

Looking Backward, Looking Forward: Campus Planning at UCSD

By Jack C. Fisher, Professor Emeritus of Surgery, and Boone Hellmann, Fellow, American Institute of Architects

In the run-up to D-Day in 1944, Supreme Commander **Dwight Eisenhower** was heard to say that “planning is indispensable, but plans are useless.” Fortunately, campus plans can’t be foiled by a determined enemy or upset by the fortunes of war. But there are other reasons why even these plans, like the “best laid schemes o’ mice and men,” as the poem by **Robert Burns** famously put it, “Gang aft agley.” The ups and downs of fiscal support, and changes in everything from demographic demand to environmental standards and energy technologies all require adaptations and sometimes outright reversals. At UCSD we’ve had a series of “Long Range Development Plans” (LRDPs) over our 60-year history that have all been drastically modified or superseded. Now we’re adopting a new one, and it remains to be seen whether it will prove any more permanent. But one thing is certain: for better or worse, and fairly soon, this campus will grow far larger in numbers of staff and students and more ramified in its facilities than its founders could have envisioned. That alone makes planning indispensable, whether or not the new plan survives. So how did we get here and what comes next?



The North Torrey Pines Living and Learning Neighborhood
Anticipated completion: Fall 2020

The Original Plan: Revelle’s Version of “Solomon’s House”

In Sir **Francis Bacon**’s 17th century utopia, *The New Atlantis*, the main institution was to be “Solomon’s House,” a center for scientific research that would bring peace and prosperity to the entire world by spreading “the religion of light.” **Roger Revelle** had a similar dream. When ground was first broken, in May 1961, the first building – now Urey Hall -- was supposed to be the nucleus of a four-unit “Institute of Science and Engineering” -- a center for nothing but the most advanced research and graduate study. It was undertaken without any strategic plan at all, other than

site placement and design. San Diego voters had approved a limited transfer of 58.5 acres for what city

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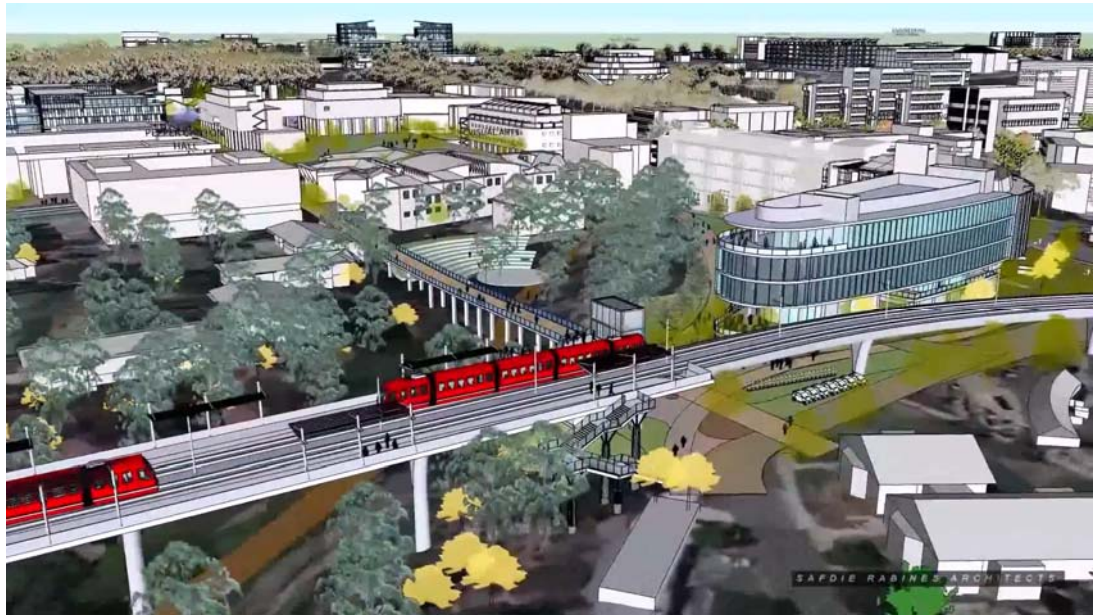
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officials understood to be “some kind of graduate school,” and that was thought to be all that was needed.

