ENVISIONING UC DAVIS
AS THE UNIVERSITY OF THE 21ST CENTURY:
AN INVITATION FOR COMMENT

University of California, Davis

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Envisioning UC Davis as the University of the 21st Century: An Invitation for Comment

University of the 21st Century Committee
University of California, Davis

Background

During December 2014, Chancellor Linda Katehi formed the “University of the 21st Century” (U21C) Committee. The Committee’s charge was to help define the University in a way that reflects our aspirations to position UC Davis as the University of the 21st Century. The Chancellor’s charge to the Committee stated:

The committee’s inquiry should include but not be limited to questions such as: how should we identify possible new areas of focus to address the most pressing challenges faced by our nation and the world in the 21st Century; how to best organize the university in a way that more directly focuses our attention on achieving our mission; how to better prepare our students so that they leave our campus well-equipped to excel in a rapidly changing workforce and in careers that might not currently exist; and ways in which to better integrate our various physical locations into a more cohesive whole and how to better expand our physical and intellectual spaces to make UC Davis an intellectual, educational and economic powerhouse that is driven by its values of academic freedom, freedom of expression and speech as well as its adherence to social justice. As these deliberations proceed, I ask this committee to produce two over-arching results: a definition or vision about what would constitute the University of the 21st Century and what goals and objectives must be in place to realize that vision (Chancellor’s charge letter to the U21C Committee of 18 December 2014).

In response to the Chancellor’s charge, the Committee proposed a vision for UC Davis as the University of the 21st Century, which is described in the present document. The vision is expressed in terms of bold aspirations for the next several decades, with an eye toward what UC Davis will evolve to be by the year 2065.

To inform the vision of UC Davis as the University of the 21st Century, we have drawn upon historical documents such as A Master Plan for Higher Education in California (California State Department of Education, 1960) and the Morrill Acts of 1862 and 1890, which established land grant universities in the United States. In crafting the new vision, we also reaffirmed our commitment to important UC Davis planning documents and statements of our campus values such as the Vision of Excellence (2010), the Academic Senate’s Report on the Task Force on the Future of UC Davis (2010), UC Davis Innovation Hub Request for Concepts (2011), and diversity and inclusion as key values of the University as represented by our Principles of Community (updated and reaffirmed in 2015).

The content of our vision reflects an extensive consultation process involving the broadest possible range of members of the UC Davis community. Since 2014, Committee members held meetings attended by over 1,600 members of the UC Davis community. Input and suggestions were received through, for example, a one-half day faculty summit (jointly led by the university administration, the Academic Senate,
and the Academic Federation), four town halls with students, one town hall with staff, two town halls in the UC Davis Health System, an official meeting with Council Members of the City of Davis, numerous small group and one-on-one meetings, and a Sacramento Regional Partners gathering planned for 16 July 2015. (The appendix provides a schedule of formal events held to solicit input from UC Davis stakeholders.) Leaders of the Associated Students, University of California, Davis (ASUCD) submitted formal suggestions. Ideas and comments were also received via the Chancellor’s web site: http://chancellor.ucdavis.edu/initiatives/21st_Century/index.html.

Given the extent of input, a précis of the future vision of UC Davis cannot reflect every idea or every comment received. We have striven, however, to be faithful to the views of the contributors to this process. Simultaneously, the Committee saw value in delivering a succinct document that synopsizes the long-term future of UC Davis. Thus, the completion of this document is a scaffold of the future of the University, not a fully elaborated plan that addresses all future contingencies.

This document is intended to be an invitation to participate in the next phase of input from UC Davis faculty, staff, students, and alumni, as well as from other individuals outside UC Davis in higher education, government, business, and other stakeholders who we hope will join our dialogue about becoming the University of the 21st century. With the Committee’s emphasis on portraying UC Davis as we envision it in 2065, we elected to defer to future strategic planning deliberations the formulation of specific goals, objectives, and prescriptions for implementation.

The following sections present a vision for the UC Davis in 50 years, in the year 2065.

**UC Davis is the Leader in the State, Nation and the World in Discovery and Innovation**

The 21st century, with its challenges resulting from climate change, environmental degradation, scarcity and safety of food, spread of weapons of mass destruction, and increasing threats to the health and wellbeing of human and animal populations, may lead to unprecedented political and social instability. These dynamics are going to put great pressures on political leaders, who will likely turn to research universities for new discoveries that provide solutions to the world’s most pressing problems. This will demand higher rates of innovation, and the need to move new technologies quickly to populations and regions of the world.

