A VISION OF EXCELLENCE
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A Message from Chancellor Linda P.B. Katehi

As we begin our second century, UC Davis is poised to become one of the world’s great universities as it stays true to its mission to advance the human condition through improving the quality of life for all. We are already regarded as an institution with an extraordinary foundation of academic excellence and global impact. And in the coming years, we have enormous potential to build on these strengths and rise to even greater heights of distinction, scholarship and service.

In just my first year as chancellor, our faculty, staff, students and alumni have clearly articulated their desire to build on UC Davis’ unique capacity to excel in order to achieve an extraordinary future. But to realize this aspiration, to transform our university, we must chart a new course of action, an equally transformative vision to guide our actions and define our future. During the past year, I have spoken with many members of the UC Davis community and I have heard their many perspectives about our campus’s attributes and aspirations. From these many voices, a framework for UC Davis’ future has emerged. Aided by the comments and suggestions we have received from our campus community and external constituencies, we have developed “UC Davis: A Vision of Excellence,” to lead and inspire our collective journey for the next decade.

As we begin this journey, we must acknowledge the difficult economic circumstances of the present, even as we aspire to embrace the extraordinary opportunities of the future. I realize that achieving and maintaining this balance will be a challenge. But we cannot and must not neglect our responsibilities for today as a land-grant institution, or compromise our dreams for tomorrow—our dreams for our students, who deserve nothing less than access to a world-class education, and our dreams for a thriving California populace, whose well-being is so intricately woven with our own.

To all members of the extended UC Davis community, I ask you join me in this spirit of optimism. Embrace this ambitious vision for our university. Working together, we are certain to achieve a truly extraordinary, second century of excellence.

Linda P.B. Katehi,
Chancellor
VISION PLAN

Commitments to Guide Our Way

UC Davis is a land-grant institution built to advance the human condition through improving the quality of life for all people of California, for all citizens of our nation and for the rest of the world. From our health to the economy, from the air we breathe and food we eat to how we experience, perceive and interpret life, UC Davis has impact through teaching, research and public service. For more than 100 years, we have prepared and inspired students and shaped solutions to some of society’s most pressing problems. As we look to the future, the university’s mission reflects those achievements and our enduring responsibility:

“The mission of UC Davis, as a comprehensive research university, is the generation, advancement, dissemination and application of knowledge to advancing the human condition throughout our communities and around the world. In this, UC Davis is committed to developing and sustaining leading programs in

- The arts, humanities, biological and physical sciences and social sciences—disciplines at the core of all universities;
- Agricultural and environmental disciplines and engineering;
- Professional studies in education, law, management, medicine, nursing, and veterinary medicine.

In these programs, the campus integrates three purposes: teaching students as a partnership between faculty mentors and young scholars; advancing knowledge and pioneering studies through creative research and scholarship; and applying that knowledge to address the needs of the region, state, nation and globe. UC Davis is committed to the tradition of the land-grant university, the basis of its founding. This tradition — built on the premise that the broad purpose of a university is service to people and society — guides today the campus’s special commitments and emphases.”

The university’s mission is complemented by several guiding statements of principle and policy, among these, the “Educational Objectives for Students,”¹ the By-Laws of the Davis Division of the Academic Senate, the Academic

1. “The Educational Objectives for Students” statement was adopted by the Academic Senate in April, 2002 and is included in the UC Davis General Catalogue
2. The Academic Personnel Manual includes UC and UC Davis policies and procedures concerning academic responsibilities, benefits and privileges. It codifies in APM – 010 the University of California commitment to Academic Freedom.
3. The “UC Davis Principles of Community” was developed in April, 1990 and articulates the values, ideals and expectations of UC Davis as an inclusive, respectful and intellectually vibrant community.
 Personnel Manual, and the “Principles of Community.” Each of these statements reinforces the campus’s dedication to excellence in such critical areas as student learning and the breadth and depth of a liberal arts education, academic freedom and shared faculty governance, and the advancement of the campus community. Together, they provide both the philosophic base and the springboard from which UC Davis’ “Vision of Excellence” is being launched.