The Second Plan: A ‘String of Jewels’

No sooner had construction begun than the Regents decided that this very site should be ground zero for the construction of a new full-scale UC campus. **Robert Alexander**, a Los Angeles architect, was commissioned to draw up a Master Plan for an anticipated 1,000-acre campus. An early faculty advisory committee asked him to come up with a scheme for twelve residential colleges arranged around a central communications core that would include a library.

That’s all Alexander had to hear. He took it as a license for the sort of visionary thinking that inspired **Pierre L’Enfant’s** bold 1791 design for our national capital. The campus was to consist of “twelve jewels strung together as a necklace united by promenades.” Every new “jewel,” like First College (later Revelle), would have its own plaza. Four clusters of three colleges each would be anchored by a “grand plaza and bell tower to rival the Piazza San Marco in Venice” (presumably minus the gondolas, pigeons, and flooding). Campus land east of a newly opened I-5 was designated for intramural sports, married student housing, and dorms for an expected ultimate enrollment of 30,000 students. An aerial tramway would link the upper campus to SIO, and parking structures for no fewer than 4,000 cars each would ring the periphery. Alexander even thoughtfully proposed that several small nuclear generators should serve as the source for the university’s electrical power (“Fukushima I, II, and III?”).



Artists' rendering: New UC San Diego Light Rail station at Pepper Canyon Structural and Materials Engineering Building and Outdoor Amphitheater

The First Revision: Human Scale, not Grandiosity

This entire exercise in futuristic grandeur was soon branded a monstrosity: cold, isolated, impersonal, something a dictator like **Hitler** or **Mussolini** might conjure up. And if that wasn't bad enough, it wasted far too much space on all those empty plazas. Provost **John Stewart**, who was among those who thought it reeked of fascism, asked San Diego architect **Robert Mosher** to provide “peer review,” a move that was later characterized as a “planning coup d'état.” Alexander, who enjoyed some national recognition, was piqued at being critiqued by Mosher, who was “merely a local architect,” albeit one who had studied under **Frank Lloyd Wright**.

Mosher's design for Second College (later Muir) defied every tenet of Alexander's grand scheme. It aimed to foster a more humane environment for living and learning without the sterile and empty plazas. A central library would be our architectural focal point and the place for faculty and students to join in the common enterprise of scholarship. Architect **William Pereira's** now iconic design for a library stipu-

lated that it stand on high ground at the very center of the campus. (The students promptly nicknamed it the Not-So-Central Library.) This development, along with the siting of Third College (later Marshall) exactly where Alexander's vacant plaza was to be located gave a final quietus to his ostentatious dream.

The Second Revision: Embracing Diversity

The new consulting architect, **A. Quincy Jones**, was the polar opposite of Alexander. His was a more modest plan that retained the twelve-college model but eliminated the monumental tower with its grand plaza and all the boulevards and deliberately encouraged stylistic diversity. Jones envisioned a Third College whose very style would suit the Third World ideology of its radical students. (They wanted it to be named **Lumumba-Zapata-Allende** before it became Thurgood Marshall.) It would consist of smaller buildings using simpler and less costly materials like stucco, with plain doors, railings, and windows and no fancy trim. He would have been delighted by its current Chicano mural.

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Diversity of a geographic sort had imposed itself early on when San Diego County decided to unburden itself of the rising costs of its hospital in Hillcrest by offering it to the Regents in 1958. When that facility was finally acquired in 1966 by our new medical school, the campus effectively had an addition to the campus plan in the form of a satellite miles from the La Jolla campus. Only later (see the article that follows in this issue by **Richard Atkinson**) did the campus acquire its own ever more elaborate clinical facilities.

