



UC DAVIS TWO-YEAR GOALS SUMMARY
2013-14 AND 2014-15

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UC DAVIS TWO-YEAR GOALS SUMMARY—OVERVIEW

SECTION I: CAMPUS LONG-RANGE GOALS

We will continue to advance our vision of excellence through strategic initiatives that generate new revenue from managed growth, research funding and philanthropy while enhancing campus diversity, student success and graduation rates.

LONG-RANGE GOALS

1. Further diversify our revenue sources, principally through new philanthropy and research initiatives, collaborative partnerships and our 2020 Initiative, to stabilize our finances and maintain a high level of excellence and access regardless of state budget actions.
2. Advance excellence in teaching, research and service by actively promoting and nurturing interdisciplinary and collaborative programs that place student success at the core of everything we do.
3. Establish UC Davis as a model of diversity and tolerance through proactive outreach, application of our Principles of Community, and the example of our actions that create a welcoming and nurturing environment for students, faculty, staff and visitors.
4. Continue streamlining our administrative operations by applying new and creative business practices, so we can direct precious resources to our core missions of teaching, research and service while enhancing the student experience and their success at UC Davis and beyond.
5. Work hand in hand with our Health System in “creating a healthier world through bold innovation” by ensuring a strong financial foundation during a period of tremendous change and uncertainty throughout the healthcare industry.

INITIATIVES AND ACTIONS IN SUPPORT OF LONG-RANGE GOALS:

1. 2020 Initiative: Continue its implementation and assess outcomes annually.
2. UC Davis World Food Center: Fully establish this center and begin fundraising to raise a \$100 million endowment.
3. Research Growth and Economic Development: Increase annual research awards to \$1 billion by 2020 and create 15-20 new start-ups annually.
4. Improve the Student Experience: Develop a broad-based plan to enhance the student experience.
5. Reduce Time to Graduation: Increase our four-year and six-year graduation rates to 75 percent and 96 percent respectively.
6. Increase Diversity and Improve Campus Climate: Increase the diversity of students, faculty and staff to better reflect State of California demographics and become a Hispanic Serving Institution by 2018-19.

7. Fundraising: Complete first Comprehensive Campaign and begin planning for next campaign.
8. Capital Plan: Create a new long-term planning document to accommodate future growth and meet student, faculty and staff needs.
9. One UC Davis Campaign: Launch the university's first-ever Integrated Marketing Communications Campaign.
10. Greater Efficiencies: Continue to integrate our campus organizations and programs to improve efficiency, reduce cost and better manage risk.

SECTION II: NEAR-TERM PRIORITIES AND PROGRESS

Statement of near-term priorities and summary of progress in achieving priority aims reported in previous years.

CURRENT NEAR-TERM PRIORITIES:

- Enhance the Undergraduate Student Experience
- Improve graduation rates
- Fully establish the new World Food Center and raise funds to cover its operation the first 5 years
- Recruitment of new campus leadership

SUMMARY OF PROGRESS ON PRIOR-YEAR PRIORITIES:

- Incentive-based budget model implemented July 1, 2012
- Comprehensive administrative Shared Services Center opened and operational
- Appointment of new campus leadership has been ongoing

SECTION III: SYSTEM-WIDE ENGAGEMENT

UC Davis contributions to and engagement in system-wide initiatives.

We will continue to provide leadership and expertise for many system-wide initiatives. As a campus, we value the economies of scale that a system like UC can create and look forward to continuing to be an active partner in achieving system-wide goals and objectives. Some of the

key roles our faculty and staff have played in recent UC initiatives, along with observations on how the Office of the President may best support campus-based and system-wide initiatives, are included later in this report.

SECTION I: Initiatives and Actions in Support of Long-Range Goals

A. CAMPUS LONG-RANGE GOALS

1. Further diversify our revenue sources, principally through new philanthropy and research initiatives, collaborative partnerships and our 2020 Initiative, to stabilize our finances and maintain a high level of excellence and access regardless of state budget actions.
2. Advance excellence in teaching, research and service by actively promoting and nurturing interdisciplinary and collaborative programs that place student success at the core of everything we do.
3. Establish UC Davis as a model of diversity and tolerance through proactive outreach, application of our Principles of Community, and the example of our actions that create a welcoming and nurturing environment for students, faculty, staff and visitors.
4. Continue streamlining our administrative operations by applying new and creative business practices, so we can direct precious resources to our core missions of teaching, research and service while enhancing the student experience and their success at UC Davis and beyond.
5. Work hand in hand with our Health System in “creating a healthier world through bold innovation” by ensuring a strong financial foundation during a period of tremendous change and uncertainty throughout the healthcare industry.