Accordingly, with the academic strengths and land-grant mission of UC Davis in mind, and with the aspiration of its place as a transformative, world-class university at heart, UC Davis will abide by the following commitments to steer its course:

- Inspire and support excellence, and the success and engagement of our students, faculty, staff and alumni to learn, experiment and achieve to their full individual and collective potential
- Foster a bold and innovative spirit in our teaching, research and public service. We shall set a standard of excellence in all of our endeavors and reward creativity, risk-taking, collaboration, and entrepreneurial partnership, as optimal ways to encourage learning and pursue breakthrough discoveries and transformative ideas
- Expand our land-grant mission, so that our pursuit of knowledge and our engagement with partners will serve the state and nation, and address the emerging challenges of an interdependent, global society
- Affirm our abiding commitment to diversity, as represented in our community and in our perspectives, as foundational elements of our excellence. We shall celebrate our cultural and intellectual richness and be resolute in advancing inclusion and equity in our community
- Partner in economic development with those individuals, foundations, government entities, businesses and philanthropic organizations that are actively engaged in improving the economy of the region, state and nation, and the quality of life for all
- Promote a community characterized by respect, integrity, openness and responsiveness, and by consultation and collaboration, in which we are invested in our collective welfare and the responsible, sustainable stewardship of our resources

Engaging Our “Vision of Excellence”

UC Davis aspires to be recognized as one of the nation’s top-tier public research universities. As such, we choose to be regarded, both domestically and globally, as a pre-eminent leader of higher education that is driven by our land-grant heritage to provide access to a socially relevant world-class education. By engaging our “Vision of Excellence,” UC Davis will be known for its diverse educational opportunities, its innovative, interdisciplinary and collaborative research endeavors, and its distinction in leading enterprises that support social responsibility and a sustainable global environment. Each of the following goals defines these dimensions of excellence and provides a course of action to achieve our vision:
Foster a Vibrant Community of Learning and Scholarship

• Through transformative and diverse opportunities for learning, UC Davis will inspire and prepare its students, faculty, staff and alumni to lead and excel in solving the dynamic challenges of tomorrow’s world.

Drive Innovation at the Frontiers of Knowledge

• Building on the interdisciplinary strengths of its faculty, UC Davis will promote a collaborative environment that spurs innovations in learning and research by discovering ideas that take shape at the frontiers and intersections of academic disciplines.

Embrace Global Issues

• UC Davis will be the university of choice for international students, post-doctoral scholars, faculty, prestigious international and governmental exchange programs and research enterprises that have trans-national and global applications.

Nurture a Sustainable Future and Propel Economic Vitality

• UC Davis will be the pre-eminent university partner in advancing the economic prosperity of our region, fostering the burgeoning life-science, agricultural and “clean energy” industries of California, and in investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems.

Champion Health, Education, Access and Opportunity

• Guided by its commitments to social responsibility and community engagement, UC Davis will support and sustain healthy, equitable communities, in which all will have access to the benefits of education and discovery.

Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

• UC Davis will provide an efficient, professional administrative organization that is committed to serving and advancing the university’s academic mission.
GOALS AND METRICS

Strategies and Assessment Measures to Achieve our Goals

We have developed conceptual strategies and assessment measures for each of the six primary goals of UC Davis’ Vision of Excellence. While many of these strategies will be accomplished on a campuswide basis, the success of each goal is dependent on the individual and combined efforts of the campus’s academic schools, colleges and divisions to create objectives of their own that embrace and help achieve the vision. Thus, these high-level strategies, along with the more detailed ideas that follow many of them, provide a framework from which many more actions from the academic and administrative units can emerge:

• Foster a Vibrant Community of Learning and Scholarship
• Drive Innovation at the Frontiers of Knowledge
• Embrace Global Issues
• Nurture a Sustainable Future and Propel Economic Vitality
• Champion Health, Education, Access and Opportunity
• Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

Foster a Vibrant Community of Learning and Scholarship

Through transformative and diverse opportunities for learning, UC Davis will inspire and prepare its students, faculty, staff and alumni to lead and excel in solving the dynamic challenges of tomorrow’s world.