The Second Plan: Distinctive Neighborhoods Linked Together

In the 1970s, growth slowed considerably, until in 1981, a new LRDP was issued. Although unique in that it was developed by UCSD's own planning staff rather than outside consultants, it offered little specificity, mainly because the state budget for education and capital improvements was severely constrained. Furthermore, demographic studies projected a decline in high school graduates and a diminishing enrollment potential that impacted the entire UC system. By the mid-1980s, however, it became clear that demand for admission to UCSD was increasing despite projected demographic trends. An accelerated phase of expansion and construction followed. (Some of the rebuilding happened so fast that it incited the ire of students. The clear-cutting of a beloved grove of trees in the still of the night, to prepare the site of the Price Center, left dozens of two-foot tree stumps to which mourning students affixed giant black ribbons.)

About this time, one of us (BH) became the Campus Architect and eventually Assistant Vice Chancellor for Facilities Design and Construction. With the full support of Chancellor Atkinson and Vice Chancellors **Wayne Ken-**

ned and **John Wood**, in-house campus planners oversaw the most rapid period of facility expansion in our relatively brief history.

The 1989 LRDP defined precise guidelines for continued growth. Instead of twelve colleges of 2,300 students each, the objective became eight colleges of 2,500 plus 7,500 graduate students. The plan emphasized the importance of campus neighborhoods with their own distinctive character. Planning principles called for academic corridors and walkways, bicycle paths, and transit routes linking together all the neighborhoods. At the heart of the undergraduate campus a "University Center" was created around the Price Center, later doubled in size with the addition of a food court, post office, bank branches, and other retail spaces. A Student Services Center also helped energize an emerging "urban" district. Performance venues appeared early in the campus development and were eventually expanded to include the Joan and Irwin Jacobs Theater District and the Conrad Prebys Music Center.

The Third and Penultimate Plan: More of the Same

By the time a new LRDP was completed in 2004, only 297 acres of land were still available for development. The new plan accommodated an anticipated enrollment of 29,900 students by 2020-21. Consequently, the need for facility space was increased to 19.2 million gross square feet from the 15.9 million that the 1989 LRDP had projected. Like its predecessors, the plan included UCSD properties and leaseholds on the main campus as well as in La Jolla Shores and other San Diego locations.

And Now for the Grand Finale?

According to the newest LRDP, reviewed and approved by the Regents in November of 2018, facility

space is scheduled to expand by 78 percent – to 27.9 million gross square feet, in the next twenty years. Student enrollment is projected to reach 42,400 by 2035-38, a whopping 28% increase over the current number. Faculty size will need to grow from 1,300 to 2,200, and supporting staff, from 14,700 to 21,000. Thus, our total campus census is slated to grow from 49,000 to 66,000, the current population of the city of Encinitas.

The 2018 LRDP acknowledges that the six current colleges are functioning beyond their planned capacity and anticipates creation of two more residential colleges. Seventh and Eighth Colleges are in the planning and development stage. University Extension will move to University Center, housed in a huge project called Triton Pavilion that will likely house the new Chancellor's complex as well.

The new North Torrey Pines Live and Learn academic and residential complex, to include housing for 2,000 students and parking for 2,000 cars, is under construction in the former Muir College parking lots. Transportation to and from the campus continues to be a major concern. Planners are counting on light rail transit (the Gold and Blue Line?), new bus routes, and expanded on-campus student housing to reduce the need for automobiles on campus. (Good luck with that one!).

Defying the latest LRDP, the university continues to expand at a rate that exceeds even these fresh projections. At this rate, the new forecast will be blown past within the next decade. Will this newest plan prove to be our steady state? If experience is any guide, it won't be, but making the changes will still take campus planning, as paradoxical as that may seem.