The following sections describe our long-term initiatives and actions in support of the long-range goals described.

B. INITIATIVES AND ACTIONS IN SUPPORT OF LONG-RANGE GOALS

2020 INITIATIVE: *Continue its implementation and assess outcomes annually.*

Our 2020 Initiative became operational with increased enrollment of undergraduate students in the fall 2013-14 academic year, including growth in the number of international students now on the UC Davis campus. Unofficial enrollment numbers for the fall 2013 quarter showed an increase of 1,546 undergraduates over 2011 enrollment; based on predictive three-quarter averaging, we know we are about 30 percent of the way toward our 2020 enrollment projections to add 5,000 new students. By 2020, we anticipate our percentage of national and international students will be about 20 percent of total undergraduate enrollment.

In response to this growth, the campus has made substantive investments in increasing class sections, eliminating waiting lists, increasing the number of Teaching Assistants and the number of student advisors and counselors. In addition, the campus has approved 116 faculty searches for new faculty hiring this year. It is expected that in the next five years we will recruit and hire more than 600 new faculty, about half of which will be additional positions to accommodate future growth.

UC DAVIS WORLD FOOD CENTER: *Fully establish this center and begin fundraising to raise \$100 million endowment.*

The World Food Center was established on campus in June 2013 and Roger Beachy, an internationally recognized expert on plant biology with extensive experience in academia and government, was named founding director in October 2013.

Dr. Beachy will help us continue to refine our vision for the World Food Center's programmatic agenda and mission. Working with him will be Josette Lewis, the World Food Center's associate director. Lewis is a UC Davis alum who has considerable experience in agriculture in both the private and public sectors. In addition to fundraising for our anticipated World Food Center endowment of \$100 million from private sources, their work will include:

- Development of the business plan for the World Food Center.
- Establishment of operating systems including three to four additional staff (administrative, financial, development, and technical experts), an operating budget, and appointment of a Board of Directors and Technical Advisory Board.
- Secure funding for at least two programs and proposals for at least three additional programmatic areas.

- Initial areas of programmatic development may include innovation systems (incubator, technology marketing, proof of concept/translational research grants); rural-urban economic and food connections (involving social, infrastructure, industry development, policy, and health dimensions); international agricultural or nutritional development; food industry collaborative research; environmental aspects of food systems, including climate change; and policy or industry fellowships, among others.
- Commitment of at least one significant donation to the endowment.

Our goals for the World Food Center's second year in 2014 include:

- Recruitment of a long-term Executive Director.
- Secure funding for three additional programmatic activities that may have a research, policy, technology commercialization, or application focus.
- Commitment of at least two significant donations to the endowment.
- Exploration of the need for and process of establishing the World Food Center as a 501(C)(3) organization.

RESEARCH GROWTH AND ECONOMIC DEVELOPMENT: *Increase annual research awards to \$1 billion by 2020 and create 15-20 new start-ups annually.*

Through a series of administrative reviews, we have built upon the strengths of our Office of Research and redesigned many functions and responsibilities to position this office as a catalyst for advancing our research mission. As a result of talented faculty, students and staff, the rate of growth in UC Davis research awards is the highest in the system, and this growth trend continues.

Focused support for continued growth in research includes:

- Providing service and resources that enhance research and other creative endeavors
- Enhancing partnerships and collaborations with government, industry and other research enterprises
- Developing infrastructure and policy that promote creativity and an entrepreneurial culture
- Ensuring that policies and educational programs promote innovation within a culture of compliance
- Communicating the value of UC Davis research to the quality of life to the general public and to state, national and international decision-makers

Despite the serious cuts in federal research levels because of sequestration, in 2012-2013 our research grew to \$757 million. We hope to grow this to \$800 million this academic year.

