
This 2011–12 Annual Report of the Office of the Provost and Executive Vice Chancellor focuses on contributions by the Provost and his reports toward the six campus goals specified in UC Davis’s A Vision of Excellence:

- **Goal 1**: Foster a Vibrant Community of Learning and Scholarship
- **Goal 2**: Drive Innovation at the Frontiers of Knowledge
- **Goal 3**: Embrace Global Issues
- **Goal 4**: Nurture a Sustainable Future and Propel Economic Vitality
- **Goal 5**: Champion Health, Education, Access and Opportunity
- **Goal 6**: Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

In keeping with this focus, the report is organized according to the Vision of Excellence goals, providing brief overviews of efforts relevant to each goal as well as a list of selected highlights.

The efforts described in this report all fall under the Provost’s official areas of responsibility and all involve his participation, either through active direction and creative contributions, or engaged supervision. They are grouped under the following categories, which indicate the constituent offices that have primary responsibility for the specific efforts addressed:

- Provost and Executive Vice Chancellor Ralph J. Hexter
- Academic Affairs
- Undergraduate Education
- University Outreach and International Programs (UOIP)

It should be noted that this Annual Report, because it focuses on progress toward the six Vision of Excellence goals, is not designed to capture the full scope of activities of the Provost or his reports. And due to space limitations, only selected highlights are discussed in detail, not all activities relevant to the goals.

It should be noted also that this report is intended to record in a succinct way what was achieved over the past year, and so it contains minimal background information on the administrative divisions, committees, programs, initiatives, and efforts addressed.
Goal 1: Foster a Vibrant Community of Learning and Scholarship

... top faculty, students, and campus leaders
... scholarly and professional distinction
... excellence in teaching and learning opportunities
... community and cooperation

There is no higher priority for the Office of the Provost and Executive Vice Chancellor than supporting and advancing a “vibrant community of learning and scholarship” at UC Davis. All of the office’s activities are intended to further this goal, either directly or indirectly.

Most notably, there are ongoing efforts 1) to bring the most-talented, -accomplished, and -effective professors, researchers, and campus leaders to the university, and to retain them in the face of generous offers from other institutions; and 2) to create the conditions that will allow these exceptional individuals to excel and contribute according to their potential. In these efforts, the central roles are inevitably played by the Provost and the vice provost for Academic Affairs, along with their immediate staff. Continued planning of the 2020 Initiative, and the work of other Provost-led task forces and committees, are also being pursued in support of our academic excellence.

Besides first-rate faculty, researchers, and leaders—and, of course, students and staff—the intellectual vibrancy of a university requires the circulation of fresh and challenging ideas and viewpoints, and often, active and passionate debate. Last year, Provost Hexter made especially strong contributions in this area, establishing two major lecture series (on the public university, and on human rights) and personally making a number of speaking appearances on and off campus.

In addition, a variety of efforts undertaken by the vice provosts for Undergraduate Education and University Outreach and International Programs enhanced the academic experience for students and faculty—and thereby advanced our excellence.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Played a leadership role in the recruitment and retention of top faculty

During 2011–12, the Provost worked with Vice Provost of Academic Affairs Maureen Stanton and other campus leaders to make five key hires through the Target of Excellence (TOE) recruiting program, which allows UC Davis to “take advantage of unusual opportunities to bring high-profile faculty to our campus who are truly outstanding scholars and who also demonstrably fulfill critical academic needs.” The hires were: David Lloyd (English), Carol Hess (Music), Jerry Woodall (Electrical and Computer Engineering), Thomas O’Rourke (Civil Engineering) and Johanna Schmitt (Evolution and Ecology). In addition, there was one TOE-equivalent hire, Steve Robinson (Engineering). Given that diversity among faculty is essential to a vibrant academic community, we are especially pleased that two of our TOE hires are women, and that Professor Schmitt, a national academy member, has joined our roster of senior women scientists. In addition, we continued to partner with our schools and colleges to retain strategically important faculty; unfortunately, our lagging faculty salaries created great (and
increasing) challenges in this regard. We are pleased that Vice Provost Stanton is partnering with the Academic Senate to address this issue.

