinal chemistry and capacity for clinical trials – and the huge populations exhibiting these diseases. So it really makes sense to merge the strengths on both sides to have a collective binational effort to address this huge challenge.

A couple of other projects also illustrate the character of the new collaborations we are forging. In our effort with China, called the "10+10," we bring together the 10 UC campuses with 10 of our most important partner universities in China, to address common pressing practical challenges. An exciting example is a collaboration to address planning for sustainability in wilderness areas. We are working with Yosemite National Park, and with a Chinese park in Sichuan Province called Jiuzhaigou National Nature Reserve. Teams of UC and Chinese faculty and students are developing projects in such areas as biodiversity, hydrology, climate change and park management issues. This project promises enormous opportunities for UC students to engage in exciting multidisciplinary work in a fascinating part of China, as well as to contribute in a very practical way to issues facing the future of our wilderness areas back home in California.

Another example comes from the work of our Canada-California Strategic Innovation Partnership, or CCSIP. Through CCSIP, we have catalyzed five working groups, including a team focusing on cancer stem cells. It turned out that when we brought our faculty together to talk about opportunities in stem cell research, they discovered that between California universities and some of our key partners in Canada, we have the world's greatest concentration by far in the emerging and vitally important field of cancer stem cells. They have put together a very comprehensive and ambitious plan. It was very gratifying to have their work recently highlighted in the trade mission of Governor Schwarzenegger to Canada, and the Ontario provincial government announced a \$30 million commitment to the work of our cancer stem cells team during the governor's visit to Toronto.

How about students and faculty – how will their opportunities be enhanced by these partnerships?

Let me start with the students. We believe that it's vitally important that California students have an opportunity to engage in real projects, working in partnerships with students and faculty in other sectors of society and other regions of the world. In order to be really educated, in order to be an effective professional in an increasingly globalized society, these kinds of experiences are really vitally important. So providing opportunities where students can do more than simply sit in classrooms in partner regions, but actually engage in real interdisciplinary projects, will provide them with the kind of experiences that will be really important in preparing them for the professional challenges of the future.

In terms of faculty, as I said, existing faculty research collaborations are mostly one-on-one faculty engagements. By having larger-scale teams, it opens a lot of doors to us in partner regions and provides our faculty with the potential for their work to have greater impact. It's when you have deep partnerships sustained over long periods of time that it's easier to overcome a lot of barriers to the implementation of research results. In terms of intellectual challenge, in terms of professional opportunity, there's a great deal to be gained by taking a "grand challenges" approach – coming together in larger-scale teams to address some of these important interdisciplinary challenges.

How did you get into this work?

I've been a material sciences faculty member from 1982 up until the present, the first eight years at MIT, then almost 15 years at the University of Washington before coming here in 2005. In 1997 I was asked by the then-

president of the University of Washington, Dick McCormick, to lead a campuswide effort to rethink all things international. So I led a group with participation from essentially all fields – medicine, law, forestry, arts, engineering, etc. – to look at new models of international research and education and service. We developed a program called UW Worldwide to try to integrate international research and education and develop some pilot projects with Japan and China and with other regions as well. I learned a lot about the dimensions of higher education reform in the U.S. and in partner regions and got a lot of experience which serves me well at the University of California. Of course the scale of the University of California is our main strategic advantage compared to working in a single campus, even at a strong university like the University of Washington.

The other aspect of my personal professional background which brings to bear on this is working extensively in the engineering education reform movement in the U.S. and internationally, specifically working on the NSF-sponsored Engineering Education Coalition, which brought together multiple institutions around the U.S. to work on new approaches to engineering education. Though it was centered in the United States, we learned a lot of lessons in that movement about how to work on a multi-institutional basis and how to draw on the strengths of multiple institutions to provide enhanced opportunities for faculty and students.

What's the next step? Where do these partnerships go from here?

The next steps are to continue bringing together a series of workshops where the faculty can flesh out more specifics about the areas of research collaboration, how they will involve students in research, and how they will make provisions for graduate student and faculty exchange. We'll be having binational workshops with the partners from these various regions to move forward on a collective research agenda to look for mechanisms to gain additional funding, to bring in the industrial sector, and again to flesh out models for integrating this collaborative research into education.