Through targeted awards, we are also building on diversity and interdisciplinary collaboration and setting the stage for further investment in UC Davis research by outside entities. Some notable recent examples include:

- *Research Investments in the Sciences and Engineering (RISE)*. The Office of Research inaugurated the RISE award to fund interdisciplinary concepts generated by UC Davis faculty. In total, \$10 million is being awarded over a three-year period for projects exploring 12 RISE themes. It is expected that these awards will lead to transformative new knowledge and technologies that will attract further large-scale funding from federal, state, foundation, corporate or other private sources.
- *Interdisciplinary Frontiers in the Humanities and Arts*. UC Davis has launched a new grants program aimed at spurring multidisciplinary collaborations in the humanities, arts and humanistic social sciences. The program provides UC Davis faculty with seed money ranging from \$100,000 to \$1 million over three years to strengthen their ability to compete for major foundation, federal and philanthropic grants and to explore private partnerships.
- *Venture Catalyst*. To help us achieve our goal on creating new start-up companies, we have established a new Venture Catalyst unit within our Office of Research. The new unit will focus on improving the transfer of more UC Davis cutting-edge research on food, energy, the environment, sustainability and water from the lab to the marketplace.

The Venture Catalyst unit will support campus researchers' efforts, in close collaboration with existing academic and administrative units on campus – including our Child Family Institute for Innovation and Entrepreneurship - as well as coordinating closely with campus and external activities that bridge campus innovation and economic development. It will also provide direct support of campus entrepreneurs developing university technology and facilitate effective collaboration with internal and external stakeholders and resources, focusing its activities on:

- Strategic Intellectual Property Management
- Tools for Company Creation
- Infrastructure & Startup Space or Business Incubation
- Access to Proof of Concept, Risk and Early Stage Funding
- Economic Engagement between the university and the diversity of stakeholders involved with fostering economic development
- Educational, Networking and Training Programs

IMPROVE THE STUDENT EXPERIENCE: *Develop a broad-based plan to enhance the student experience.*

In 2012, as part of a broad and concentrated effort that maximizes our efforts to enhance the success of our more than 26,000 undergraduate students, the campus took two steps designed to move us forward in this all-important area. Chancellor Linda Katehi asked Ralph Hexter, the Provost and Executive Vice Chancellor, for a plan to increase by 2017 the

campus' four-year graduation rates to 75 percent (from 53 percent at that time) and the six-year rates to 96 percent (from 82 percent).

As part of our strategy to achieve those results, the Chancellor also asked Adela de la Torre, Vice Chancellor for Student Affairs, to chair a newly-created Blue Ribbon Committee for Enhancing the Undergraduate Student Experience, which was established in December 2012.

The committee held numerous meetings on campus and heard from a broad cross-section of students, faculty and others before issuing a detailed report on its findings and recommendations in July 2013. Recommendations focused on ways to improve advising, address student concerns about their “first-year experience” on campus, help students get ready to compete in the job market upon graduation and to address overall student life and co-curricular activities.

A subsequent committee co-chaired by Carolyn de la Peña, Interim Vice Provost for Undergraduate Education, will oversee implementation of the first set of recommendations regarding student advising. Its efforts will fall within the following five broad goals:

1. Streamlining and realigning advising functions to develop a more cohesive, centralized model for delivering prompt, responsive, and individually tailored yet consistent advising services to undergraduates.
2. Organizing delivery of advising services to address the unique needs of a culturally, socio-economically, and linguistically diverse student population.
3. Supporting faculty advisers to maximize quality of advising and improve student interactions with faculty.
4. Using the new web-based student portal to support individualized services with technology-based information resources.
5. Structuring students' first and second-year programs to facilitate earlier and more intentional planning of their curricular and co-curricular experiences.

REDUCE TIME To GRADUATION: *Reduce our four and six-year graduation rates to 75 percent and 96 percent respectively.*

To achieve the ambitious goals laid out above for UC Davis' time-to-graduation rates, we have initiated a number of significant actions, including:

- *Better Planning to Avoid Bottlenecks in Gateway Classes:* Use of the new budget model has enabled better predictive modeling by deans and assistant deans so we can spot recruitment and enrollment trends more expeditiously and determine where additional capacity is needed.
- *Investing in additional capacity:* Central campus provided approximately \$2 million per year during each of the last three years to fund additional course sections, with particular focus on lower division gateway courses such as biology, chemistry, physics, mathematics, statistics, biology, and writing.

Approximately an additional 25,000 student credit hours were offered in 2012–13 over 2011–12, a 12 percent increase in these high-priority courses. Slightly less growth is expected for 2013–14 because we have succeeded in meeting much of the demand.