**Played a leadership role in the appointment or reappointment of outstanding individuals for top-level leadership positions that directly impact academic programs**

UC Davis was fortunate to appoint exceptionally strong academic leaders over the past year: Dean James Hildreth of the College of Biological Sciences (recruited before June 30, 2011, but welcomed to UC Davis on August 1, 2011); Dean Michael Lairmore of the School of Veterinary Medicine (recruited in July–August 2011, welcomed in mid-October); and University Librarian MacKenzie Smith (who started June 1, 2012). This last hire entailed a reframing and refinement of the University Librarian job description in accordance with a more sophisticated understanding of the role of a university librarian in the twenty-teens. This process was informed by fresh material and analysis prepared by the Educational Advisory Board.

**Collaborated on improving the Target of Excellence (TOE) protocols and process, with the vice provost of Academic Affairs and the Academic Senate's Committee on Academic Personnel (CAP) and Committee on Planning and Budget (CPB)**

Thanks to revisions made last year to TOE protocols and process, the university should now be able to move TOE candidates forward in a more expeditious and transparent way—even though the granting of a provostial FTE even for TOE candidates remains less automatic.

**Advanced the 2020 Initiative**

During the past academic year, the Provost advanced the campus’ 2020 Initiative, whose central goal is “to sustain and enhance excellence at UC Davis, building on existing strengths and resources to become a more active partner with the state in supporting higher education.” Three task forces—for Academic Resources, Enrollment Management, and Facilities Planning—were created, met regularly, and submitted interim reports to the Provost. Currently, the Provost is working with others in his immediate office to create a synthesis of the three reports—the next step in more sharply defining the initiative’s goals for consideration by stakeholders. Formal consultation with the campus and broader community is expected to begin in late October 2012.

**Launched and supervised task forces and committees to address key campus issues**

The Provost formed and supervised the following task forces and committees (in addition to the 2020 Initiative Task Forces discussed above): the International Advisory Committee at UC Davis*; the Joint Administration / Academic Senate Task Force on Graduate Education at UC Davis*; the Joint Administration / Academic Senate Task Force on Off-Scale Salaries*; the Joint Administration / Academic Senate Task Force on Self-Supporting Degree Programs at UC Davis*; the Provost’s Working Group on the Role of the Academic Federation in Achieving the “Vision of Excellence”; the Study Group on Accessibility and Affordability; and the UC Davis NAGPRA Advisory Committee. (Asterisks indicate that final reports have been submitted.) Additional information about the work of these task forces, including the final reports that have been completed, can be found at: [http://provost.ucdavis.edu/initiatives-and-activities/initiatives/index.html](http://provost.ucdavis.edu/initiatives-and-activities/initiatives/index.html).

**Launched the lecture series The Provost’s Forums on the Public University and the Social Good and the webpage “The Future of the Public University”**

In order to contribute to the campus community’s discussion of the future of the public university, the Provost launched a new lecture series to bring distinguished experts to campus. In each case, the central event will be a lecture or town hall meeting featuring a presentation by a visiting expert and possibly the participation of one or more members of the UC Davis community. In addition, the visitors will also participate in other events while on campus; they may, for example, meet with smaller groups of faculty, students, and/or staff, or teach
seminars for undergraduates or graduate students. To date, a handful of the nine Provost Forums projected for the 2012–13 year have been arranged, with the first speaker (Michael Burawoy, professor of sociology, UC Berkeley) scheduled for October 12, 2012. In a related effort, the Provost created on his website the new webpage “The Future of the Public University,” which announces upcoming lectures and town hall meetings that address the role of the public university in the face of severely diminished public funding, and archives videos and other materials from past events.

**Launched the lecture series The Provost's Lecture in Human Rights**

The first Provost’s Lecture in Human Rights was held on March 5, 2012, introduced by remarks from the Provost. The first speaker for this new series was Sarah Leah Whitson, director of Human Rights Watch’s Middle East and North Africa division, and one of the country’s and world’s leading human rights activists, writers, and thinkers.

**Pursued an aggressive schedule for campus speaking engagements to promote community, cooperation, and transparency with respect to administrative views and actions**

Between June 30, 2011, and June 30, 2012, Provost Hexter made approximately 80 speaking appearances before campus groups or at University events. In many of these appearances, he delivered substantive remarks on topics including the Chancellor’s and his vision for the University, implications of the ongoing budget crisis, the importance of UC Davis–industry partnerships, and the future of the arts, humanities, and social sciences at UC Davis and in society.