In advancing this goal, we will:

Support excellence in teaching by bringing into our classrooms faculty who can share the fruits of cutting-edge research in and across the disciplines and provide the best education to our students

• Encourage teaching and learning excellence through a wide range of academic and research resources and tools, including the use of emerging technologies, multi-modal learning, curricular innovations and pedagogical advancements
• Utilize our strengths and distinctions, particularly in the humanities, arts and social sciences, to emphasize critical thinking, writing and life-long learning, while encouraging students to ask questions and weigh perspectives about social values, cultural practices, ethics and citizenship, and what it means to live in a diverse and complex society;
• Provide diverse learning environments where student learning and the core values of a liberal arts education can flourish and where students are
encouraged to pursue involvement in research and creative expression, mentoring opportunities and international study

- Foster the academic success of all students by providing a network of student services that support health and welfare, enable civic engagement and leadership development, and foster a safe and hospitable learning environment

Enhance and promote a prestigious, internationally ranked library that takes its due place as the intellectual hub of the university

Recruit, retain and support the most academically selective and diverse cohorts of students, at the undergraduate, graduate and professional levels; increase the size of the graduate student cohort

- Recruit, retain, and support domestic non-resident and international students at all levels as an effective means of encouraging global perspectives and active learning in the UC Davis community

- Dramatically increase need-based and merit-based financial support for all students to ensure that education, at all levels, is attainable and affordable; highlight scholarship and fellowship needs in philanthropic campaigns for the campus and the University of California

- Support an educational “pipeline” that encourages student matriculation across all educational sectors and promotes the connections between undergraduate and graduate education

Attract, hire and retain a diverse group of faculty and staff members and sustain their enterprises with a superior physical, financial and technologic infrastructure to support their intellectual and professional development and their quality of life

- Create programs and funding approaches to recruit and support “senior or distinguished hires,” as well as top-tier newer and emerging faculty, to bring the world’s most talented teachers, researchers and collaborators to our campus and our classrooms

Promote diversity in all our endeavors, understanding that diversity of thought and perspective, as well as diversity of culture and human identity, are essential elements of the academic excellence we strive for as a leading public research institution

Apply the recommendations of the UC-wide and UC Davis strategic planning efforts, respectively (“The Future of the University of California” and “The Future of UC Davis,” both currently underway), in guiding campus directions in such areas as academic and administrative structure and scope, curricular and pedagogical innovation, funding, visibility and advocacy

**METRICS: We will measure our success in achieving this goal by assessing:**

**Undergraduate and Graduate Students**

- A range of enrollment management benchmarks (e.g., number of applications, enrollment and yield data, selectivity rates, diversity of undergraduate, graduate and professional students)
• Excellence in student achievement as demonstrated by awards, fellowships and other external recognition;

• Increases in the recruitment and retention of underrepresented students, with particular emphasis in the disciplines of the sciences, technology, engineering and mathematics

• Increases in the number of domestic non-resident and international undergraduate students, and international graduate and professional students

• Increases in the amount of scholarships, fellowships and other philanthropic support for undergraduate, graduate and professional students

• The quality of the undergraduate and graduate experience in such areas as faculty engagement, satisfaction with the curriculum and student services, preparation for graduate education and employment, degrees attained, and salary outcomes, as measured by the University of California Undergraduate Experience Survey (UCUES), the UC Davis Alumni Survey and other similar instruments

• Increases in the number of alumni and donors involved in philanthropic or campus leadership opportunities, particularly in providing support for teaching and research endeavors, endowed chairs and faculty support, and student research and engagement

Faculty and Staff

• Increases in the quality and impact of the faculty’s teaching scholarship, frequency of external recognition of our faculty and associated media coverage that increases the campus’s visibility

• Increases in the quality and impact of the staff’s professional achievements, frequency of external recognition of our staff and associated media coverage that increases the campus’ visibility

• Impact of faculty and staff contributions to the campus community, through participation on university and departmental committees, governance opportunities and volunteerism

• Increases in the recruitment and retention of faculty and staff, particularly in under-represented categories, classifications or disciplines

• Increases in the number and quality of student experiences provided by faculty, staff and alumni in undergraduate research, domestic and international internships, career and leadership development programs, and public service

• Increases in the quality of mentoring of students, junior faculty and junior staff, increases in opportunities for participation in formal and informal mentor-mentee activities
Drive Innovation at the Frontiers of Knowledge

Building on the interdisciplinary strengths of its faculty, UC Davis will promote a collaborative environment that spurs innovations in learning and research by discovering ideas that take shape at the frontiers and intersections of academic disciplines.