We envision that, by the year 2065:

- As a top-five American public research university, UC Davis is characterized by a culture that accelerates the rate of innovation, and the discovery of solutions to the world’s issues, from science to social justice, by identifying, nurturing, and rewarding the creativity of its faculty, postdoctoral scholars, and students.
- UC Davis is constantly reinventing itself as an institution that is a model of streamlined, nimble, and responsive administration of research, education and outreach.
- UC Davis innovators, educators, and administration jointly engage the many constituencies who support or benefit from the discovery achieved at a land grant, taxpayer-supported university.
- UC Davis is globally acclaimed for ensuring the success of the next generation’s contributions by creating exceptional levels of student involvement in the innovation and discovery processes of its faculty, and by cultivating critical thinking skills required to evaluate the abundance of facts and claims by its constituencies. In so doing, the University has reasserted its obligation to serve
as a source of impartial and reliable knowledge.

- UC Davis builds essential relationships with government, industry, non-profits, and financial services, which help it identify and develop the academic infrastructure required to deliver on the promise of its creative and innovative minds.
- Working in concert, the UC Davis administration and faculty members explore ways to ensure that engagement and outreach, through knowledge transfer, translational research, and service to business and policy makers, is increasingly recognized and rewarded by the academic personnel process.

**UC Davis Fosters Learning Communities**

At UC Davis, we celebrate the fact that opportunities for learning are limitless. New knowledge and new understanding emerge collaboratively as scholars engage with all members of an expanding and increasingly diverse array of people who comprise our university’s community. Faculty members, postdoctoral scholars, graduate students, and staff are themselves learners as they discover new knowledge in their fields and explore new disciplinary territories, whether alone or in collaborative groups. Undergraduates acquire and contextualize knowledge, enriching the learning community by receiving knowledge and building it, bringing with them news, information, and approaches that change the way we teach, and the speed with which we learn. Staff members contribute to research, teaching, and outreach missions of the University, bridging classroom learning and world-ready skills as mentors to keep research programs and teaching practices successful. Community members and alumni, who are integral members of the evolving learning community, keep expectations raised, ensuring the knowledge we produce changes lives for the better and develops through true partnership.

We envision that, by the year 2065:

- UC Davis is imparting critical analytical skills to our students. In an age where data are ubiquitous, the university will distinguish itself not only by providing information but by demonstrating how information can be evaluated, questioned, and used as the foundation for creating new knowledge.
- UC Davis is providing information to matriculated and non-matriculated students through constantly evolving tools that we cannot imagine today to increase the impact of the campus and provide a public service to the world. Communication with students is initiated at the time of orientation and continues systematically throughout their time on campus and after they graduate.
- UC Davis is delivering a curriculum that goes beyond the classroom and embraces a variety of class structures, including courses that can be configured for distance learning, interactive exchanges, and varying enrollment numbers.
- To maximize learning, UC Davis reexamines the physical architectural boundaries to promote greater interaction among faculty, staff, and students.
- UC Davis is using a variety of timeframes conducive to student learning depending on field of study and the student’s learning style.
- UC Davis takes a comprehensive approach to the physical and mental health of students as well as their safety.
- UC Davis offers degree programs that cultivate multiple skill sets in students including programs that integrate different fields.
• UC Davis allows students to blend “study abroad” and “internship” programs in order to enhance their educational experiences within and outside the formal curriculum. Formalized course credit is considered for students involved in university governance, student government, or campus strategic initiatives.

• UC Davis encourages the integration of individuals from industry and elsewhere as mentors so that students can engage with their creative approaches to knowledge. We draw graduate students more fully into mentorship roles with our undergraduate students. We also draw staff into mentorship roles with our students as examples of bridging classroom learning and world-ready skills.

• UC Davis welcomes communities outside of our own to collaborate in shaping our campus priorities. We enable the global community to find answers to questions from research unfolding in real time here on campus.

UC Davis is an Exemplar of Social Justice and Equality

UC Davis is a university in which inclusion, belonging, equality, and social justice are guiding values. It is a resource for the understanding of the long history of struggles for equality and social justice and is a leader in studying these concepts and developing best practices. As a public university, UC Davis embraces its role in creating citizens of the state, nation, and world by facilitating the discourse, practices, and social values of citizenship.

We envision that, by the year 2065:

• UC Davis values every member of the university for their unique talents, no matter what those talents might be. Individuals are respected for who they are and what they contribute.

• UC Davis is an inclusive climate and culture in which every faculty, staff, and student is welcomed and feels they belong to the campus community.

• UC Davis embraces independent thought and the diversity of opinions of all members of the University community as essential elements of the University, and values freedom of expression as necessary for the University to fulfill its mission of producing and disseminating knowledge.

• UC Davis provides every faculty and staff member with equal opportunity to excel in their job independent of their status within the university.

• UC Davis is an institution where each faculty member participates in shared governance. Shared governance is a genuine sharing of decision-making and power.