The School of Medicine at 50

By *Richard C. Atkinson*

*Chancellor Emeritus, UCSD, and
UC President Emeritus*

By every standard -- the brilliance of the faculty, research that rivals the best in the world, superb students and residents, and the biotech community it spawned -- the UCSD School of Medicine is a remarkable success. How did all this happen?

In the mid-1950s, **Roger Revelle**, the Director of SIO, proposed to the UC Regents that the scope of the Institution be greatly expanded to focus on advanced research in all the physical and biological sciences. He envisioned an unprecedented venture in higher education that would have 250 faculty and a thousand graduate students, but no undergraduate college. The proposal was perfectly timed. The Cold War was nearing its peak. The Soviets had mastered the technology of nuclear weapons, and Sputnik was orbiting the earth. Americans were in a state of shock, fearing that we were falling behind because we had lost our edge in science and technology. The new facility was to be the University of California's response to the national crisis.

The Regents liked Revelle's idea and authorized him to recruit faculty and raise funds. He set out to hire from the top down, appointing high-caliber faculty who would have no difficulty competing for federal grants. By the time thirty or so had been signed up, they had already attracted a flood of research funds. The pilot faculty included several Nobel laureates (one, **Linus Pauling**, a double laureate) and many members of the National Academy of Sciences. The biologists, chemists, and biochem-

ists among them were all part of what was being called a "revolution in molecular biology."

But shortly after approving Revelle's proposal, the Regents also decided to establish three new UC general campuses to accommodate the state's growing population. Several sites in San Diego were under consideration and Revelle became the leading proponent of La Jolla. His chief opponent was the chair of the Regents. After a nasty battle, Revelle won. (As he said later, it was a pyrrhic victory because the Regents did not name him chancellor of the new university.)

In 1960, two years after UCSD was founded, a medical school was added. Some of Revelle's recruits became its founding faculty. In the early years there was pressure from Sacramento to have it concentrate on educating doctors rather than research, but to a man and woman, the faculty said that would only happen "over my dead body."

As a result, by the time I arrived in 1980, the medical school was already topnotch. Even though the faculty was still relatively small, its federal research funding ranked in the top ten of med schools, and the first eight graduating classes of MDs had performed extremely well on the National Boards, ranking first in the nation one year.

A major problem, however, was that pre-clinical education was on the La Jolla campus while clinical training was taking place fifteen miles away at Hillcrest. Despite repeated attempts, we were never able to fund an on-campus hospital, and the Regents decided to expand Hillcrest instead. It was the wrong decision and had to be

reversed. We did that by mounting a major fund-raising campaign, raising \$10 million. Half the funds came from the **Thornton** family with the proviso that the hospital be built on the La Jolla campus. In all, the new hospital would cost \$74 million. Roughly \$10-15 million was to come from gifts and campus reserves; the rest would have to be funded by taking on debt.

The Regents did not take kindly to this plan. Three of them, who happened to be closely associated with the UCLA Medical School, argued that the UC system did not need any more hospitals. The existing San Diego hospitals were also opposed, and they were actively lobbying the Regents. There was also legitimate concern that the campus wouldn't be able to service the debt. The Regents debated the issue over two meetings. Until **Wayne Kennedy** reminded me of it, I had repressed a statement I made at the second meeting, just before the vote was called. Roughly, what I said was this:

UCSD cannot be a great university without a great medical school, and we cannot have a great medical school without a campus hospital. If the Regents do not vote to approve the project, I will resign as chancellor.

The vote was close, but we won. Thornton Hospital opened in 1993 with the first surgery performed by the now legendary **John Alksne**, a neurosurgeon and at the time the Dean of the medical school. The first patient was the Chancellor.

In 1995, I left UCSD to become President of the UC system.

Now, twenty-three years later, when I look east across the 5 Freeway, I am amazed at what we now have: the Jacobs Medical Center that now includes Thornton; the Shiley Eye Institute; the Moores Cancer Center; the Sulpizio Cardiovascular Center; the Altman Clinical and Translational Institute; and the Koman Outpatient Pavilion – and more. We have been blessed to have **David Brenner** as a super leader of the enterprise and **Pradeep Khosla**, one of the most entrepreneurial chancellors I have ever known. This anniversary is a great moment in the history of UCSD.