In advancing this goal, we will:

Expand our leadership in break-through scholarship and research in and among academic units and in partnership with prestigious universities, business groups, planning agencies and philanthropic entities

- Create collaborative gathering places that promote both interdisciplinary discourse and a sense of a scholarly community; create both physical spaces and virtual opportunities to reach across disciplines and include community leaders and policymakers in these environments (e.g., virtual communication tools, digests of faculty expertise, journal clubs, repurposed facilities, cultural venues and library spaces)

Support excellence in basic research and translational science as it applies to solutions of the most critical social problems, including health, poverty, education, energy, transportation and the creation of a sustainable environment

- Design a range of university incentives and funding mechanisms, training programs, policies, reward structures and recognition opportunities for faculty, staff, students, alumni and external partners that foster innovative collaborations, self-sustaining initiatives, team science, “high-risk/high-impact” discovery, next-generation technologies, entrepreneurial activity and other forms of core, interdisciplinary scholarship that are unique to the humanities, arts, and social sciences

Create innovative, transparent and effective administrative organizations in research, technology transfer, and extramural funding that will enhance past successes, substantially increasing the amount of external funding and partnerships to support the university’s research enterprise and promote the application and transfer of research results for public use

- Secure increased financial support from programs primarily aimed at funding the humanities and social sciences

- Create a task force, with faculty representation from both the sciences and the humanities, to review methodologies and incentives for recovering indirect cost allocations from contracts and grants

Strengthen and expand graduate groups throughout the academic units; leverage the quality of these groups as a distinctive strength of UC Davis and reward those groups that exceed established standards of performance and productivity

Utilize the breadth of our academic disciplines and research enterprises,
including the university’s array of professional schools, our proximity to the state Capitol and our leadership of the UC Center Sacramento, to create a coordinated and comprehensive program to address the serious social, political, economic and environmental problems of California

**METRICS: We will measure our success in achieving this goal by assessing:**

**Input Research Measures**

- The number of prestigious faculty innovation and career awards (such as Howard Hughes Medical Institute awards, National Institutes of Health innovation awards, National Science Foundation career awards, and Guggenheim, Humboldt and Fulbright fellowships)
- The number of philanthropic donations, foundation awards and individual gifts received for interdisciplinary programs
- The number of federal and state awards from various agencies
- The number of corporate collaborations and awards
- Increases in the productivity of grants and publications at the junction of disciplines, such as humanities and sciences; health system and basic sciences/engineering; policy and translational
- Increases in the efficiency and cost effectiveness of research and extra-mural accounting administrative systems
- Increases in university training programs, incentives, rewards and recognition opportunities that foster innovative practices and research partnerships

**Output Impact and Quality Measures**

- The number of faculty inducted into domestic and international academies of high prestige
- The number of honorary degrees held or obtained by faculty
- The number of invention disclosures, patents, licenses and start-ups that our faculty and staff obtain
- The number of faculty awards and other prestigious measures of institutional visibility and leadership and the amount/effectiveness of corresponding media coverage
- Increases in the number of undergraduate students who report being engaged in meaningful research partnerships with faculty members
- The number of interdisciplinary graduate programs/groups that are recognized as exemplary by external rankings or other measures
Embrace Global Issues

UC Davis will be the university of choice for international students, post-doctoral scholars, faculty, prestigious international and governmental exchange programs and research enterprises that have trans-national and global applications.