SYSTEMWIDE NEWS

UC investments show strong gains; no '07-08 UCRP contributions

Increased diversification and reduced risk delivered solid returns for UC investments in the last fiscal year, the Office of the Treasurer has announced. Preliminary results show UC investment returns of 19.1 percent comparing favorably with other large public employee pension funds.

UC officials confirmed that pension contributions, which were slated to begin again in July after a 17-year hiatus, have been postponed for the rest of the 2007-08 fiscal year.

Read more at www.universityofcalifornia.edu/news/2007/aug07.html

Medical benefits to change in '08

During open enrollment in November, UC employees and retirees will face important decisions about -- and changes to -- their medical benefits options for 2008.

As previously announced, the university has been exploring new options that help sustain UC's ability to offer affordable medical benefits and preserve quality and accessibility to medical benefits for UC employees, retirees, and family members in light of rising costs and other ongoing changes in the healthcare market.

As a result of this process, some of UC's medical benefits choices will change next year. The changes for 2008 include:

- Network HMO consolidation
- Enhanced mental and substance abuse benefits
- New wellness benefits
- A new health reimbursement account plus PPO plan option from Cigna

For more detailed information about these and other medical plan options for 2008, visit http://atyourservice.ucop.edu/news/health/08med_plans.html

The University will update employees about medical benefits rates for 2008 as soon as they are finalized, which is expected in early fall.

UC presses budget priorities

At publication time, the state Legislature was still discussing a budget for the 2007-08 fiscal year. The state Assembly had approved a state budget containing most, though not all, of UC's budget priorities for 2007-08. However, that version of the budget had not received sufficient support in the state Senate, where Republican members were seeking cuts in state spending.

UC advocates have been working hard to ensure that elected officials in Sacramento understand the value of state investment in UC and the importance of funding the university's budget priorities. Regents, administrators, alumni, business leaders, and many others from inside and outside the UC community have been making personal contacts with legislators and participating in an e-mail advocacy campaign at www.ucforcalifornia.org.

The Assembly-passed budget contains the funding for enrollment growth and employee compensation included in the governor's original budget proposal. It also includes funding for student academic preparation programs, labor research, and two elements of the governor's research initiative: the Energy Biosciences Institute and Helios project in Berkeley. The Assembly-passed budget also includes augmentations for the California State Summer School for Math and Science, agricultural research, and Scripps Institution of Oceanography at UCSD.

Not included in the Assembly budget is requested operating funding for the California Institutes for Science and Innovation and state funds in the event UC wins a federal competition to build a "petascale" supercomputer. The university hopes to explore opportunities for re-engaging state elected leaders on these subjects later this summer.

Once a state budget is passed, information about its effects on UC will be available at www.universityofcalifornia.edu/news/

Survey supplies undergrad insights

What are UC students really like? Who are they, what motivates them, how do they spend their time, and – most importantly - how do they view their academic and personal experiences at the university?

Now we have answers. A new survey of more than 58,000 undergraduates provides surprising insights into the composition of our student body and level of satisfaction students have about the quality of their education.

The UC Undergraduate Experience Survey, known as UCUES, was offered to all undergrads in spring 2006. The 58,047 who participated in the online survey represent a 38 percent response rate.

In a presentation to the UC Board of Regents at their July 17 meeting, UC Vice President for Student Affairs Judy Sakaki said the survey is intended both to support independent scholarly research about the backgrounds, experiences and attitudes of undergraduate students and also to help the university itself plan to meet the needs of undergraduates.

"At UC we are fortunate to have such an exciting and diverse student body," Sakaki said. "UCUES gives us an additional window into who they are and what they are thinking. The data from this survey will be extremely useful for research purposes, and just as importantly, we in the university administration will use the results to inform decision making about how best to improve programs and services for our undergraduates."

To read the full survey, visit UC's new Web site at www.universityofcalifornia.edu/studentsurvey.

Survey highlights

23 percent of UC undergraduates were born outside the United States, and another 37 percent born here have at least one parent born outside the United States.

35 percent are not native speakers of English.

78 percent of juniors and seniors plan to earn a graduate or professional degree.

87 percent of lower-division students and 89 percent of upper-division students report satisfaction with the quality of faculty instruction.

Between 79 percent and 90 percent report that students are respected at UC regardless of gender, sexual orientation, religion, political beliefs, race/ethnicity, or economic or social class.