Drawn from remarks at the 50th anniversary celebration of the UCSD Medical School in May of last year.



Exterior view of the 10-story Jacobs Medical Center at UC San Diego Health
Photo courtesy of UC San Diego Health

Answering the Need: Geriatrics at UCSD

By Alison A. Moore, M.D., M.P.H.
Chief, Division of Geriatrics and Gerontology

In *Medicare Matters*, published by the UC Press in 2005, Dr. **Christine Cassell**, a longtime leader in the field, lamented that only three of this country's medical schools had departments of geriatrics and that only a few thousand board-certified geriatricians were practicing. As she pointed out, physicians who treat the elderly were often unprepared to take account of their age-specific vulnerabilities (including weakened immune systems and musculoskeletal disorders such as arthritis and osteoporosis). As a result, they sometimes prescribed remedies appropriate for younger patients but not for the elderly and treated complaints in isolation without taking account of the complex of factors that sometimes turns a therapy for one problem into the cause of others.

Since she issued this diagnosis and called for a remedy, the situation has improved somewhat, but

given the rising increase in the proportion of older adults in the population, the need for improvement has become more acute than ever. At UCSD, we have taken up the challenge and are addressing it in several dimensions. Especially over the past two years, our newly renamed division in the Department of Medicine has been growing and diversifying.

The Clinical Picture

We continue to operate a primary care practice in La Jolla and in selected assisted living facilities in La Jolla and North County. We also provide consultation to patients being seen in the Memory Assessment Resiliency Clinic in La Jolla and the Senior Behavioral Health Unit in Hillcrest. Now we are adding consultative care on the trauma service in Hillcrest. We also wish to expand our clinical programs to include consultation for older adults in the newly opened Gary and Mary West Senior Emergency

Care Unit in La Jolla as well as on other inpatient services and the new Community Care practice in Rancho Bernardo. **Khai Ngyuen**, the clinical services chief, is leading the expansion of our clinical programs with the assistance of our eight clinical faculty.

Medical Education

Our medical education efforts are led by **Roopali Gupta**. With her leadership, the geriatrics rotation for UCSD medicine residents has been expanded from two to four weeks and moved from the third year to the second of the residency. This was designed to provide these new doctors earlier exposure to geriatrics -- in the hope that more of them may take it up as a field of specialization. We are also expanding geriatrics education to other programs in the city. We are now

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training medical residents in Family Health Centers and, along with San Diego State University, we are applying for a Geriatrics Workforce Enhancement Project, funded by the Health Resources and Services Administration, to expand geriatrics education for a variety of providers in our community.

In filling all three of our fellowship positions for 2019, we had a really successful year, considering that the number of fellowship positions open nationally is expanding while the number of applicants remains the same. Another win in the past year was the recruitment of **Emily Sladek** to lead the geriatrics clinical program at the VA and to be one of the medicine residency program directors. Before joining us, Dr. Sladek was chief resident and a geriatrics fellow at UCSD, then a geriatrician at Scripps where she led the gerontology program.

Research and Research Training

We renamed our division because of accomplishments in this area. We successfully recruited two gerontologists. The first is **Christopher Kaufmann, Ph.D.**, a sleep and aging researcher who had been trained in the Aging and Mental Health program led by **Dil-**

ip Jeste. We also recruited **Anthony Molina, Ph.D.**, from Wake Forest University to be Vice-Chief of Research. Dr. Molina is a mitochondrial bioenergetics researcher, who seeks to advance precision healthcare for older adults by understanding the mediators of biological age.

We also obtained a new research training grant from the National Institute on Aging (NIA) to set up a center to train researchers from minority backgrounds on Alzheimer’s Disease. The goal is to identify and support them to become independent career scientists. We are also working with collaborators across the campus on developing another proposal to submit to NIA that would create a Claude D. Pepper Older American Independence Center, whose focus is on develop, test, and deploy technologies that foster independence in older adults.