In advancing this goal, we will:

Extend our recognition as a leading international university by both increasing the number of international faculty, scholars and students on the campus, and the number of UC Davis students and faculty who pursue academic experiences abroad; we will do this as a means of promoting a culture of global relevance and collaboration and we will benchmark these efforts with other top-tier research universities

• Evaluate the resource and infrastructure needs essential to attracting, retaining and supporting students from all corners of the globe; acknowledge the role of the curriculum in fostering the study and appreciation of diverse cultures, communities, literatures and languages that promote a global perspective

• Develop student retention strategies and programs, as well as cultural communities of support, to ensure the graduation of international students

• Substantially increase the number of undergraduate students who participate annually in study abroad programs, international internships and public service learning opportunities; develop joint, collaborative international graduate programs

Launch strategic academic and clinical health care research partnerships that are recognized for their contributions to critical global challenges; engage UC Davis faculty from specific countries or regions in the development of these efforts

• Enhance UC Davis’ prominence and funding capacity by establishing it as one of the top universities in terms of financial support received from governmental agencies, foundations and philanthropies that support international programs

Strengthen and expand the international alumni network and related global business connections to promote engagement with UC Davis and our international programs

Provide the technologic tools, cultural programs and student services to improve and expand international dialogue and exchange, both physically and virtually
METRICS: We will measure our success in achieving this goal by assessing:

- The number, quality and financial support for prestigious international academic programs, proposed and created on an annual basis
- Increases in the number of international undergraduate and graduate students who enroll in and graduate from UC Davis
- The number of international scholars who choose to study and conduct research annually at UC Davis, as compared with benchmark indicators from competitive peer institutions
- The number of students who participate annually in study abroad programs, international internships and public service opportunities
- The number of international alumni with meaningful engagements in the educational and philanthropic activities of the campus

Nurture a Sustainable Future and Propel Economic Vitality

UC Davis will be the pre-eminent university partner in advancing the economic prosperity of our region, fostering the burgeoning life-science, agricultural and “clean energy” industries of California, and in investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems.

In advancing this goal, we will:

Create innovative university-business partnerships and other ventures, community-based programs and next-generation virtual enterprises to promote the economic growth and agricultural vitality of the state

- Lead the development of the clean energy-, life science- and agriculture-based economy of Northern California by developing a regional “Green Valley” concept, in which these industries will thrive. Apply the outcomes of these entrepreneurial partnerships to the unique economic challenges of California, and the related environmentally based economies in the nation and around the world
- Utilize UC Davis’s leadership and community-based partnerships throughout California’s Central Valley to advance the region’s economic conditions; we will undertake these endeavors within the context of the Valley’s heritage of cultural, artistic and language diversity, its environmental and agricultural character and its unique history
- Deepen the university’s connections to the regional, national and global business communities; support a culture of entrepreneurship by tapping the expertise of the campus and the community and taking an integrated approach to transforming UC Davis innovations into successful for-profit enterprises
• Complete a high-level review of the campus's technology transfer and commercialization processes and, subsequently, implement a model technology transfer process that optimally meets the needs of faculty, industry collaborators and the research enterprise.

Utilize leading scholarship in the humanities and social sciences as integral contributors to understanding and addressing the historical, cultural and social complexities related to both economic vitality and the development of sustainable communities.

Provide essential patient-care services, tele-health options, health care partnerships and employment opportunities in the Northern California region, as well as to underserved rural communities across the state through the Sacramento campus's clinical, health education and research programs.

Emphasize sustainability, in all its many forms and interpretations, as a leading feature of our campus identity and as found across all disciplines; leverage our academic strengths in these areas to advance the scholarly reputation of the campus and encourage the creation and application of ideas to address the pressing needs of an interdependent, global society.

**METRICS: We will measure our success in achieving this goal by assessing:**

• The number of business, cultural, service, entrepreneurial and philanthropic partnerships that are developed and that produce visible benefits and/or economic impact.

• The number and quality of internships provided to both undergraduate and graduate students, as a measure of workforce development.

• Increases in the depth and breadth of economic impact on the region that arise from our efforts, as reported in the bi-annual “UC Davis Economic Impact Report;” monitor the economic impact in the state that accrues from the adoption of research technologies that are pioneered at UC Davis.

• The number of start-up and spin-off companies, and the local, regional and state employment impact of our entrepreneurial partnerships.

• Increases in university incentives, training programs, effective administrative systems, and recognition opportunities for faculty, staff, and students that facilitate innovative partnerships and entrepreneurial activity.

• The rate of increase in the prestige of our graduates, as measured by earnings, social impact, engagement in distinguished professional or philanthropic organizations, or other visible measures.
Champion Health, Education, Access and Opportunity

Guided by its commitments to social responsibility and community engagement, UC Davis will support and sustain healthy, equitable communities, in which all will have access to the benefits of education and discovery.