**Recognized contributions by members of the campus community**

Provost Hexter gave remarks and participated in events recognizing achievements or contributions to the university by faculty, students, and staff. These events included awards ceremonies, retirement celebrations, and events honoring exceptional efforts and ongoing service performed by staff. Events recognizing staff included a celebration of the successful launching of the Shared Service Center and the annual “Thank Goodness for Staff” picnic.

**Academic Affairs**

**Offered search chairs workshops to help “cast a broad net”**

Academic Affairs continued to offer annual workshops for chairs of faculty searches. The workshops provide search chairs with important guidelines, policy information, resources, and best practices that will help them “cast a broad net”—that is, obtain a diverse pool that will maximize the potential of making excellent hires.

**Supported the recruitment and retention of top faculty through the Partner Opportunity Program (POP) and the Mortgage Origination Program (MOP)**

Through the ongoing Partner Opportunity Program, Academic Affairs worked with deans to come up with creative ways to assist spouses or partners of faculty candidates find employment, including providing access to more training via courses, internships, and other methods (see Figure 1.) Through the Mortgage Origination Program, Academic Affairs continued to provide faculty low-interest home loans. Of 39 received requests for MOPs in 2011–12, a total of 37, or 95%, were approved. POP and MOP are just two programs that play an essential role in recruiting and retaining exceptional faculty.
Reintroduced the Leadership Program for faculty

In the past year, we reintroduced our Leadership Program for faculty, offered to a group of tenured faculty nominated by their deans. This group was provided with six half-day topic-focused sessions in such areas as: styles of leadership, communication (understanding and being understood), building a department’s vision, and more. Additionally, each day ended with a dinner and speaker, generally a dean or other high-level campus administrator, who shared his or her own leadership experiences, vision, or general philosophy on the subject. The program was very well received, and participants have asked Academic Affairs to provide them with quarterly meetings in the coming academic year so they can continue their conversations, learning, and networking.

Undergraduate Education

Vice Provost Turner’s service as executive director of the Reinvention Center increased UC Davis’ national visibility as a leader in undergraduate education

Vice Provost Pat Turner assembled a prestigious range of speakers for the 2012 National Conference, which will focus on the themes of Accreditation, Assessment, and Accountability; best practices for administrative leadership; and STEM Success. Turner identified national advocacy as a primary goal for this conference, which will take place November 9–10 in Crystal City, Virginia.

The Center for Excellence in Teaching and Learning (CETL) increased its programming to foster teaching excellence at all levels

During the 2011–12 academic year, the Center for Excellence in Teaching and Learning supported or grew the following programs:
• **Faculty Consultations.** There were 40 general faculty consultations, compared with 19 the previous year—for an increase of more than 100%. Demand was driven entirely by faculty needs, as all consultations are initiated by faculty.

• **TA Consultations.** There were 146 consultations, slightly higher than the previous year’s 142 and over 20% higher than average for the program’s 13 years. Consultees came from more than 40 campus departments.

• **TA Orientation.** A total of 603 teaching assistants participated in two offered sessions—up from 536 in 2011 due to an increase in the number of incoming TAs. CETL is prepared to accommodate the larger cadre of TAs that will be created by the 2020 Initiative, and this past year piloted a two-part orientation, offering a second session attended by more than 300 TAs from 75 different departments on the first day of winter quarter 2012.

• **The First-Year Seminar Program.** This program recruited and coordinated 208 unique courses, for the first time offering them to transfer students as well as freshmen. The annual goal of offering 200 First-Year Seminars has been exceeded every year.

**The Integrated Studies Honors Program (ISHP) continued to attract high-achieving students to UC Davis and help them to thrive**

• **Regents Scholars.** Last year, 113 of the 139 incoming Regents’ Scholars (81%) opted to participate in the ISHP’s residential program. While the number of incoming Regents Scholars increased by 60% from the previous year, the very high percentage of incoming scholars participating in the ISHP remained steady. Over the past five years, incoming Regents-ISHP participation has been between 78–83%, a strong correlation suggesting that this opportunity may significantly enhance our ability to attract outstanding students for whom multiple campuses compete. See Figure 2 below.
• **ISHP Seniors Honored for Academic Excellence.** Larissa Miyachi received the University Medal, the highest honor the campus bestows on a graduating senior, making this the third consecutive year that an ISHP senior has been so honored. Matthew Halverson was named the College Medal Winner for the College of Engineering—making this the 13th COE Medal for an ISHP senior in the past 17 years. Several University Honors Program students were featured at the 2012 Undergraduate Education Showcase of Excellence, with Jeffrey Chen receiving Honorable Mention for the Chancellor’s Award for Excellence in Undergraduate Research.