• UC Davis gives each student access to all the resources they need for their education and is helping to ensure that they are able to graduate without excessive debt.

• UC Davis respects diversity in all its dimensions and each community member for what they add to community life: race, class, ethnicity, gender, sexuality, religion, political persuasion and the like.

• UC Davis’s curricula support and respect cultural competencies.

• UC Davis guarantees academic freedom and freedom of speech for all members of the community, and hate speech is not tolerated in any form.

• UC Davis provides transparency and access to information as a principle of governance in all units of the university.

• UC Davis promotes social justice and equality as its continued foundational principles for the 21st century.
UC Davis is the Academic Health System of the 21st Century

UC Davis emphasizes a healthy society that promotes population health. We deliver health care that is highly accessible, convenient, and customized, appropriate to the increased diversity of our population. Complex health care solutions require a trans-disciplinary approach that fully assesses the patient’s needs, in context to their environment, as well as other determinants of health and disease.

We envision that, by the year 2065:

• UC Davis is delivering the best education in the health professions through a common undergraduate major in health sciences providing holistic foundational knowledge and prerequisites for health professionals as well as an integrated undergraduate/graduate program for students who want academic/research careers in health sciences.
• UC Davis’ clinicians learn in teams (medical students/residents, nurses, pharmacists, therapists, veterinarians, nutrition, informatics, genomics, etc.) to partner effectively with each other, and with patients, families and communities.
• The UC Davis academic health center educates across the lifespan: (1) in partnership with K-12 schools to begin health education earlier in the process to promote general health and to inspire and recruit a capable workforce, (2) engaging health care professionals through all career phases to maintain current skill and knowledge, and (3) engaging patients and families, who will be more responsible for health and health knowledge.
• UC Davis, working collectively across all schools and colleges, is in close partnership with the communities it serves, understanding societal and environmental forces that shape health and health care as well as priorities of members of society to identify target areas of discovery that will provide the greatest impact.
• UC Davis capitalizes on our capacity to address “one health” through our collaborations that integrate human, animal and environmental health through research, education and practice.
• UC Davis provides the best access to excellent health care by establishing authentic, long-term relationships between clinicians and the individuals and families for whom we deliver care. Our health care delivery design assures access across a broad catchment area, through a variety of settings that are community based and linked to a highly specialized center with concentrated, in-depth expertise and high-end diagnostics.
• The health care system is flattened and integrated with locations where patients live and work and will emphasize convenience for the consumer and where they are. Highly educated professionals, faculty and staff, work as interdisciplinary teams and collaborate with community workers and family/friends to provide care. We recognize that health is deeply personal, and we envision technology that will enhance the humanistic dimension of health care. With access to health records, integrated genomic information, and environmental data, we deliver consumer focused care and better decision support to optimize health.
• We balance our commitment to the local region with our focus on promoting health across the globe. We are a learning community, using and disseminating best practices widely. We include metrics of both public health and clinical care to evaluate our ability to serve our community. Our health care delivery system is inclusive of the diverse populations we serve, linguistically, culturally, geographically, and generationally and serves as a regional, national and international model at the intersection of health and society.
**UC Davis Has a Global Reach**

To fulfill our role as the University of the 21st Century, and a public university in California, we are expanding our global reach. This will require strengthening our relevance to society, improving how we communicate our goals and achievements externally, rethinking and modernizing our approaches to research, teaching, and learning, and strategically determining the impact we wish to have.

We envision that, by the year 2065:

- UC Davis balances its commitments and responsibilities as a state and global leader.
- UC Davis strategic initiatives are highly visible, highly impactful, immediately translatable and usable around the world.
- UC Davis is impacting the world through our values, principles and actions as well as our research, curriculum, service, scholarship, innovation and clinical outreach.
- UC Davis is ensuring that its students have the knowledge, experiences and tools to be global citizens.
- UC Davis combines instructional pedagogies in meaningful ways for global learning environments.
- UC Davis designs versatile instructional environments to integrate learning and development.
- UC Davis offers a wide variety of opportunities for bi-directional international mobility for students at all levels, which are embedded in the culture of the university.
- UC Davis offers numerous instructional offerings in English as a second language in small classes at appropriate levels. A rich array of language courses is offered.
- UC Davis has a physical presence in other countries and leverages alumni support and involvement for global learning, research and engagement.
- UC Davis students can critically evaluate the impact of human projects on the social and environmental landscape, and take individual responsibility to encourage a global culture of valuing human equity.
- UC Davis faculty, staff, and students have the skills, creativity and ability to transform our community and our world. Creative experiential components, focused reflection, analysis, and synthesis based on experience are the norm.
- UC Davis hires faculty and staff members with strong cultural competencies.

