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From the Los Angeles Times

UC president announces resignation

Robert C. Dynes, whose tenure has been marked by dwindling budgets and a compensation scandal, says he wants to spend more time with his wife.

By Richard C. Paddock
Los Angeles Times Staff Writer

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University of California President Robert C. Dynes, whose four years in office have been marked by dwindling budgets and a scandal over compensation for top officials, announced Monday that he will step down by June.

Though praised by associates for his "extraordinary intellect," Dynes appears to have lost the support of key members of the UC Board of Regents who believe the 10-campus system must act more aggressively to maintain its excellence.

Dynes, 64, a former chancellor at UC San Diego, said he was stepping down to spend more time with his wife, Ann, a former UC San Diego campus counsel whom he married in March.

An upbeat Dynes said that preparing to leave his post was "bittersweet."

"I am in love with my wife, and it's time for me to spend time with her before it's too late," he told reporters in a conference call. "You never accomplish everything you want to accomplish."

As president, Dynes has been an energetic and enthusiastic advocate for a public university system widely acknowledged to be one of the world's best, with an enrollment of nearly 200,000 students.

But he also has faced a series of difficult challenges, including maintaining UC's quality with fewer resources and expanding its diversity without the help of affirmative action.

In the end, it was the university's compensation practices, including quietly awarding millions of dollars in perks to top executives without the regents' approval, that appear to have hurt him the most.

"After all the missteps and missed opportunities, Dynes has largely lost his effectiveness and his support, both above and below him," said a university official who insisted on anonymity. "A great guy in the wrong job at the wrong time."

Dynes, a physicist who worked for AT&T Bell Laboratories for 22 years before becoming a professor and then chancellor at UC San Diego, said he would focus the remaining months of his presidency on advancing UC's research partnership with industry and expanding the university's international presence.

Provost and Executive Vice President Wyatt R. Hume, considered a leading candidate to succeed Dynes, will become chief operating officer and assume responsibility for the daily management of the university. The position of chief operating officer is new and will be eliminated when Dynes' successor takes over.

"It has been a distinct privilege to know and work with Robert Dynes, and it is with sadness that I have accepted his decision to step down," Board of Regents Chairman Richard C. Blum wrote in a letter to his fellow regents.

Blum said he would appoint a committee to conduct an international search for a new president.

Dynes will step down in June or upon the appointment of his successor.

Gov. Arnold Schwarzenegger, a member of the Board of Regents by virtue of his office, praised Dynes as a "great partner" who enhanced the prestige of the university system.

"For his dedication and commitment to the students, the UC system and the state, he will be missed," the governor said. "I appreciate all his years of service as president and wish him the best of luck in the future."

Dynes, a native of Canada, took over as UC's 18th president in October 2003 as the system was reeling from a series of budget cuts -- and facing even more.

He set a goal of serving as president for five years and will fall just short of that mark, assuming his tenure ends in June.

The most damaging period for Dynes came last year with revelations that UC had given top administrators millions of dollars in perks and bonuses even as it raised student fees. Many of the payments were not disclosed publicly or approved by the regents, in violation of university policy.

Dynes accepted responsibility for the payments and apologized repeatedly. Some UC officials argued that they were necessary to attract and keep the most talented candidates. But the scandal left its mark.

"He never recovered from compensation because he never showed the leadership the regents were looking for," said another university official who insisted on anonymity.

In his letter announcing Dynes' departure, Blum noted that the regents had taken steps to avoid similar problems in the future and to keep tighter control over the president's budget.

"We have successfully come through what has become known as the 'compensation crisis,' " Blum said. "And we have laid the groundwork for restructuring of the university's administrative infrastructure to create a more effective and efficient organization."

Dynes said no one except his wife pushed him to resign.

But the first university official said Dynes received some prodding from the regents to act now.

"He was thinking about timing and was encouraged to think 'earlier' rather than 'later,' " the official said.

"You could say it was his decision, and you could also say he was pressured by individuals and circumstances. All of that is true."

Asked in hindsight what he would have done differently as president, Dynes said one of his chief regrets was not producing greater diversity among professors and students. Affirmative action was banned in university admissions and hiring by voter-approved Proposition 209 in 1996.

"One of the things I am still dissatisfied with," he said, "is how fast we have moved to a diversified faculty and student body."

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UC president plans to step down

BY JULIANA BARBASSA, Associated Press
LA Daily News

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SAN FRANCISCO - University of California President Robert C. Dynes announced plans Monday to step down, ending a tenure in which he overcame budget troubles but also endured criticism for millions in perks given to administrators while student fees were being raised.

Dynes said his tenure as head of the renowned public university system, which began in October 2003, will end in June 2008. His decision was motivated by a desire to spend time with his wife, whom he married in March, and by a feeling that he'd accomplished what he could in the five-year time span he set for himself when he took the job, Dynes said at a press conference Monday.

He was not pressured to leave because of the controversy over executive pay that clouded the last year of his tenure, he said. "I chose not to leave in the middle of that until we got it resolved," he said. "I feel we've come through that."

A well-known physicist before heading up the 10-campus system, Dynes plans to renew his focus on superconductivity research.