Waitlists for fall 2013–14 are significantly reduced from fall 2012–13 and bottlenecks have been virtually eliminated. There is also renewed commitment to take necessary steps should future registration patterns require additional action.

In all-important writing classes, we added 31 additional sections, each with 22 students, and hired eight new instructors.

We also invested \$334,000 to upgrade some of our chemistry labs, adding additional capacity of 1,440 seats per academic year. When all the seats become available in 2015, they will represent 14 percent of additional capacity.

- *Additional and improved classrooms:* An existing campus auditorium has been repurposed to create an additional large lecture hall; science labs have been renovated so more students can be accommodated; a new music classroom building is under construction and a new general use classroom building is in the planning stage. An additional \$1.5 to \$2 million per year is being invested to upgrade classroom technology and environments so that classrooms will be used more efficiently and with greater attention to technology-enhanced pedagogy.
- *Exploring the Future of Online Learning:* Online learning plays an increasingly significant role in higher education and presents both opportunities and challenges. In June 2013, the provost hosted an Online Learning Retreat to explore the current climate at UC Davis and discuss our status, goals, plans, and concerns. The report is currently with the Academic Senate and we look forward to its circulation among faculty, as well as partnering with faculty to determine where our next investments should be made.
- *Additional and improved student academic advising in the colleges and divisions:* Since 2011–12, the campus has committed about \$2.2 million ongoing funding for academic advisors for undergraduates. The Undergraduate Education Office is also providing additional guidance and training for undergraduate academic advisors. The campus has also funded development and enhancement of degree certification and class scheduling applications, as well as a student portal so that students have ready access to information for enrollment and degree decisions. We anticipate having this system in place campus-wide by 2015. In addition, the colleges are restructuring academic advising to better serve students and facilitate improved course enrollment decision-making. We created the new position of Director of Student Advising to oversee, coordinate and further professionalize all student advising activities. A recruitment to fill the position was started in the fall 2013 quarter and we hope to have the post filled in early 2014.

INCREASE DIVERSITY AND IMPROVE CLIMATE: *Increase the diversity of students, faculty and staff to better reflect State of California demographics and become a Hispanic Serving Institution by 2018-19.*

UC Davis is proud of its tradition of embracing a diverse community of students. We understand that diversity of faculty, staff, and scholars undergirds the value of higher education in a global society. Several initiatives are planned or underway to continue this important work.

- *The 2020 Initiative:* The 2020 Initiative includes the explicit goal of increasing the numbers of international students and scholars on the Davis campus, which will add to our campus diversity.
- *Hispanic Serving Institution by 2018-19:* Under the leadership of Walter Robinson, our director of admissions, the campus has set a goal of being designated a Hispanic Serving Institution (HSI), which requires 25 percent of the school's undergraduates to be Hispanic students, by 2018-19. We are implementing multiple strategies to reach that goal, including more aggressive outreach at community colleges in our region and throughout the state where there is a high percentage of Hispanic students. We are also diligently pursuing Transfer Admissions Guarantee recruitments, with 30 percent of the entering fall 2013 transfer class admitted through the TAG program. For the fall 2014 cycle, we already have 500 more contracts with potential transfers than for fall 2013 and we believe the HSI goal can be reached through these and other efforts.
- *NSF ADVANCE Program:* Our ADVANCE program is aimed at increasing the participation of women, especially Latinas, in STEM careers. The project is funded by a grant of \$3.725 million over five years from the National Science Foundation. It is rooted in the premise that multiple perspectives from both gender and cultural diversity can increase UC Davis' contributions to STEM research. The grant allows UC Davis to make 16 new faculty hires, and it has enabled us to establish the Center for Advancing Multicultural Perspectives in Science, or CAMPOS, which will serve as a physical location for networking and exchanging ideas. The grant also calls for a national survey of Latina/o doctoral students to measure their career choices and perceptions of academic versus nonacademic careers as we strive to eliminate barriers to academic careers that these scholars may encounter, including unconscious bias in personnel, recruitment and retention efforts.

Professor Phil Kass of our School of Veterinary Medicine was named to the newly created position of vice provost for faculty equity and inclusion in our Office of Academic Affairs. As such, he will help our vice provost for academic affairs make sure we are adequately addressing diversity in recruiting, hiring and retention practices for UC Davis faculty.