• **ISHP Director Selected for College of Engineering Distinguished Teaching Award.** Program director Jim Shackelford was selected to receive the College of Engineering’s Distinguished Teaching Award, honoring a career of teaching excellence.

The annual Undergraduate Research, Scholarship & Creative Activities Conference had record participation and added an Exhibit of Student Art

Now in its 23rd year, the conference continued to grow in both student presenters and audience, resulting in the largest conference ever; there were 427 student presentations across all disciplines, for a 23% increase over last year. Participation has more than doubled since the spring 2008 conference—the last year prior to the establishment of the UR Center in fall 2008. An estimated 1,500 in attendance at the Friday afternoon poster session was an increase of 67% over 2011; attendance at the Saturday morning talks increased to 400. In 2011–12, the conference debuted an arts exhibit, expanding its reach across a broader community of scholarship.
Despite the addition of a third location and increased student participation, the cost increase remained relatively low. See graph below for annual conference cost.

**Figure 3. Undergraduate Research Conference participation and costs, 2008–12**

The UC Davis Washington Program sent 120 undergraduates (30 per quarter) to live, learn, and intern in Washington DC through the systemwide UC Center, once again meeting UCOP's enrollment target.

Students from 27 different majors, representing each of the colleges, interned at 88 different prestigious organizations in Washington, including the U.S. Congress, the U.S. Departments of Commerce, Defense, Education, Justice, and Labor, the Federal Reserve, law firms, and a wide range of NGOs and advocacy groups.

The program continued to increase in diversity, both in terms of participation by underrepresented minority students, and by majors represented. Program participation by African American students increased remarkably, from < 2% in 2010–11 to 10% in 2011–12. While the program predominantly attracts students from L&S, this year saw increases in biological science, chemistry, and genetics majors. For the first time in its history, engineering students from three different areas of study (civil, aeronautical, and mechanical engineering) participated.

The Center for Leadership Learning (CLL) provided leadership development and training opportunities to all UC Davis undergraduates.

The CLL offered 66 seminars with 869 individuals in cumulative attendance. 190 new student registrants attended workshops, a 50% increase over last year. CLL’s two-day Emotionally Intelligent Leadership Summit, intended to be a small-scale event serving about 20 students, was attended by 44 students.
University Outreach and International Programs (UOIP)

**Contributed to the campus community through participation in campus groups**

This year, University Outreach and International Programs’ leadership and staff contributed to a large number of campus constituency groups. Some examples, chosen to show the variety of the groups, are listed here:

- Academic Senate Committee on International Education, ex-officio consultant (EAC, SISS)
- Cal Aggie Alumni Association Membership Committee (UOIP)
- Distinguished Scholarly Public Service Awards Committee (UOIP)
- GLOBE (Global and Local Opportunities Begin with Education) campus group (UOIP, EAC, SISS)
- Staff Diversity Administrative Advisory Committee to the Chancellor (chair, UOIP)
- UC Davis Arts and Lecture Advisory Committee for the Mondavi Center (EAC)
- UC Davis ESL Task Force (EAC, SISS)

**Worked on developing a partnership with China to create a Confucius Institute at UC Davis**

UOIP provided leadership for preparing a proposal to establish, in collaboration with Jiangnan University, a Confucius Institute at UC Davis that will focus on food, beverages, and Chinese culture.
Goal 2: Drive Innovation at the Frontiers of Knowledge

...innovative and interdisciplinary work across the campus
...faculty awards programs to spur discovery
...support for external faculty awards

Transmitting knowledge—to students, the academic community, and the public—is only one way in which a major university serves society. Another is the creation of new knowledge—across the disciplines and professions—through the kind of advanced research, study, and creative effort for which these institutions are uniquely well suited. To be a leader in this latter function, a university must not only add to what we know, but also create new structures—conceptual, methodological, organizational, and physical—that push back the old frontiers of knowledge and reconfigure its terrain.