77 percent of undergraduates participated in research as part of their coursework during the last academic year.

59 percent participate in campus clubs or organizations, 56 percent are employed either on- or off-campus, and 44 percent participated in community service in the last academic year.

42 percent say being easily distracted and not able to concentrate on their work has been an obstacle to their academic success.

On average, students in the survey spend 13.1 hours per week outside of the classroom on coursework, 11.1 hours per week using the Internet for non-academic purposes, and 5.7 hours per week watching television. Employed students work an average of 14.6 hours per week during the academic year.

Survey background

UCUES is a collaborative research project of UC faculty and campus institutional research professionals. The UC Office of the President and the nine undergraduate campuses sponsored the project, which is based at UC Berkeley's Center for Studies in Higher Education as part of its Student Experience in the Research University Project.

UCUES was first administered in 2002 as a sample online survey. In 2003 and 2004, the survey expanded, and the 2006 survey is the most comprehensive to date. The next UC-wide administration of UCUES will be in spring 2008.

Gift to support nursing program

UC Davis has received a \$100 million grant from the Gordon and Betty Moore Foundation to launch the Betty Irene Moore School of Nursing.

Pending successful completion of the approval processes, UC Davis anticipates admitting its first students in master's and doctorate programs in fall 2008. The bachelor's of science in nursing program would open in 2010 or 2011.

To learn more, visit: www.ucdavis.edu/spotlight/0707/nursing_school.html

Global warming research advances

UC is cementing its role as a national leader in global warming research with new initiatives and discoveries.

The Department of Energy has awarded a \$125 million grant to establish the Joint BioEnergy Institute in Berkeley. UC Berkeley, UC Davis, Lawrence Berkeley and Lawrence Livermore labs will partner with Sandia and Stanford University to develop better technologies for producing biofuels such as ethanol.

The institute is one of three BioEnergy Research Centers the DOE has funded. The others are in Oak Ridge, Tenn., and Madison, Wis.

"The selection of JBEI is a major vote of confidence in the Bay Area's growing leadership in the national effort to develop new and cleaner sources of renewable energy," said UC Berkeley Professor Jay Keesling at the June 26 announcement of the DOE award. Keesling also is director of Lawrence Berkeley lab's physical biosciences division and is the center's chief executive officer.

Earlier this year, UC Berkeley, Lawrence Berkeley lab and the University of Illinois at Urbana-Champaign were selected to investigate biofuels and new technologies for oil recovery. British oil corporation BP awarded \$500 million over 10 years to fund the Energy Biosciences Institute.

While UC researchers explore ways to produce cost-effective alternatives to fossil fuels, others are making new discoveries about the far-reaching effects of global climate change. Researchers from the Scripps Institution of Oceanography and other UC San Diego departments published a study on the impact floating icebergs have on marine life and the implications for global warming research. The article is published in the June 21 issue of Science Express, an online publication of the journal Science that showcases articles before they hit the print edition.

At the July meeting of the UC Board of Regents, researchers from Scripps gave a briefing on the world-class research going on at the facility.

Scripps was the longtime home of Professor Charles Keeling, who was the first to confirm the rise of carbon dioxide in our atmosphere through extremely precise measurements that produced a data set known widely today as the "Keeling Curve."

Today Scripps researchers are still performing some of the world's most advanced research on the impacts of global warming on such things as spring snowpacks, wildfires and ocean levels. The institution works closely with state agencies preparing California for the effects of continued climate change.

"We're on the job for the State of California," said Tony Haymet, director of the Scripps Institution of Oceanography. "We do lead the world in the basic science of climate change, and we're working hard for the State of California to prepare for the changes upon us."

To read more about the global warming research around the UC, visit www.universityofcalifornia.edu/everyday/globalwarming/welcome.html

Champs honored at White House

President Bush honored five UC national championship sports teams in a June 17 ceremony at the White House. The event celebrated the achievements of the 2006 and 2007 National Collegiate Athletic Association title winners from 21 universities.

Representing our university were the 2007 UC Irvine men's volleyball team, which helped win the Athletic Directors Association Division I-AAA award for best all-around sports program; the 2006 UC Santa Barbara men's soccer team; the 2006 UC Berkeley men's water polo team, which captured an NCAA record with its 12th national

title; the 2006 UC Berkeley Women's crew, which also won the 2005 title; and the UC Los Angeles women's water polo team.