- *Undergraduate international experience:* In addition to an increasingly international campus, a report from a task force on internationalization of the campus recommends

a goal that all UC Davis students gain international experience as part of their undergraduate experience. The task force proposes that 50 percent of such experiences be gained through travel abroad. The campus will be working to develop implementation strategies to achieve this goal.

- *Graduate Diversity Officer:* The Council of Deans is advancing a proposal to establish a Graduate Diversity Officer to increase the diversity of graduate students from a variety of cultural and economic backgrounds. Consistent with the UC Statement on Diversity, the Davis campus aspires to develop a graduate student population that reflects “the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance.” We anticipate filling this position in the current academic year.

FUNDRAISING: *Complete First Comprehensive Campaign and Begin Planning for Next Campaign.*

We announced that we were successful in reaching our comprehensive campaign goal of raising \$1 billion from 100,000 donors during the fall of 2013, sharing this achievement with the media, campus community, volunteer leadership and key donors. This accomplishment occurred more than a year ahead of our original campaign timeline of December 2014.

Even though our campaign goals were reached during the fall of 2013, we will continue fundraising through the comprehensive campaign until May 31, 2014. On that date, we will celebrate the successful conclusion of The Campaign for UC Davis with key donors and university leadership. To that end, our messaging strategy in the fall will appropriately balance celebrating the tremendous accomplishment of UC Davis reaching its first comprehensive campaign goals more than a year early during an economic recession, and the need for continued philanthropic support.

Additionally, the university will continue to strengthen our newly created development infrastructure and metrics system, which have already brought UC Davis greater accountability, productivity and fundraising success. We will continue to improve our newly created fundraising centers of excellence that are strengthening donor stewardship and cultivation, all while ensuring the university remains good stewards of public and private financial investments. We will launch a new donor and alumni database that will make UC Davis significantly more efficient and effective in its fundraising efforts and elevate UC Davis to be among the elite universities in the country in this area. We will continue our efforts to centralize gift processing, which will optimize the depth and strength of our donor network and position us well for a larger and broader future campaign. A key project going forward will be to conduct a feasibility study to help set the timing and goals of the next campaign.

***CAPITAL PLAN:** Create a new long-term planning document to accommodate future growth and meet student, faculty and staff needs.*

- *Planning for significant growth:* While growth brings many opportunities, including development of research, expanded graduate education, regional economic benefits, and increased access for students, we are cognizant that the academic enterprise and infrastructure needs of the campus have been under great stress even before the 2020 Initiative became operational. As we contemplate additional growth, our highest priority must continue to be the overall quality of the university.
- *Long-range development plan:* During the summer of 2013 and into the fall, Bob Segar, assistant vice chancellor for campus planning and community resources; and John Meyer, vice chancellor for Administrative Resources and Management, met extensively with the UC Davis deans and assistant deans to ascertain their ideas and thoughts about both current and future space needs on campus. Growth expected in our 2020 Initiative helped drive these discussions and a 10-year Master Plan for the campus will be developed as part of this process.

Central to this process has been working to identify funding sources, strategies to meet programmatic goals, an approach that fits into the ongoing development of a stronger sense of place on the campus and an overall financial strategy—all of which are posed against a backdrop of the campus' long-range sustainability goals and values.

- *10-Year Master Plan:* The current planning timetable assumes that the Master Plan, which will be developed with extensive outreach and interaction with the broader UC Davis community and surrounding government and community leaders, would be presented to the UC Board of Regents in the spring or fall of 2016. For planning purposes, the exercise has been broken into three segments with the following considerations:
 1. *The academic experience.* This includes assessing the need for new faculty labs and offices, as well as undergraduate opportunities for research; the need for additional classrooms, both small and large; ongoing initiatives on campus such as the new Jan Shrem and Maria Manetti Shrem Museum of Art; the World Food Center; plans for a new International Complex; incubator strategies; a veterinary hospital and the library of the future.
 2. *Enriching community life.* Included in this planning segment is the need for additional housing to accommodate students, faculty and staff and a commitment to ensuring that our residential community maintains a strong connection to campus life. A full and diverse campus community must also include the requisite student union and student center, and recreational and athletic facilities, all of which are being examined as part of the Master Planning update now underway.
 3. *Sustainability and place.* UC Davis is widely recognized as a world leader in environmental sustainability. As such, we must ensure that the Master Plan update not only recognizes and maintains that reputation, but also enhances it as we grow

our programs and population. At UC Davis, sustainability must always be a challenge that is tackled at all levels—teaching, research, and implementation.