Clearly, all of the work that the Office of the Provost performed last year in pursuit of fostering “a vibrant community of learning and scholarship” (Goal 1) helped to “drive innovation at the frontiers of knowledge”—perhaps especially recruiting and retaining top faculty and creating the conditions for them to excel. Add to this work a variety of other efforts, called out in this section, that fostered innovation in very direct ways. Note in particular the inauguration of the iAMSTEM Hub by the Undergraduate Education office, and the seed-grant programs, support for faculty Fulbright applications, and opportunities for staff exchanges and internships provided by UOIP. The Provost’s hiring of a director of national fellowships and awards, and ongoing work in creating a roadmap for improving UC Davis’ national rankings, helped to strengthen a culture of innovation on the campus.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Identified and recruited a director of national fellowships and awards

Gloria Hayes was recruited from the University of Southern California to serve as UC Davis’ first director of national fellowships and awards. The position reports to Vice Provost of Academic Affairs Maureen Stanton.

Advanced a roadmap for UC Davis’ improvement in national and international rankings

Based on input from the Academic Assessment Committee, and the analysis supplied by Director Robert Loessberg-Zahl and his team in Administrative and Research Management, it is clear that our goal to see a rise in UC Davis’ national and international rankings will be challenging, at least for the foreseeable future. In fact, we will have to work very hard to stay where we are in the major rankings. Last year, we certainly improved our reliability and sophistication in reporting data (e.g., on class sizes, student/faculty ratios, etc.), but it would take significant resources to make a difference in some of the areas that are counted in the formula (e.g., faculty salaries).

We developed a basic “roadmap” for improvement rather than a detailed one, but it is not clear that creating the latter is called for at this time. With our research activity continuing to rise, we can work to improve some...
other aspects of our operation that are highly desirable per se (e.g., the percentage of alumni who make philanthropic gifts). Crucially, we have learned that investment in marketing and branding may have the most impact if it improves our reputation in the minds of presidents and chancellors nationally and worldwide, since reputation still is a major factor in all the important listings and in many areas the breadth and depth of UC Davis’ achievements are not well known. Thus, we intend to organize our efforts with this in mind.

**Academic Affairs**

**Hosted faculty awards programs to spur discovery**

Academic Affairs’ faculty awards programs fall under two categories. One category provides funding for professional development (e.g., funding for teaching replacement so faculty can complete a major project; travel funds for workshops for acquiring new technical skills; etc.). The second awards category recognizes high-quality junior faculty. Examples include the Hellman Fellows program for assistant professors (funded by the Hellman Foundation) and the Chancellor’s Fellows program for associate professors (funded by gifts to the campus). Academic Affairs also manages the nomination/review process for the UC Davis Prize for Undergraduate Teaching and Scholarly Achievement. This prize, which is believed to be the largest of its kind in the country, is funded by the trustees and trustees emeriti of the UC Davis Foundation and other donors to the campus.

**Undergraduate Education**

**Inaugurated the UC Davis iAMSTEM (Interdisciplinary Agriculture Medicine Science Technology Engineering Math) Hub**

A new administrative unit for Undergraduate Education, The iAMSTEM Hub was inaugurated to dramatically increase the number, quality, and success of STEM-capable professionals trained at UC Davis by uniting and strengthening the STEM community. Marco Molinaro, newly designated assistant vice provost for iAMSTEM, helped organize the first UC Davis STEM Summit, which was attended by more than 100 constituents from a range of campus departments.

**University Outreach and International Programs (UOIP)**

**Restarted the campus’ successful Seed Grant program**

The campus’ Seed Grant program supports interdisciplinary innovative research, educational, and outreach proposals from faculty in all UC Davis colleges and schools. In 2011–12, UOIP successfully reinstated the Seed Grant program, providing 14 grants to faculty with $80,000 matching support from the deans and the vice chancellor of research. The Seed Grant program has awarded over $1.25 million over 9 years and generated over $30 million from external sources.