In his speech, Bush called the Bruins team a "three-peat champion." The team's victory over Stanford on May 13 not only marked its third consecutive NCAA title but also UCLA's 100th national championship.

In other sports milestones, the Aggies are now Division I players. The NCAA announced the move on July 17.

Read more about the UC Davis move to Division I at <http://ucdavisaggies.cstv.com/genrel/071707aac.html>

Organizational restructuring moves ahead

The UC organizational restructuring effort launched by Regents' Chairman Blum and President Dynes is approaching the end of its first phase, the Board of Regents was told at its July meeting.

UC has engaged Monitor Group, a global management consulting firm, to work with the university on the project. The effort aims to, first, assess administrative and finance functions across the university and search for opportunities to improve efficiency and effectiveness; second, clarify the respective operational roles of the Regents, the Office of the President, and the campuses; and third, pursue a number of initiatives that will yield cost and/or service quality improvements and reinvest any savings in the academic mission.

The first phase of the project has focused on assessing the current effectiveness of various administrative functions across the UC system. Since the project's inception in April, Monitor Group has conducted in-person interviews, analyzed financial and human resources data, and conducted a Web-based survey of more than 650 members of the UC community. The preliminary findings will be shared with a steering committee of UC leaders, and a report on the findings and next steps will be presented to the Regents at an upcoming meeting.

Dick Attiyeh, former vice chancellor for research and dean of graduate studies at UC San Diego, has been named primary liaison between UC and the Monitor Group project team. He replaces Robert Grey, former provost of UC Davis, who relinquished the position upon being named acting chancellor of UC Riverside recently.

Members of the UC community wishing to provide comments or ideas related to the project are invited to do so anonymously via an electronic form at <http://UCrestructuring.monitor.com>.

UC earns high marks

Business leaders gave the University of California a vote of confidence in a statewide survey of executives.

While most survey participants said the state's schools need major reforms, 86 percent gave the UC system the highest ratings: 61 percent said the UC did a good job, and 25 percent said it did an excellent job.

The California State University and the community college systems also earned favorable grades. Of those surveyed, 79 percent said the CSU system did an excellent or good job, and 68 percent rated the community colleges as excellent or good.

Only 14 percent of the business people rated the performance of the state's high schools as good and not one gave the high schools an excellent rating.

Survey participants determined reading, personal responsibility, work ethic, communication skills and writing as high priorities needed to develop a productive California work force. But few believed the K-12 schools are successfully teaching those skills.

The Sacramento-based California Foundation for Commerce and Education sponsored the statewide Internet survey of 1,342 business executives with funding from the William and Flora Hewlett and the Bill and Melinda Gates foundations. Released in March, the survey has a margin of error of 2.6 percent.

To read more about the survey, visit www.cfcepolicy.org/Program

UCOP announces presidential fellowships

A new staff development initiative will launch in January to give UC employees professional training opportunities within the Office of the President.

The Presidential Fellowship Pilot Program will provide selected participants from Northern California a chance to enhance their organizational and leadership skills through hands-on work experience at UCOP. The program is under the direction of Associate President Linda Williams.

The fellowship will run from Jan. 1 through June 2008. Applications are due Aug. 31. Applicants will be notified by Oct. 1. One to two fellows will be accepted into the pilot program.

Due to budget constraints and travel logistics, the initial fellowship program will only be open to staff from the Berkeley, Davis, San Francisco and Santa Cruz campuses, Office of the President and Lawrence Berkeley National Laboratory. Expanding the program will be considered after the pilot program ends.

Fellowship applicants must be currently working at position classifications ranging from Professional and Support Staff (PSS) I to Management and Senior Professionals (MSP) II level with five or more years of UC employment.

For more information and to download an application, visit www.universityofcalifornia.edu/president/fellowship1.html

DYNES' DESK

Dynes' Desk is a way for anyone to email a comment, idea, or suggestion to President Dynes. While he is not able to respond personally in most instances, President Dynes does read each email submitted. In each edition of "Our University," he will respond to a sampling of Dynes' Desk submissions. Write to President Dynes at <http://universityofcalifornia.edu/president/desk.html> or at 1111 Franklin Street, Oakland, California 94607-5200.