- *Recruiting, admissions and enrollment management.* The campus is making investments on many fronts, including overseas outreach. Given the differential cost of undergraduate education in different disciplinary areas, we remain mindful that it is critical to manage enrollment across disciplines in a way that balances the academic vision with budgetary realities.
- *International student needs.* To grow enrollment of international students, we will need to support those needs unique to international students on campus. Specific models for pre-matriculation programs for incoming international students are being explored to deal with academic, language and cultural issues and to ensure that students are prepared to excel. Planned construction of a new international student center is expected to provide a core venue for comprehensive support for these students.

Under the leadership of Carolyn de le Pena, interim vice provost for undergraduate education, the university began a pilot summer program for incoming international students known as "Summer Start." It is targeted to incoming freshman with ESL placements. The pilot program during summer 2013 had 34 students attend the six-week intensive academic, language and orientation program and offered individual writing, tutoring and English conversation partners. The first group of international students who completed the preparatory program was on campus in the fall 2013–14 quarter. We expect to grow the Summer Start attendance number to 100–140 students in 2014.

ONE UC DAVIS CAMPAIGN: First-ever Integrated Marketing Communications Campaign.

Our Strategic Communications office, after an intensive review of recent audience perception research and university priorities—and then working closely with focus groups that included alumni, parents, students and faculty—formally launched the One UC Davis campaign in November 2013.

The campaign is the first integrated marketing campaign to reach across the entire university; it was kicked off by the UC Davis Health System and already is integrated in communications from Intercollegiate Athletics to the new World Food Center.

The essence of the campaign, which is being broadly integrated into all UC Davis communications, is that the university is transforming lives, celebrating humanity and inspiring innovation in California and around the world. Anchored by an interactive website and broad social media efforts, the campaign is being featured across the university and through targeted media, such as regional public radio stations. The campaign also included production of a new UC Davis commercial that epitomizes the campaign's themes while also celebrating our diversity and highlighting the beauty of our campus.

The campaign is heralded across campus by banners that feature UC Davis professors, alumni, friends, staff and students. It tells the world that UC Davis is changing life for the better; and in the process, improving and growing ourselves and each other.

The campaign marks the first time that UC Davis and the UC Davis Health System are sharing a branding strategy and both campuses are actively engaged in consistent messaging and shared visuals. The One UC Davis campaign celebrates how each member of the UC Davis community—faculty, students, staff, alumni, friends, donors and partners—is changing the University and building a legacy of positive change and discovery.

IMPROVED EFFICIENCIES: *Continue building on our success in improving efficiencies, reducing costs and better managing risk.*

We are continuing to review our organizational structures and processes both on the UC Davis campus and at the Health System in Sacramento to improve efficiencies, eliminate unnecessary duplication and become as efficient and as cost-effective as possible.

SECTION II: NEAR-TERM PRIORITIES AND PROGRESS

In the sections below we provide a summary of the near-term priorities and the achieved goals from previous years.

Continued streamlining of operations

The UC Davis Shared Services Center (SSC) will mark its second anniversary on February 14, 2014. The model continues to help the campus address budget reductions, improve process efficiency and effectiveness and ensure the consistent application of policy. This has enabled business units to concentrate on their core activities to support the academic mission. In the first full year of operation, the SSC generated salary and benefits savings of \$3.1 million. We anticipate savings at a similar level in 2013–2014. By 2014–15, the project will have fully paid back the initial investment costs and is expected to generate ongoing annual net savings of \$2.8 million.

New Campus Leadership

Chief Financial Officer: *Vice Chancellor of Finance*

A healthy and vibrant long-term future for UC Davis will depend, in large part, on how we manage our many financial challenges. Not only must we be aggressive in our approach to these circumstances, we must adopt practices that strategically manage all campus funds to better leverage our resources.

To make sure we are managing all of those resources as effectively as possible, including the UC Davis Health System, we have developed and are now actively recruiting for the position of Vice Chancellor of Finance. In addition to enabling us to more aggressively monitor and coordinate financial planning of the UC Davis Health System with the main UC Davis campus, creation of the new CFO position will be part of a consolidated management of UC Davis campus finance and budget operations.