**UC Davis is an Engine of Economic Prosperity**

As has been the case during the past 50 years, over the next 50 years, UC Davis must build on its world-renowned expertise to drive economic prosperity by creating discoveries, solutions, and products/services in food, water, health, energy, sustainability, digital technologies, and other areas.

We envision that, by the year 2065:

- UC Davis has a shared understanding of the meaning of economic prosperity and its metrics. The UC Davis community has a shared prioritization regarding economic prosperity metrics.
- UC Davis educates the workforce of the future. UC Davis graduates are equipped with the latest knowledge in their respective academic fields as well as knowledge, skills, and abilities in leadership, policy, regulation, and business to address societal needs.
• A UC Davis education is constantly being refreshed and kept up-to-date with workforce needs. Graduates are equipped to re-educate themselves. Employers provide input about the employee knowledge, skills, and abilities that are needed.
• UC Davis continuously draws upon a strong alumni base to equip nascent graduates with career advice resources that enables them to adjust to evolving career paths over their entire working life.
• As the land grant university for the 21st century, UC Davis expands the model of Cooperative Extension to be a formalized function in each college, school, and department to facilitate meaningful engagement between the University and business/policy leaders/non-profit leaders.

UC Davis is Impactful in the Sacramento Region

Currently, UC Davis has a considerable presence in Sacramento through, for example, the UC Davis Health System, UC Davis Extension, the Graduate School of Management, and involvement with members of the state’s executive, legislative, and judicial branches, as well as with regulatory agencies. UC Davis can offer more with respect to service to the State and the Sacramento region.

We envision that, by the year 2065:

• State and regional policy makers and regulators strongly recognize the value of, and rely upon, UC Davis’ world-class knowledge to address state- and regional-level topics. Because UC Davis is the world-class research university in close proximity to Sacramento, UC Davis should fulfill a primary research role for the State.
• UC Davis is the home of a public policy entity, such as a school or institute. The school/institute relates synergistically with the existing UC Center Sacramento.
• UC Davis has a significant additional physical presence in urban Sacramento in or near downtown Sacramento and the State Capitol building. While maintaining commitments to the Davis and Health System campuses, this additional UC Davis Sacramento center serves as a platform for widening UC Davis’ visibility through innovative academic and outreach programs involving, for example, food and health. The center also enables the consolidation or launch of existing or future Sacramento-based UC Davis activities that emphasize policy, graduate professional academic programs, UC Davis Extension, incubation of new discoveries, clinical needs of an urban population, and/or other activities that are germane to an urban population. (A strategic plan for Sacramento is being developed in a separate document.)
• UC Davis has a comprehensive regional perspective by exploring the possibility of new facilities adjacent to the Davis campus, the Health System campus, and in other locations in northern California such as along the Interstate Hi-way 80 (I-80) corridor from the San Francisco Bay Area to Lake Tahoe.
• UC Davis has expanded “engaged learning” or “service learning” programs whereby students work with regional, national, or international organizations to apply knowledge that benefits such organizations and provides a meaningful learning opportunity for students.
• UC Davis has deeply synergistic relationships with California State University, Sacramento and regional community colleges.
• UC Davis promotes affordable and sustainable public transportation linkages between Davis and Sacramento.
UC Davis is Financially Sustainable

The University of the 21st century is as well run financially, operationally, and administratively as the largest global enterprises in any industry. Our academic mission is fueled by exceptional long term and comprehensive financial plans that deliver positive operating margins across all budget units. Financial plans are realistic with generally conservative assumptions rendering positive operating margins, enhancing reserves, and endowment balances. University officials are recognized worldwide as superb economic stewards of the university’s tangible and intangible assets.

We envision that, by the year 2065:

- UC Davis uses its financial health to advance its core academic mission. UC Davis is less dependent on state support while leveraging state funding for key initiatives. We solved the cost of education problem by providing affordable access to an UC-quality education to students through revenue growth, efficiency gains, increased research, and philanthropy.
- UC Davis uses information technology as a mission-critical feature. With a strong analytical engine, key success factors are proactively surfaced and addressed. The university has an understanding of qualitative and quantitative measures and responds rapidly by utilizing its world-class decision support environment.
- UC Davis attracts and competitively compensates the best faculty and staff the world over, who on a daily basis contribute to writing the next chapter in higher education while experiencing new career development opportunities and a healthy workplace. UC Davis is externally recognized as one of the best places to work.
Appendix: Schedule of Events to Solicit Input From UC Davis Stakeholders

- Faculty Summit: March 12th
- Student Town Halls: March 31st, April 6th, May 6th and May 19th
- Staff Town Hall: May 4th
- UC Davis Health System Town Halls: April 21st and May 18th
- Davis City Council presentation: June 30th
- Sacramento Regional Partners Dinner: July 16th