**Supported successful faculty applications for Fulbright Fellowships**

This past year, UC Davis produced two U.S. Fulbright Scholars, a decrease of 67%.
UC Davis Faculty who have been awarded Fulbrights in the past four years (while employed at UC Davis)

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*Figure 4. UC Davis faculty Fulbright Scholars, 2008/9–2011/12*

**Participated in prestigious administrative staff exchanges and internships**

A unique bilateral program with Kyoto University (one of the top two Japanese universities and a leading global university) allowed a competitively selected UOIP staff member to spend two months in Japan for professional development.

UC Davis expanded the internship component from five months to nine months for the Long-Term Educational Administrator Program (LEAP). The program is funded by the Japanese Ministry of Education, Culture, Sports, Science, and Technology (MEXT) and is administered by The Institute for Japan International Practical Training, and Cultural Vistas Inc. UC Davis is one of 14 U.S. universities and institutions now hosting these interns. This is UC Davis’ ninth year serving as a host institution.
Goal 3: Embrace Global Issues

...international scholars and students
...global partnerships and networks
...international scholarship and study abroad
...recognized expertise in internationalization

It is a familiar observation—but nonetheless a true one—that we live in a global society that is becoming more interconnected and interdependent with each passing day. As a result, leading universities are evolving to respond to the new conditions and priorities that attend globalization.

At UC Davis, this institutional evolution is largely contained under the idea of “internationalization” or “international engagement”—terms that embrace both our campus’ increasing inclusion of individuals and projects coming from or involving other countries, and its greater engagement with institutions, businesses, governments, and individuals from around the world.

Last year, the Provost contributed to UC Davis’ international engagement in a number of ways, including providing leadership in increasing the number of international students at UC Davis (now and in the future, the latter contingent on the campus’ adoption of the 2020 Initiative); fostering dialogue and building partnerships through international travel; and working with the Provost-led International Advisory Committee. Predictably, however, the lion’s share of our internationalization efforts last year was undertaken by UOIP. Among other accomplishments, UOIP worked to recruit and retain international students, brought Humphrey Fellows and foreign Fulbright Fellows to campus, forged and advanced agreements with foreign countries and institutions, and helped to create a true community for international students and scholars at UC Davis.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Played a leadership role in campuswide planning to increase the enrollment of national and international students, resulting in a dramatic gain

The number of national and international freshmen at UC Davis (the majority of which were international students) nearly doubled last year, from 163 in 2010–11 to 311 in 2011–12. This dramatic rise represented very significant progress toward the internationalization of our campus. The slight rise in national and international students expected in 2012–13—to 330—will be better suited to current capacity, and so should help us to minimize growing pains. Director of Admissions Walter Robinson continues to build out his recruitment staff, and we expect healthy and sustainable growth in this sector over the coming years. That international applications increased 99% between 2011–12 and 2012–13 bodes well.
Continued work on a plan to increase the enrollment of national and international students through the 2020 Initiative

The heart of the UC Davis 2020 Initiative is a plan to grow our student body by an estimated 5,000 students; according to one not unlikely scenario, about 90% of the growth would involve national (domestic nonresident) and international students. (Depending on the particular scenario among those described in the 2020 Taskforce Report, at the end of the transition period the percentage of national and international students would have risen to the high teens. As noted in Section 1 above, excellent progress has been made within the 2020 planning process, and broad campus consultation on this initiative will begin in the fall.

Made international trips to strengthen international partnerships and relationships

Last year, the Provost traveled to Beijing, Hong Kong, Shenzhen, and Macao to confer on a range of bilateral agreements. In Beijing and Hong Kong, he also met with groups of newly admitted or prospective students (both undergraduate and graduate), as well as alumni.

Worked with the International Advisory Committee, which submitted its final report

The International Advisory Committee at UC Davis, whose primary goal is to recommend an overarching strategy for international engagement that will best serve the excellence and mission of the university, comprises 16 faculty members, campus leaders, and students, as well as one community member. In June 2012, the Advisory Committee submitted its final report to the Provost, who in turn presented it to the Chancellor and made it available to the campus community and the public. The committee recommended investing in five primary areas: 1) promoting undergraduate participation in having an international experience (e.g., study abroad, international internship); 2) integrating international students into the fabric of the campus; 3) attracting international graduate students; 4) developing procedures for faculty to facilitate their ongoing efforts in the international arena; and 5) creating a centralized database to fully account for our efforts. See http://provost.ucdavis.edu/initiatives-and-activities/initiatives/init-adv-committee.html.