Campus academic budget priorities and decisions will remain under the purview of the Provost and Executive Vice Chancellor; however, the budget office will report to the new vice chancellor similar to its past reporting relationship to the vice chancellor for Administrative and Resource Management.

The “Office of Administrative and Resource Management” will now be called the “Office of Capital Planning, Facilities and Safety” and will include facilities and capital planning. It will also include the Fire Department and the Emergency Response Unit. The new “Office of Finance” will include all campus administrative financial units. The CFO of the UC Davis Health Center will have a solid line reporting to the Campus CFO, who will also serve as the chair of the UC Davis Foundation Investment Committee.

In July 2013, we created a 10-person recruitment advisory committee for the CFO search, a committee Chancellor Katehi is chairing, and we have also enlisted Spencer Stuart, a nationally recognized search firm, to help ensure a successful outcome. The committee held its first meeting on September 30, 2013 and established a timeline that anticipates an appointment early in calendar year 2014.

Dean—College of Agricultural and Environmental Sciences

After an extensive and comprehensive search, Helene Dillard, associate dean and head of Cooperative Extension at Cornell University, was named the new dean of the College of Agricultural and Environmental Sciences. A native Californian and UC Davis alumna, Dillard will assume the position on January 27, 2014.

The new dean is an accomplished scientist and highly skilled administrator who will be the chief academic and administrative leader of the university’s founding college, which includes 330 faculty members, 800 staff, 5,800 undergraduate students in 29 majors and 1,000 graduate students in 45 graduate groups and programs.

Dillard received her bachelor’s degree from UC Berkeley in 1977 and went on to earn a master’s degree in soil science and a doctoral degree in plant pathology from UC Davis. She was named associate director of the Cornell Cooperative Extension in 2011 and director in 2002.

Chief Information Officer

Soon after Pete Siegel, UC Davis’ Vice Provost of Information and Educational Technology and the UC Davis chief information officer, announced that he was stepping down to assume a similar position at the University of Southern California, we created a broad-based,

17-member recruitment advisory committee to begin the process of recruiting his successor. The recruitment committee is being chaired by MacKenzie Smith, University Librarian. The services of the Spencer Stuart search firm were engaged for this recruitment as well. Our first meeting of the recruitment advisory committee was held in late October 2013.

The chief information officer, in collaboration with senior leadership across the campus, will be asked to assess the current state of information technology development, resources (both financial and personnel) and investments in hardware and software; identify strengths, weaknesses, opportunities and threats associated with current information technology systems and develop a strategic plan with short and long-range goals and objectives to address identified issues; work closely with deans and vice chancellors to develop resource models for addressing identified goals and objectives that include reinvestment/redirection of existing resources; manage the provision of services for students, faculty and staff including classroom and educational technologies, research computing, administrative computing systems; oversee core technologies such as identity management, middleware, cyber-safety, video, data, and voice services; and maintain knowledge in these areas by working closely with colleagues within the campus and around the nation.

Dean—Division of Mathematical and Physical Sciences

After Winston Ko retired in June 2012 following 10 years as dean of the Division of Mathematical and Physical Sciences and nearly 40 years of service at UC Davis, Chancellor Katehi appointed Alexandra Navrotsky, a distinguished professor who holds the Edward Roessler Chair in Mathematical and Physical Sciences, to the position of interim dean. Professor Navrotsky agreed to serve until a new dean has been appointed, and in the interim—and with the urging of a steering committee of faculty within Mathematical and Physical Sciences—we are undertaking an evaluation of whether the division should be reorganized.

Dean—UC Davis Extension

Chancellor Katehi reappointed Dennis Pendelton dean of UC Davis Extension for a third term effective, June 1, 2013, after our internal review process resulted in an unambiguously highly positive assessment of Dennis' performance. He has demonstrated strong leadership skills and a collaborative spirit during his more than 12 years of service as dean.

Dennis informed the Chancellor and Provost, however, that 2014 will be his 14th year of service as dean and that he plans to retire at the end of that year. As such, we began a formal recruitment process in the 2013 fall quarter and are also working on a multi-year plan for the division.

Vice Provost for Undergraduate Education

Carolyn de le Pena, a professor of American Studies who directs the UC Davis Humanities Institute, has done a very able job as Interim Vice Provost for Undergraduate Education

following the resignation in November 2012 of Pat Turner, who left UC Davis to accept the position of vice provost and dean for undergraduate education at UCLA.

