

## Gordon

I'll work on it. I'll work on it.

It's gratifying to see so many personal friends and also many friends of the College of Natural Resources and the Berkeley campus. Many you have come from all over the country for tonight's dinner. I appreciate it. In fact, the experience of tonight's event for me has been so completely satisfactory, that I no longer feel the need to attend my own funeral. When the College's Advisory Board first suggested this evening's event, I admit that I was skeptical. I thank them not only for trumping my skepticism, but for supporting me and CNR through thick and thin, even during our moments of greatest controversy. In this context, I thank both the Advisory Board and Chancellor Berdahl for leading an institution in which risk taking is fostered and merit wins out over political convenience. We appreciate it.

The current status of CNR, as witnessed by descriptive statistics that you all have at your tables, would not have been possible without six years of extraordinary team work. The team consists of four superb Associate Deans, an excellent Assistant Dean, who's here this evening, eight divisional chairs, and eleven research center directors. All of whom personally embraced our eight principles of excellence, embedding these principles in the very heart of our College. Now I realize that it's late and it's not possible to thank each and every one of the people who are responsible for CNR's success, however, there are 3 people that require special attribution. I want my daughters to take note that all three of these people happen to be women. My daughters have always been concerned about my biases and prejudices and I hope that this attribution will force them to reexamine their views.

Now these three people are, one of you've already heard from, she's the Executive Vice Chancellor and Provost Carol Christ. Carol shepherded all of the academic units, not just the College of Natural Resources, but all of the academic units on the Berkeley campus through a difficult period of budget cuts and the realignment proposal that was orchestrated out of the Office of the President. And she did so with patience and the skills of a superb administrator. I began my tour as dean being convinced that whenever she rejected my proposals, she simply didn't understand. However, a few years ago it occurred to me, I suddenly realized that if Carol Christ rejected my proposals, I must have it wrong. And I'd better go back to the drawing board to redesign the proposals and resubmit. She's a real delight. We, the College, would not be where we are today without her guidance.

Secondly, the Associate Dean for Research and Extension, Sharon Fleming. I begged and begged Sharon to be my Associate Dean and it's one of the best decisions I made. We both embraced our eight principles of excellence and followed those principles in the design of CNR strategy, in the implementation of that strategy, as well as the tactical execution. Whenever I became impatient with individual faculty, Sharon gave me a tutorial on human relations and reminded me that we were dealing with some of the brightest minds of our time.

Third, and certainly not last, Laura Craft. My soul mate and the woman who taught me that kindness is a virtuous strength, not a weakness and that being smart is one thing, but being wise is quite another. Whenever I thought the popular press treated me and the College unfairly, not letting the facts and truth get in the way of a good story, she was the one who gave me perspective and comfort and I'll always admire her for that.

Now, along with my gratitude for all the talented people associated with the College, I wanted to take this opportunity to express my appreciation for the institution. The institution that brought us all together, namely Cal Berkeley. As a young first year graduate student, I was awestruck when I first visited the Berkeley campus; reviewing materials in the Giannini Foundation Library, walking across the campus via Sather Gate, followed by a hike up Strawberry Canyon. My experience at other institutions, including my time in Washington D.C. on the Council of Economic Advisors and as Chief Economist of the ID, reinforced my admiration and awe for what simply is known as Cal.

Think about it. Have the citizens of this extraordinary state of California created any institution that has had a greater impact on our past or which has greater power to shape our future? After over 130 years, Cal Berkeley continues in subtle and often overlooked ways to pour fresh knowledge, human capital, and innovation into the engines of our society. As an institution, Cal Berkeley demands excellence and has little patience for mediocrity. It heralds the latest and the newest, but never allows itself to be consumed by the intellectual fad of the day. It is a body that thinks both before and beyond its time. We can all take great pride. We do, those of us in the College of Natural Resources take grade pride in the fact that our College was one of the two cornerstones of this remarkable institution.

From this early beginning, CNR's future has never been brighter than it is today. And each of our eight divisions of fundamental scholarship and education, we dominate our competitive institutions. I love it, I love it! We deliver, we will deliver and we are delivering to society, new and creative biotechnologies, information technologies and natural technologies. All of us who have had a long association with the Berkeley campus realize that this institution, what we call Cal, has two fundamental focal points. First civilization and culture which is the domain or space of the College of Letters and Science, that is fundamentally, culturally driven. The second core is the professional schools which provide education and research driven by societal needs and economics.

Very recently, I'm sure all of you have heard about a new fundamental core, namely the Health Initiative with its emphasis on human health and a focal point that is driven by the quality of life societal demands. Three people in the audience tonight are the people who have orchestrated this new focal point. I predict that a new focal point will emerge in the early part of the next century on the Berkeley campus, driven principally by society's concerns for sustainability. The College of Natural Resources will provide the intellectual leadership for this new focal point which will conduct research and educational programs with emphasis on global citizenship. The emphasis will not be simply upon isolated scientific problems, such as the global economy or global warming, but on how to close the knowledge gaps that exist not only between California and the rest of the United States, but between the developed world and the developing world and the knowledge gap that has helped trap the poorest of the poor in many parts of the world to live lives of pain and unpredictability.

For me, as an individual, UC Berkeley has provided an intellectual home, more congenial than I could have possibly imagined. It has been and still is a place of challenge where the seemingly impossible somehow becomes doable. I am grateful for the opportunity I was given to tackle the challenges that the College of Natural Resource faced and with my wonderful colleagues and faculty. And I thank you for sharing this evening with me and my family. Thank you