Under Dynes' leadership, the university system overcame budget troubles and ensured future state funding by forging a deal with Gov. Arnold Schwarzenegger, university officials said.

"We were very pleased to stop the bleeding and put the compact in place," he said. "The state has put much more money into the University of California than the compact envisioned."

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Dynes quitting as head of UC - presided over compensation scandal

Carolyn Jones, Chronicle Staff Writer

Tuesday, August 14, 2007

Saying he wants to spend more time with his new wife, UC President Robert Dynes announced Monday that he is resigning, capping an often tumultuous four-year tenure as head of the nation's top public university system.

"I'm in love with my wife, and it's time for me to spend time with her before we no longer have time to spend together," said Dynes, 64. "I've thought long and hard about what my accomplishments have been and where and when is the time to step down."

Dynes plans to leave by June 2008 or earlier if the governing Board of Regents appoints his successor.

Dynes also announced that his second in command, UC Provost Wyatt "Rory" Hume, immediately will take over the day-to-day operations of the 10-campus system. Hume, 62, will fill a newly created post of chief operating officer while Dynes spends his remaining time focusing on strategic and long-term planning.

A former chancellor at UC San Diego and a physics professor, Dynes oversaw dramatic changes within the university system. Drastic budget cuts, uncertainty over UC management of two national nuclear weapons laboratories, scandals over executive compensation, the opening of a 10th campus and skyrocketing student fees are among the challenges Dynes grappled with.

After nearly losing the federal contracts to run the Los Alamos and Livermore weapons labs due to safety incidents, theft by employees and mishandling of classified data, UC won competitions to retain control of them.

The compensation scandal also is resolved, Dynes said. The Board of Regents changed the way executives and top officials are paid after the Bureau of State Audits slammed UC management last year for circumventing public disclosure rules. High-level employees were paid millions of dollars in perks and bonuses at a time when student fees were rising steeply and the state was slashing the university's budget.

Dynes defended the compensation practices, saying UC needed to hire and retain the best academics and executives in the face of competition from other universities.

State Senate Majority Leader Gloria Romero, D-Los Angeles, was among a group of lawmakers who called for Dynes to resign after the audit. On Monday she said she welcomed his resignation.

"I wish him the best of luck, but I do think it's the right decision," she said. "Sadly, his presidency is

going to be marked and marred by the biggest compensation scandal at a time of significant increases in the cost of attending these public institutions. Executives' pockets were padded while students' pockets were picked."

Despite the controversies, Regents chairman Richard Blum said he was sorry to see Dynes go.

"It's been a difficult time for all the reasons we know about, but Bob can be proud of what he has accomplished," Blum said.

Gov. Arnold Schwarzenegger also said Dynes will be missed.

"Under Bob's leadership, he enhanced the prestige of California's world-renowned UC system," the governor said in a statement.

Bruce Fuller, a UC Berkeley education professor who has been critical of Dynes, said he deserves credit for retaining the national labs for UC and shifting the research focus from nuclear weapons to renewable energy development.

"It's got to be a tough job under the best conditions, but he had a lack of support from some faculty and some regents plus deep budget cuts to deal with," Fuller said. "But he lost the trust of many senior faculty over the compensation scandals. It was misplaced priorities."

Dynes said his departure is not related to the compensation scandal, nor was he asked to leave. His resignation is also unrelated to a pending management review of his office by the Monitor Group consulting firm, he said.

The \$7 million Monitor Group report, which the regents commissioned in April, will not be released for several months, a UC spokesman said.

At the time he was hired in 2003, Dynes said Monday, he planned to serve as president for about five years before returning to teaching.

Five years is a typical tenure for university presidents, said Murray Haberman, executive director of the California Post-Secondary Education Commission.

"I think he faced enormous challenges," he said. "But Dynes maintained the prestige of the university as the most prominent public university in the world."

But it's critical that the next president improve the university's credibility with the public, by disclosing salaries and keeping student fees affordable, Haberman said.

State funding for UC, which has a \$20 billion annual budget, has been slashed and student fees have doubled over the past six years, endangering the university's mission to provide an excellent

education to California's brightest students, regardless of income.

"The next leader needs to think critically about that," Haberman said. "This is a clarion call to reinvest in higher education in this state."

Regent Odessa Johnson, a former dean at Modesto Junior College, said the regents will begin searching for Dynes' successor immediately. They intend to hire someone before June, she said.

State Sen. Jack Scott, D-Pasadena, who sits on the Senate's Education Committee and is a former president of Pasadena City College, said the next UC president should have academic qualifications but also the administrative skills to manage a multi-billion-dollar institution that includes 10 campuses, 5 medical centers and 3 national laboratories.

Under the circumstances, Dynes did a good job overall, Scott said. He's pleased with the changes the regents adopted to enforce consistency and transparency in compensation practices.

"I recognize that Dynes has been under a tremendous amount of stress," he said. "But now we stand by and watch how it goes. We wait and see."

