



OFFICE OF THE PRESIDENT

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THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

Leadership of the University of California, the finest university in the world, has been a great satisfaction for me in many ways. The period of my presidency has been filled both with successes that I am very proud to have achieved and difficult challenges that I have addressed and overcome. Since it was my original intent to serve in this post for approximately five years, and as the direction of my personal life has changed substantially in the last couple of years, I write to inform you that I intend to step down in June 2008 or upon the appointment of my successor. This period of time should afford you ample opportunity to identify and install my successor.

I look upon the accomplishments of my administration over the past several years with pride. In 2003, I entered the Presidency in the midst of a fractious gubernatorial recall election with the University caught in the middle and its budget in steep decline. I led the University through that political storm and established a solid relationship with the new administration. The budget stabilization and support that I negotiated with Governor Schwarzenegger through a Compact, while controversial in some quarters, has allowed the University to grow and maintain its quality. I believed then, and I believe now, that it was a critical decision and commitment for our institution that the University of California must remain not just an institution of public education, but an institution of excellence in teaching, research, and public service comparable in quality to the best universities in the world.

At the same time, our management of three national laboratories was under intense criticism and, for the first time in generations, we were challenged to compete for the contracts. Using creative partnerships with private industry in two of the cases, which have no precedence in recent history, we won all three competitions thanks to a team effort that my office established and championed for our institution.

During my tenure, we have also realized that we can no longer be passive bystanders in the challenge of K-12 education in California. The University of California is aggressively pursuing, with the CSU system, a much more engaged role in the education of our youth. New programs have been implemented and the University has undertaken a new profile in the pressing need to improve the early education of the children of this state who are our future.

In between these major and visible projects, there has been significant change within the University. On my watch, The Regents and I have created a new staff representative to the Board of Regents, recruited six new Chancellors, two Provosts, three national Laboratory Directors and numerous Vice Presidents with critical functions at the University. Throughout these recruitments, I have made every effort to increase the diversity of the senior administration and to lead the way for a more diverse faculty, student body, and staff.

My term has also had substantial political and media challenges that have been well publicized and have placed new and difficult pressures on my office. As you all know, the University's methods and policies by which it determined and disclosed compensation of senior management over a period of many years became heavily scrutinized and criticized. I continue to emphasize that these practices were intended for the good of the institution; the intention was to enable the University to remain competitive in the marketplace for intellectual and administrative talent. Only in a few instances were there insignificant incidences of inappropriate action. I also can say with confidence that the process corrections that the University has implemented place it in a leadership role in the nation in terms of openness and transparency as a public institution. We continue to have challenges in compensating our faculty, staff, and administration in a way that is competitive with the market, but I am optimistic that we will emerge a stronger university as a result of our efforts.

I have asked Provost Wyatt R. Hume to act as the University's Chief Operating Officer, in addition to his other duties, effective immediately and until such time as my successor is in place. In addition to overseeing all aspects of the University's day-to-day operations, Provost Hume will bring forward the excellent work that has been done by the Long Range Guidance Team (LRGT) in planning for doctoral and professional education and in systemwide academic planning. Working with him, Executive Vice President Katherine N. Lapp will link the priorities that flow from the planning work to a new and more open budgetary process for the system. Executive Vice President Bruce Darling will continue to explore new avenues for more effective advocacy, particularly with State government.

Public higher education is under great stress in the United States at the moment and the University of California is not immune from these challenges. Quality is not guaranteed and we must continue to work diligently to sustain the University as an innovative, creative resource for the people of California and the nation. The University of California plays a unique role as a single university with ten campuses where every campus has world-leading educational and research programs. Together, with a strong and coherent international strategy, we can and must lead the way for California and the nation to maintain the quality of life we have come to

The Regents of the University of California
August 13, 2007
Page 3

expect in this global economy. I feel privileged to have had an opportunity to make a contribution to this unique institution and look forward to completing my term with the same momentum that I have attempted to bring to the previous years of my appointment.

As for my future plans, I intend to return to the faculty. As many of you know, my work in the field of physics is a vital part of my life, and I am looking forward to resuming my research and to rejoining the world-class UC faculty of which we are all so proud.

In closing, I want to express my thanks for your support and help during my tenure. I have valued your advice, counsel, and, above all, friendship. I look forward to continuing to work together with you on the many vital issues facing the University in the months ahead. Together we can and will accomplish great things for this institution.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bob Dynes', with a long horizontal flourish extending to the right.

Robert C. Dynes

cc: Chancellors
Laboratory Directors