To achieve this goal, we will:

Draw upon the unrivaled diversity of our academic expertise and the proximity of the Sacramento campus to develop community-based models and resources that advance medical discoveries and healthcare delivery and wellness programs for people and animals, food safety, educational equity and community development

- Employ cutting-edge technologies, including telehealth programs, to extend our educational partnerships, specialized clinics, community outreach efforts and other public service programs, particularly to underserved communities

- Support programs that pair undergraduate, graduate and professional students together with faculty, alumni and community and industry leaders to provide "real-world" opportunities for learning through the operation of community-based social and educational services (e.g., health care clinics, legal and immigration support programs, innovative K-12 public school initiatives)

- Offer opportunities for students to participate in local, state, national and international governments (e.g., UC Washington Center program, UC Center Sacramento program, UCDC Law Program) and learn about the relationships between curricular scholarship, policy-relevant research and advocacy

- Participate in emerging global initiatives that acknowledge the inextricable linkages between human and animal health (e.g., the “One Health Initiative”) and focus on collaborations between physicians, veterinarians, biologists, food scientists and other scientific health professionals

Support educational outreach opportunities and preparatory programs that encourage access to higher education and the many resources of the university, across all communities and socio-economic levels

Foster the cultural changes needed for sustained, equitable access to and compatible use of technology to support low-cost, high-value health and educational services

Partner with educational, governmental and philanthropic organizations in ways that encourage innovation, inter-agency collaboration and measurable, sustainable reform
METRICS: We will measure our success in achieving this goal by assessing:

- The passage of state and federal legislation and implementation of regulations that draw on the expertise of UC Davis research and recommendations to create healthier and more equitable communities
- The number, quality and availability of educational and healthy living resources, community partnerships, and referral mechanisms for healthcare, nutrition and community well-being
- The number, quality and availability of professional development resources, research-based recommendations and support tools for health care professionals and members of the community
- The number and quality of internships and academic programs that focus on government engagement and community-based social services
- The number and impact of technologies developed annually through translational research at UC Davis
- Improvements in the college-going rates of California high schools with low Academic Performance Index ratings
- Improvement in the number of underrepresented students (low-income, first-generation college students, etc.) that enroll in the disciplines of the sciences, technology, engineering and mathematics

Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

UC Davis will provide an efficient, professional administrative support structure committed to serving and advancing the university’s academic mission.

In advancing this goal, we will:

Recognize and support the integral role that staff members play in advancing the academic and institutional enterprise
- To further the development of a talented, motivated workforce and a culture of service excellence, support professional development, comprehensive compensation strategies, an equitable and supportive workplace and innovative recognition opportunities

Create an effective, innovative and transparent administrative organization that emphasizes streamlined business practices that eliminate redundant and
unnecessary processes, achieves an appropriate balance between risk taking and compliance measures, and deploys centralized and shared administrative resources to best support the academic mission

- Conduct administrative unit reviews and high-level external assessments of critical campuswide functions to optimize the alignment of strategy and service with the campus's mission and service stakeholders
- Invest in technological systems that yield valuable results, high-quality service and low-cost delivery, and leverage collaborative, efficient and sustainable solutions across campus
- Invest the campus's financial resources in support of academic programs that demonstrate sustained or potential academic excellence and impact; develop funding criteria that use the measures of excellence and impact as guiding principles and, given limited resources, prioritize investment opportunities

Build a strong financial foundation for the university that advocates for enhanced public funding at both the state and national levels and diversifies the campus's funding base by significantly increasing the type and scope of revenue sources and private philanthropic support

Model energy efficiency and conservation in construction and maintenance operations and utilities consumption through the pervasive and innovative application of "green" technologies; through these actions and the development of an aggressive campus "climate action plan," achieve the campus's sustainability targets

Communicate timely and transparently on issues of interest to students, faculty, staff, and external constituents, and engage our various constituencies in decision-making, governance and advocacy