Worked with UOIP to develop a new funding model for the Quarter Abroad programs

The Office of the Provost, through all of its sectors, fully embraces the idea the Chancellor has enunciated that, by 2020, an overwhelming majority of our students, both undergraduates and graduates, will have some significant international experience. In support of this goal, the Provost worked with the Vice Provost for University Outreach and International Programs to devise a new funding model to support Quarter Abroad programs that will not only ensure their survival, but also increase their attractiveness to students and faculty alike. Receiving funding through this new model allowed the Quarter Abroad program to both reduce the enrollment fee from $1,100 to $500, a reduction of over 50%, and to offer more scholarship money to deserving students.

Academic Affairs

Supported faculty and academic scholars engaging in global initiatives in a number of ways

In Academic Affairs’ faculty brown bag series, one of the first sessions includes a presentation from the Office of University Outreach and International Programs to share with faculty the opportunities available for international scholarly activities and funding to do this work. The vice provost approves requests allowing faculty members to engage in professional development activities for longer than 30 days, and for all sabbatical leaves. In 2011–12, Academic Affairs approved 73 international sabbaticals and leaves for
professional development over 30 days for faculty conducting research, collaborations, or special teaching. This number represents 33% of total sabbaticals/leaves taken during the academic year.

**Undergraduate Education**

_The Center for Excellence in Teaching and Learning (CETL) grew its engagement with international instructors—and increased the University’s global profile—through special seminars and their website_

CETL staff presented a special weeklong “Seminar on University Teaching and Learning” to eight professors from the Nara Institute for Science and Technology (NAIST), Nara, Japan, and hosted visiting Chinese faculty in August.

The CETL website had 100,170 visits from 189 countries, continuing to expand its global presence. Previous statistics gathered from May–July 2011 counted 11,215 visits from 139 countries.

**University Outreach and International Programs (UOIP)**

_Helped to create a campus community for one of the nation’s largest cadres of international students and scholars_

Services for International Students and Scholars (SISS) helped to build a campus community that included students and scholars from more than 100 countries and six continents. SISS served more than 4,500 international students, faculty, and researchers, and their accompanying family members, who came to UC Davis during the year. With 2,481 international scholars in 2010–11, a decrease of 4%, UC Davis was ranked #6 out of all U.S. universities in the number of international scholars hosted that year.

In 2011–12, UC Davis hosted 2,217 international scholars, a nearly 11% decrease. Much of this change was due to fewer scholars coming to UC Davis in the International Agricultural Visitors Program. This number includes approximately 320 researchers and doctors at the UC Davis Medical Center.

SISS provided visa services and programming for international students and scholars, and UOIP coordinated events bringing together prospective, incoming, and current students with alumni and senior administrators around the world while they were traveling for other business. In 2011–12, SISS welcomed record numbers of international undergraduates to UC Davis. This year, SISS instituted drop-in hours for the first time starting fall 2011, providing nine hours per week; at its peak, SISS served up to 75 students per week. Fall 2011 also saw the start of monthly coffee breaks for students hosting 50 to 75 students at each event. The most recent event was moved to the new Student Community Center and co-hosted with the newly SISS-initiated International Student Club.

SISS acquired additional space for their staff and advising with their expansion into the University House Annex.

In addition, a new Outreach Coordinator position was created to manage the orientations and develop programs for both international students and scholars to help them integrate into the campus community.

**Partnered in campus efforts to recruit and retain international students**

UC Davis hosted 196 reciprocity students in 2011–12, an increase of 22% in the number of international students who enroll at UC Davis annually through a reciprocity agreement with the University of California Education Abroad Program (EAP).
Signed agreements for Brazil’s Science without Borders program

UC Davis initiated the first U.S. agreements with CAPES and CNPq, two Brazilian government agencies for broad-based scholarship support for Brazilian students and scholars to study at UC Davis; total support is potentially in excess of $30 million. In 2011–12, 23 individual undergraduates studied at UC Davis through the Science without Borders Program. In May 2012, Chancellor Katehi and a delegation including Spyros Tseregounis, faculty coordinator, Corporate Relations; William B. Lacy, Vice Provost, UOIP; Jeff Gibeling, dean of Graduate Studies; Walter Leal, professor, Entomology; and Rosane Oliveira, Integrative Medicine, traveled to Brazil to meet with representatives from these organizations and with other competitive peer institutions and government agencies.