These accomplishments and activities could not have happened without the support and collaboration of many others on the campus and in the health system and community. Our collective goal is to develop an “age friendly” health system (e.g., to prevent and ameliorate delirium, reduce fall risk, enhance mobility, and more). We also intend to expand our educational programs and create a more

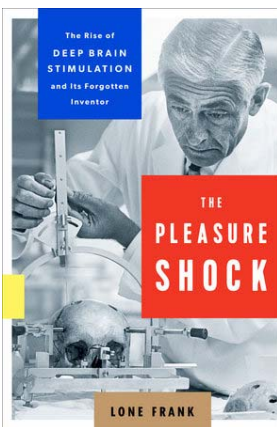
formal research community to expand the reach of the geriatrics program at UCSD.

Why I Became a Geriatrician

On a personal note, I was drawn to geriatric medicine out of a love for older adults that began when I was young. It is an extremely stimulating and rewarding field of study and work. As I went through my training in medical school and in residency, I came to appreciate the variable character of the aging process. It became clear to me that medical care for older adults is truly an art, and that skills in end-of-life care are as important as life-saving care. As a geriatrics fellow, I learned from multi- and inter-disciplinary teams working in and across multiple settings. I learned (and am still learning) communication skills to engage optimally with patients and their families and caregivers. Throughout my training and career, I have come to admire and appreciate the wisdom and resilience of so many older adults. I am proud to be part of a medical specialty that is enabling more and more of this growing segment of society to continue to enjoy healthy and creative lives.



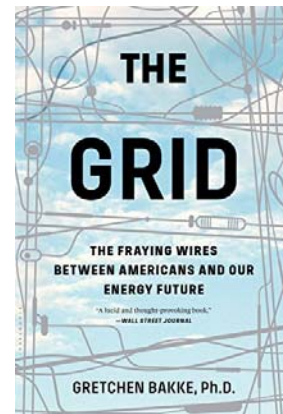
Emeriti Association Book Club



Monday, February 25, 2019 ∞ 11:30 AM—1:00 PM
The Pleasure Shock, by Lone Frank

Monday, March 25, 2019 ∞ 11:30 AM—1:00 PM
The Grid: The Fraying Wires between Americans and our Energy Future, by Gretchen Bakke, Ph.D.

at the Ida & Cecil Green Faculty Club Small Conference Room
 Please register at <https://hrweb.ucsd.edu/ea/>
 or call (858) 534-4724, if you have no online access.



Anecdote

Street Names? We've Only Scratched the Surface By Sandy Lakoff

Several readers –call them “Roads Scholars” – have written to point out that “Street Smarts,” in the fall issue, missed a number of byways that also bear notable names.

Mary Munk notes that on top of all his other honors, **Walter** had a street named for him on his hundredth birthday –the Boardwalk, the passage known as La Verada that runs along the beach from the La Jolla Beach & Tennis Club to the north end of Kellogg. (Too bad it doesn't have a wavy surface so he can calculate the heights.)

And, as **Bob Knox** observes, star-struck Mira Mesa has astrological names from the Zodiac like Hydra, Borealis, Libra, Taurus, etc. and Pallux (presumably a misspelling of Pollux) and, nearby at MCAS Miramar, Castor. Cardiff, in a curtsy to our mother kingdom, has streets named Glasgow, Edinburg (a Cockney version minus the “h?”), Birmingham, Liverpool, Manchester, and Aberdeen – and, “in perhaps an ecumenical gesture to Ireland,” a Kilkenny and a Dublin.” Cardiff also honors classical music superstars: **Mozart, Haydn, Liszt, Beethoven, Verdi, Rubenstein, Chopin, Schubert, and Rossini.**