**METRICS: We will measure our success in achieving this goal by assessing:**

**Human Resources**

- The number of honors, awards, service citations and other forms of acknowledgment awarded to staff and faculty serving in prestigious community service, philanthropic or professional organizations
- Increases in the attraction and retention of a diverse group of faculty and staff; number of staff positions filled by internal candidates
- Competitiveness of staff and faculty compensation and benefits levels, in relationship to other higher education and market-based indicators
- Increases in the number of staff engaged in professional development and certification programs provided by the university, particularly in areas of supervision, management and leadership, and the expected decreases in personnel actions
- Increases in staff satisfaction and morale as measured by a range of human resource tools and surveys
- Increases in the completion rates of staff and faculty in mandatory training
programs in areas such as sexual harassment, ethics and other compliance activities

• The effectiveness of administrative and faculty-led consultative and decision-making processes, in keeping with the principles of shared governance

**Administrative Systems**

• Improvements in the effectiveness, quality and transactional speed of administrative processes

• Improvements in the efficiency of administrative processes and systems through the creation of “shared service centers,” the expected reductions in errors and non-compliance reporting, and the creation of budgetary savings achieved through centralized and shared service reorganization

• Increases in customer satisfaction information recorded in surveys and data collection processes; decreases in the numbers of complaints received by managers

• Increases in the number, regularity and quality of administrative unit reviews

• Rankings or comparability placement of the campus’s administrative performance (cost, administrative structure, quality, timeliness of service) relative to other peer institutions, in “best practices” benchmarking studies

**Campus Infrastructure**

• The number of alumni and non-alumni donors, annual and cumulative funds raised, campaign and unit goals achieved during the campus’s comprehensive fundraising campaign

• Relative decreases in campus utility consumption rates, comportment with the campus’s climate action plan, and other measures of environmental stewardship

• Measures of effectiveness or efficiency in completing new construction, renovation or maintenance projects (e.g., timeliness, cost adherence, safety practices, environmental certifications)

• Increases in the scope and diversity of revenue sources achieved through philanthropy, business and industry partnerships, contracts and grants, etc.

• Degree of stabilization and enhancement of public funding and advocacy for education, at both the state and national levels

• Improvements in the capacity, costs, accessibility, efficiencies and cyber-safety of campus computing systems, as a resource for both academic and administrative excellence

• The quality and timeliness of and accessibility to campus information by means of on-line and public communication efforts
IMPLEMENTING OUR “VISION OF EXCELLENCE”

Our “Vision of Excellence” is an ambitious framework for action for the coming decade, one that is intended to inspire a certain future of distinction and contribution for our university. As a framework, it also serves as a broad blueprint for individual academic and administrative units, for their own respective development of relevant objectives. Indeed, it is these targeted objectives that will allow us all to see application and meaning in this vision, and it is through the attainment of these objectives that UC Davis will move forward, individually and collectively, to achieve our aspirations.

During the upcoming 2010-11 academic year, each of our academic and administrative units will create its own set of corresponding goals, strategies and metrics. We will rely on the guidance of our deans and vice chancellors, in continuing consultation with their constituencies, to design and complete this effort. Similarly, annual reporting and communication processes will be developed and implemented, both for these unit-level goals and for the vision document as a whole, so that we may utilize our data and annual accomplishments to chronicle long-term progress. In this way, our “Vision of Excellence” will remain at the forefront of our planning, our priorities, our public role and character, and our constructive actions.

It is important to acknowledge that a number of the goals and strategies defined in the vision framework are already underway. Indeed, we are moving forward in assessing the effectiveness of several of our campuswide administrative organizations (e.g., Blue Ribbon Committee on Tech Transfer and Commercialization, Blue Ribbon Committee on Research), in designing an “Organizational Excellence” initiative that will help us strategically reshape our business processes, in considering the future scope and structure of our academic enterprise through the Academic Senate-led committee on the “The Future of UC Davis” and in launching our “Sustainable 2nd Century” program, which celebrates UC Davis’ long-term commitment to environmental, economic and social sustainability. We will continue to advance these and many more opportunities that will yield renewed and leading-edge excellence, and we will use our vision as both context and compass for our efforts.

Looking forward, we will remain mindful of the difficulties of our current financial environment. But even in the midst of this budgetary uncertainty, we are determined to make sustained progress. Our “Vision of Excellence” is a product of our collective commitment to the university and, in its implementation, we have dreamed our future and are taking actions to realize its promise.