E-mail: Is there anything that you can do to help UC employees "watch dog" our UCRS pension fund to protect it from unethical management? The recent allegations in the news are very alarming to those of us sitting at our desks, doing our job day after day - feeling powerless and wondering how the blatant mismanagement of our pension fund can really be allowed to continue.

Bob Dynes: I appreciate your concerns, and I can assure you that our pension investments are secure, well-governed and performing well, as is noted in the above article. A healthy and well-managed UCRP is one of our highest priorities – it is critical to not only attracting and retaining needed employees, but also rewarding our employees' dedication and many contributions to the University. The questions about conflicts of interest and other management issues raised by a recent news article are unfounded, and I'd encourage you, and all employees, to read the material we developed on this subject at http://atyourservice.ucop.edu/employees/policies_employee_labor_relations/news_events/ea_factsheet.pdf Lastly, we encourage employee input, and while there are numerous existing opportunities for employees to participate in discussions regarding UCRP matters, we are continuing to explore ways to enhance employee participation even further.

E-mail: How often do you hear from employees who are happy? I am. I have worked at UCSF as a nurse for 25 years, and I am pleased with the direction being taken by leadership. Patient care and financial viability have been the central focus of the medical center in recent years, and I believe these are essential to our success. I feel now, more than ever, we have a sound future.

Bob Dynes: Thank you for your note. More importantly, thank you for your dedication to patients and to the people of California. It's important for us all to remember what an incredible place UC is, and that at the end of the day it is about service to people. It is people like you who help make our medical centers and the university great.

Write to President Dynes at <http://www.universityofcalifornia.edu/president/desk.html>.

PROFILE

Robert O. Collins
Professor Emeritus
UC Santa Barbara Department of History

Renowned scholar of African history Robert O. Collins has worked at UC Santa Barbara for more than three decades. Collins joined the university's faculty in 1969, and from 1970-80 served as dean of the Graduate Division, where he was responsible for fostering the thriving graduate programs UCSB now enjoys. Collins assumed the role of professor emeritus in 1999, and has continued to teach, research, write and publish extensively. In April, Collins was honored with the Constantine Panunzio Distinguished Emeriti Award in recognition of his outstanding scholarly work and educational service to the university.

Q: What drew you to teaching?

A: I went to Dartmouth College as an undergraduate, where I was enthralled by the lectures and instruction in which the college has long had a history of excellence. While my fellow students and friends were all preparing for professional schools in law, engineering, medicine, finance etc. I was captivated by the thought of transmitting knowledge in a congenial environment with a most agreeable lifestyle despite the fact that pay was poor and my instructors told me I would lead the rest of my life in "genteel poverty."

Q: What brought you to UC Santa Barbara?

A: I was hired specifically at UCSB to do research and publication, an offer I could not turn down. Not only did UCSB demand research and publication, but in 1965 it was transforming itself from a liberal arts college into an international research university of the front rank. There is nothing more exhilarating and personally gratifying than to be at the beginning of building a great institution.

Q: How did you find your position as administrator versus that of professor?

A: I had a unique career as an administrator, for as graduate dean at UCSB from 1970 to 1980 it was my job to transform UCSB from a liberal arts college into a research university that could only be accomplished by the introduction of a vast array of graduate programs. During my 10 years as dean, I personally guided 35 doctoral programs and 45 master's programs. That was not only a great challenge requiring academic political skills but an enormous personal satisfaction, for I was in fact able to make a difference. That is a great privilege.

Q: What do you enjoy most about working for the University of California?

A: The freedom to teach without any restraints but my own sense of what is appropriate. At UC I have had to answer only to myself, whether in the lecture hall or in research and publication.

DID YOU KNOW?

Students are learning their lessons.

In the recently released UC Undergraduate Experience Survey, seniors reported significant gains in critical academic and life skills:

- 72 percent rated their critical thinking proficiency levels as good or excellent, compared to 6 percent when they first arrived at a UC campus.
- 67 percent reported proficiency in reading and comprehending academic material, compared to 21 percent when first enrolled.
- 52 percent reported a proficient understanding of international perspectives, compared to 10 percent when first enrolled.

To learn more about the undergraduate UC experience, visit <http://www.universityofcalifornia.edu/studentsurvey/>

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. Produced by Strategic Communications, University Affairs, UC Office of the President.