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July 29, 2015

**Bruce Gates**, Distinguished Professor of Chemical Engineering and Materials Science (co-chair)  
**Jacquelyn Gervay-Hague**, Professor of Chemistry (co-chair)  
**Kit Lam**, Professor and Chair of Biochemistry and Molecular Medicine (co-chair)  
**Bruce German**, Distinguished Professor of Food Science & Technology  
**Bruce Hammock**, Distinguished Professor of Entomology  
**Carlito Lebrilla**, Distinguished Professor of Chemistry and Biochemistry and Molecular Medicine  
**Clark Lagarias**, Distinguished Professor of Molecular and Cellular Biology  
**Cristina Davis**, Professor of Mechanical and Aerospace Engineering  
**David Britt**, Professor of Chemistry  
**David Olson**, Assistant Professor of Chemistry and Biochemistry and Molecular Medicine  
**Debbie Decker**, Safety Officer, Department of Chemistry  
**Emanuel Maverakis**, Associate Professor of Dermatology  
**Fred Hayes**, Development Engineer, Chemical Engineering and Materials Science  
**Gang-yu Liu**, Professor of Chemistry  
**Harris Lewin**, Vice Chancellor for Research, Distinguished Professor of Evolution and Ecology  
**Jodi Nunnari**, Professor of Molecular and Cellular Biology  
**Justin Siegel**, Assistant Professor of Chemistry & Biochemistry and Molecular Medicine  
**Klaus van Benthem**, Faculty Director, Research Core Facilities Program, Associate Professor, CHMS  
**Oliver Fiehn**, Professor of Molecular and Cellular Biology/Genome Center  
**Susan Kauzlarich**, Professor of Chemistry  
**Tonya Kuhl**, Professor of Chemical Engineering and Materials Science  
**William Ristenpart**, Professor of Chemical Engineering and Materials Science

**Staff Support:**

**Ken Burtis**, Faculty Advisor to the Chancellor and Provost  
**Peter Sanders**, Senior Director of Development, Division of Mathematical and Physical Sciences  
**Bill Starr**, Senior Project Manager, Design and Construction Management

**RE: Charge to the Program Vision Committee for the Chemistry Discovery Complex**

Dear Colleagues:

We write to ask for your service during the Fall Quarter on a committee that will provide an academic and intellectual vision for the development of the Chemistry Discovery Complex, a project that we anticipate will require seven years to complete at a cost of over 400 million dollars. This will be the largest capital project that the university has undertaken, and is a critical part of developing the University of the 21<sup>st</sup> Century.

As UC Davis continues to provide leadership in STEM research and education over the coming decades, it is critical that we maintain a physical infrastructure that is commensurate with this goal. Our ability to

compete successfully over the coming decades for the best students and faculty and for increased levels of extramural funding is dependent on the development of well-designed and visionary research space in which teams of scientists can work together on addressing the grand challenges facing humanity. Chemistry is a core foundational discipline that is basic to many critical areas of STEM research, including but not limited to chemical engineering and biochemistry; these three disciplines are in turn the foundations of much research in the life sciences, health sciences, agriculture and the environmental sciences. At present, the campus faces two challenges with respect to supporting research in chemistry and its associated disciplines. First, our faculty in chemistry and chemical engineering are housed in buildings constructed five decades ago; buildings that are now insufficient to support these critical research areas without significant renovation and investments in core facilities. Second, the campus is in critical need of space designed from the outset to support the interdisciplinary research needs of the coming century.

In the past, we could look to the state to provide most of the funding for our capital construction needs. However, in the current political and economic climate, we now need to look significantly to philanthropy and other funding sources to achieve our goals for excellence in research infrastructure. Although we have always focused primarily on serving the needs of our research programs in the construction of new buildings, the need for significant philanthropic funding means that in creating visions for our new buildings we now need to think beyond just the immediate needs of campus stakeholders, towards creating a vision of the future that excites and inspires our supporters and encourages their philanthropy. As the program for the Chemistry Discovery Complex is developed, it will be critical that the committee maintain a close relationship with both Development and Alumni Relations and the Office of Research, given the significant financial dependence of the project on philanthropy and corporate support. To be successful in attracting significant private gifts, the project and the new building will need a vision that inspires major donors; one which is compelling and forward-looking, new and different, and associated with tangible progress and benefits to causes that matter to potential donors. At the same time, we firmly believe that attention to external audiences, far from distracting us from our mission, can inspire us to be even bolder and more far-sighted in the articulation of our vision of the future of scientific discovery.

Our charge to your committee is to articulate just such a vision and consider how best, within the context of that vision, to develop a program that (1) is supportive of the needs of the faculty of chemistry and chemical engineering, (2) supports 2020-driven growth in the disciplines noted above that have a foundation in the chemical sciences, and (3) creates a research environment that will both support interdisciplinary research of the highest caliber by long-term occupants of the space created while also providing transient space for new and exciting research projects that involve interactions of leading faculty from across campus. You will be provided with preliminary planning documents that have been developed in support of this project (the "Starr report"), but are encouraged to think creatively and strategically about how to achieve the goals and outcomes described above. We believe that if you succeed at all of the above, you will have laid the foundation for a program that will be able to attract the significant philanthropic support that will be critical in moving this project forward.

We look forward to personally joining the committee for its first meeting (11:00 AM, September 25, 2015) to share in more detail our vision and aspirations for your work. We are fully aware of the challenging nature of this charge, and are grateful to you for undertaking this very important service to the campus. We truly believe that this will be a transformational enterprise for UC Davis; one that will be critical for us in maintaining our leadership in STEM research in the years ahead. We encourage you to engage your colleagues and the campus community at every level in your deliberations. An external

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consulting firm with experience in managing projects of this magnitude will be assisting the campus and the Program Vision Committee in moving the project forward.

It is our hope that you will be prepared to communicate the outcome of your discussions and your vision for the project by the second week of December 2015, and we look forward to receiving your recommendations.

Sincerely,



Linda P.B. Katehi  
Chancellor



Ralph J. Hexter  
Provost and Executive Vice Chancellor

c: Council of Deans and Vice Chancellors