In his resignation letter, Dynes noted changes in his personal life as reasons for his departure. Last year he and his second wife, physicist Frances Hellman, daughter of San Francisco financier and UC donor Warren Hellman, divorced. In March, Dynes married Ann Parode, an attorney whom he hired to be campus counsel at UC San Diego when he was chancellor.

Dynes has been commuting to the UC headquarters in Oakland from San Diego, where his new wife lives.

He plans to continue teaching and spend time with his wife golfing, running and hiking, he said.

"It's bittersweet," he said. "I fell in love with this university, and I feel a certain amount of sadness. On the other hand, I have a wife I want to spend time with, too."

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4 years at the top: Dynes' achievements overshadowed by executive pay controversy

Charles Burrell, Chronicle Staff Writer

Tuesday, August 14, 2007



Robert Dynes could have another academic year as UC president, but if his legacy were written today after nearly four years at the helm, he probably would be remembered most for the university's executive pay scandal.

Dynes, who announced on Monday his intent to step down by June or when a replacement is found, is credited by those who worked with him with many accomplishments for the 10-campus university system.

But public attention and political heat focused largely on revelations - brought to light by The Chronicle beginning in November 2005 - of millions of dollars in hidden perks and benefits for some of the university's highest paid employees at a time when students fees were rising and campus services declining. UC policies on compensation often were ignored or circumvented, at times without the required approval or even knowledge of the governing Board of Regents.

The revelations were followed by three audits last year - conducted by the state, the university and an outside firm - substantiating abuses and improper payments. Three state senators called for Dynes' resignation, but the regents expressed their confidence in him.

Dynes issued a public apology for violations of public trust on his watch and told regents and state lawmakers that when he came to the president's office, he inherited a staff with a culture of "trying to get away with as much as possible and disclose as little as possible."

University officials last September announced compensation reforms, including increased oversight and public reporting of pay and perks.

A regents report in May this year said punishment - reprimands and/or pay cuts - had been imposed on dozens of UC officials. But regents in effect exonerated Dynes, saying that while he bore ultimate responsibility as chief executive, he was acting on bad advice of subordinates. The following week, The Chronicle reported that in the 15 months after the pay scandal, Dynes and the regents had handed out more than \$1 million in extra pay and perks to about 70 top executives, though no longer by secret approval. Such "exceptions," UC officials said, were necessary to attract highly qualified employees.

Dynes reiterated this theme in his resignation letter Monday, saying generous pay packages were needed and asserting that abuses occurred in "only a few instances."

Another cloud over Dynes' administration was a series of mismanagement revelations and security breaches at the two university-run national laboratories that develop nuclear weapons, in addition to other research. Many of the problems at Los Alamos and Livermore national labs, which had been managed by UC for more than half a century, preceded Dyne's tenure, but he presided over the tough contract competition after Congress decided for the first time to open the management to bidding from others. UC formed corporate partnerships and won both of the new contracts.

Another source of headlines for Dynes was his effort to stop the financial hemorrhaging of the university in 2004. Faced with dire cuts in state funding, he formed a "compact" with Gov. Arnold Schwarzenegger, agreeing to accept funding cuts and enrollment caps in that tight-budget year in exchange for promised future increases. Supporters lauded the strategy, while critics said the pact shortchanged the university. Tuition jumped by 14 percent for undergraduates and 20 percent for graduates.

Behind the headlines, faculty leaders praise his willingness to consult with them and affirm the long-standing commitment to "shared governance."

The chair of the systemwide Academic Senate, UC Davis law professor John Oakley, praised Dynes on Monday for his "regard for shared governance and the critical role the faculty of the university play in its stewardship."

Dynes, whose fifth year on the job begins in October, initiated a joint faculty-administrator committee to study administrator performance review, Oakley noted.

Oakley said Dynes' legacy includes a focus on broader issues of education and university governance, including his promotion of systemwide unity - akin to strong federal power versus states' rights - partly as a way to combine the strengths of the 10 campuses and partly as a check on individual campuses becoming too independent.

Uncertainty over how the new policy, billed by Dynes as the "Promise and Power of 10," will be implemented has alarmed professors at some of the older, more selective campuses, said journalism professor William Drummond, chair of the UC Berkeley Academic Senate. There's a fear that campuses in need of greater funding for, say, repair of older buildings might get shortchanged, he said.

Dynes' office Monday cited also his science and math initiative for grades K-12, which is designed to ensure that future U.S. workers have the science literacy needed to keep America competitive, saying the program has become "a model for the nation."

UC Berkeley Chancellor Robert Birgeneau, reached Sunday in anticipation of the announcement, said of Dynes, "He's provided stalwart leadership in a difficult period for the university. He's been very steady and unrelentingly committed to the excellence of the University of California and to serving the people of California. And he's done it in a very altruistic way. He's never been self-promoting."

Dynes, chancellor of UC San Diego before becoming UC president, is a leading physicist. He is a physics professor at UC Berkeley while also UC president, and he worked for 22 years as a researcher and department head at AT&T Bell Laboratories.

The Canadian native, first in his family to graduate from college, is a fellow of the American Physical Society, the Canadian Institute for Advanced Research and the American Academy of Arts and Sciences.

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