Provost and Executive Vice Chancellor Hexter appointed a recruitment advisory committee in October to be chaired by Mary Delany, who was then serving as Interim Dean of the College of Agricultural and Environmental Sciences; and Emilio Bejel, Distinguished Professor of Spanish and Portuguese.

SECTION III: System-wide Engagement

UC Davis provides leadership and expertise for many system-wide initiatives. As a campus, we value the economies of scale that a system like UC can create. The following are some highlights of the key roles our faculty and staff have played in system-wide initiatives, along with observations on how the Office of the President may best support campus-based and system-wide initiatives.

COMMITTEE AND WORKGROUP: *Representation.*

UC Davis leadership is represented in every facet of system-wide strategic planning and project implementation. Recent and current activity includes:

The University of California Center—Sacramento. When Professor Bob Huckfeldt announced his intention to step down as director of the center in August 2013, the center's Administrative Advisory Committee began discussions about the center's future role and how that would affect the background and qualifications sought when recruiting the next director.

From these discussions it became apparent this was an opportune time for a thorough and strategic evaluation of the center's mission and practices in order to determine whether it could be more accessible to students throughout the UC system and play an even more significant role in training future state leaders and policy experts. In consultation with the Office of the President and others, we have been working on that strategic visioning process and will soon have several possible future scenarios and models identified, along with accompanying budget and finance options, for how best to proceed.

UC Biomedical Research Acceleration, Integration and Development (UC BRAID)

The UC Davis Health System is an active participant in this consortium, which brings together UC's five medical centers in an effort to reduce barriers to biomedical research. Together, our medical centers are exploring the pooling of data, resources and expertise to create a uniquely powerful, virtual biomedical research institution. We are proud to have contributed to early successes, such as the creation of the UC Research Exchange (UC ReX), an unprecedented cross-campus searchable database of patient-level study data

that enables medical practitioners and researchers to identify and recruit patients from across the five UC health systems based on diagnosis and demographics.

UC Path. UC Davis is involved in research, planning and implementation to replace and modernize the Payroll/Personnel System (PPS) and establish system-wide shared services for HR and Payroll transactions at the UCPath Center.

Enterprise Risk Management. UC Davis Safety Services supports system-wide enterprise risk management in a variety of ways, including development of technology solutions, such as my ManagedRisk, a web portal for risk management information and tools, and UCAction, currently under development, which will help campuses manage and monitor actions to improve controls, reduce risk, and remediate hazardous practices.

OFFICE OF THE PRESIDENT: *Possible Support of Campus-Based and System-wide Initiatives.*

Support to campus

The UC Davis 2020 Initiative and new budget model require ongoing engagement with the Office of the President. To be successful, these initiatives will require new approaches to address core campus needs, particularly in light of continuing statewide budget challenges. We will need flexibility in adapting requirements and procedures that were originally developed for an environment that has changed radically. As one example, we continue to administer capital projects under standards that assume they were funded by the state. We will require a much more nimble process as projects are approached and financed in a different manner.

System-wide initiatives

System-wide initiatives that focus on increasing administrative efficiencies are welcomed. We are mindful, however, that central management by UCOP may not be required or desirable for all such projects. For example, UCOP can serve the campuses well as a convener of collaborations, while particular campuses may have depth of expertise that exceeds that of UCOP, and which could be leveraged, from the campus level, to benefit the entire system.

We also look forward to continuing to play a constructive role as an active partner in helping the university achieve its system-wide goals and objectives.

CONCLUDING REMARKS

As our priorities and goals indicate, many transformational initiatives are in progress at UC Davis. We have built our campus on many positive traditions, to be sure, but equally certain is our potential to improve to meet the needs of future generations. We do not approach this statement of two-year goals lightly. We will be pursuing these objectives with all available resources and a sense of urgency.

By undertaking the major changes called for in our campus Vision of Excellence and 2020 Initiative, we can bring about improvements in the quality of academic programs and student experience while also promoting stability in our financial environment.

In these challenging times, we are taking the opportunity to aggressively recommit to our responsibility as a major land-grant university—to assist society in solving its most challenging problems. Our statement of two-year goals establishes a clear path toward fulfilling the trust that the citizens of California place in us and in meeting the expectations of our local, regional, national and global stakeholders.