Some streets in University City named for Nobel laureates made our list, but **Doug Magde** calls attention to others. “I live at the corner of (**Henri**) **Dunant** and (**Elie**) **Ducommun**, the first and, I believe, the third Nobel peace prize winners... **Ralph Bunche**'s street is just a couple short blocks from the Ducommun-Dunant intersection. One Peace Prize winner I especially revere is (**Fridtjof**) **Nansen**, my choice

for the greatest polar explorer ever. . **(Robert) Millikan** is arguably the extension of Ducommun on the east side of Regents.” And with respect to **Fritz Haber**: “Your poison gas inventor is better known to us as the inventor of a practical way to make ammonia fertilizer, thus allowing the world to feed an ever-growing population.” (Chemists stick up for one another.) No two ways about Nansen; as Doug rightly says, he was a truly great scientist and humanitarian.

A Likely Story (Thanks to Harry Goldenberg)

What does a Thesaurus eat for breakfast?

A synonym roll.



Be Patient: Our Own Medical Directory

Anesthesiologist: Number.

Urologist: Number one.

Dermatologist: expertise only skin-deep, but prescriptions savvy.

Proctologist: rudest doc of all, gives you the finger.

Plastic surgeon: “plastic” means removing both your wrinkles and your credit card balance in one treatment.

Cardiologist: holds hands close to the chest, best at Hearts.

Chiropractor: Egyptian who can't spell but has your back.

GP: a know-it-all, but mention an ailment and you're sent to a specialist!

Ophthalmologist: If you can read this, you don't need to see one.

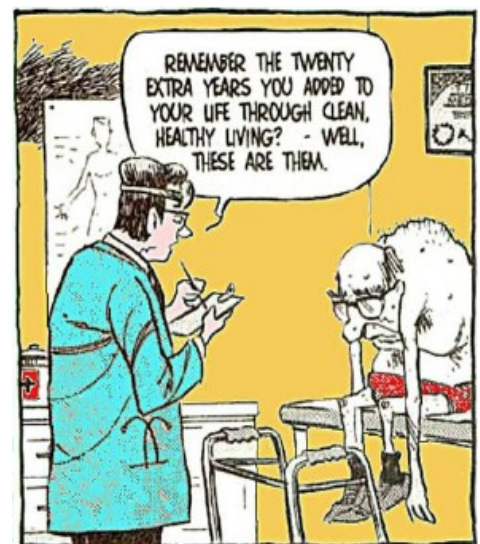
Pathologist: Autopsies, Biopsies, and all the other opsies.

Neurologist: a genius of stroke.

Psychiatrist: Go to one of these and you need to have your head examined.

Pharmacist: Helps out at harvest but otherwise pushes pills.

Podiatrist: Why would you want to be treated by someone who dreams of making love in a space capsule? Clip your own toenails!





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Chronicles

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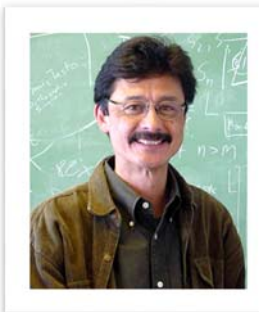


Topic: "The Role of Eyewitness Memory in Wrongful Convictions of the Innocent?"

Presented by Professor John Wixted

Wednesday, February 13, 2018, 3:30 - 5 PM

Ida & Cecil Green Faculty Club



Professor George Sugihara, SIO

Research Meteorologist, Scripps Institution of Oceanography

*Topic: "Understanding Nature Holistically with Equation-Free (!!)
Mathematics"*

Wednesday, March 13, 2019, 3:30 - 5 PM

Two Special Events, back-to-back on Wednesday, May 15, 2019

**Chancellor's Scholars - Freshman Cohort
Academic Poster Session
Small Conference Rooms, UCSD Faculty Club
10:00 AM - 12:00 PM**

**UCSD Emeriti Association
Annual Business Luncheon
Atkinson Pavilion, UCSD Faculty Club**