Developed and expanded joint, collaborative international graduate programs

China Scholarship Council. UC Davis successfully negotiated an agreement with the China Scholarship Council (CSC) for full funding of up to 20 two-year scholarships, potentially generating $10 million in graduate student support in the first four years.

Zhejiang University 3+X Masters Degree Program. After UOIP piloted an innovative Zhejiang University/UC Davis undergraduate and master’s degree program (in 15 fields with eight initial students), this year 12 new students were selected for the program, a 50% increase. Discussions are in progress with other benchmark international universities to expand the program and increase the number of international graduate students who enroll at and graduate from UC Davis.

Figure 5. International students at UC Davis, 2000/01–2011/12

Source: Services for International Students and Scholars
Figure 6. Academic level of international students, 2011–12

Source: Services for International Students and Scholars

Figure 7. International reciprocity students who enroll at UC Davis, 2006–12

Source: Education Abroad Center
Brought international scholars to the University through the Hubert H. Humphrey Fellowship Program

The Hubert H. Humphrey Fellowship Program has successfully completed its 21st year at UC Davis, hosting more than 115 fellows from more than 57 different countries. Each year, approximately 160 Fellows funded by the Bureau of Educational and Cultural Affairs of the U.S. Department of State engage in non-degree study and related professional experiences. UC Davis is one of 18 universities in the country, and the only one in California, selected to host Humphrey Fellows. In 2011–12, we hosted a group of 10 Fellows with varying backgrounds and interests in agriculture and environmental sciences from nine countries (Tanzania, Philippines, Zambia, Myanmar, Haiti, D.R. Congo, Brazil, Uganda, Laos). This year, UOIP recruited a new director and assistant director as we prepare for the renewal of our contract in a highly competitive process.

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Occupation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Severine Peter ASSENGA</td>
<td>Tanzania</td>
<td>Municipal Agriculture and Livestock Officer, Ilala Municipal Council</td>
</tr>
<tr>
<td>Mr. Jose Alfred Barrientos CANTOS</td>
<td>Philippines</td>
<td>Program Officer, World Wildlife Fund—Philippines</td>
</tr>
<tr>
<td>Mr. Oris CHANSA</td>
<td>Zambia</td>
<td>Process Engineer, Lafarge Cement Co.</td>
</tr>
<tr>
<td>Dr. Danilo Acido GA-AS</td>
<td>Philippines</td>
<td>Director, Office for Resource Generation, Caraga State University</td>
</tr>
<tr>
<td>Mr. Thang Za LIAN</td>
<td>Myanmar</td>
<td>Regional Program Manager, Save the Children</td>
</tr>
<tr>
<td>Mr. Hugues LOUIS JACQUES</td>
<td>Haiti</td>
<td>Permanent Consultant, Consulting and Expertise Society (Consultex)</td>
</tr>
<tr>
<td>Ms. Huguette Nzebi NGILAMBI</td>
<td>D.R. Congo</td>
<td>Technical Assistant, Satellite Observatory of Central Africa Forest OSFAC/CARPE-USAID/UMD/SDSU</td>
</tr>
<tr>
<td>Ms. Marina PIATTO</td>
<td>Brazil</td>
<td>Agriculture Certification Program Coordinator, IMAFLORA</td>
</tr>
<tr>
<td>Ms. Harriet SAAWO</td>
<td>Uganda</td>
<td>District Natural Resources Officer, Kalangala District Local Government</td>
</tr>
<tr>
<td>Mr. Soukvilay VILAVONG “Adby”</td>
<td>Laos</td>
<td>Head of Research, Development &amp; Information, Dongkhamxang Agriculture Technical School (DATS)</td>
</tr>
</tbody>
</table>

*Figure 8. Hubert H. Humphrey Fellows at UC Davis, 2011–12*
### Figure 9. International scholars at UC Davis, 1999–2012

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Institution</th>
<th># of scholars</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Harvard University</td>
<td>4,459</td>
</tr>
<tr>
<td>2</td>
<td>University of California, Berkeley</td>
<td>2,929</td>
</tr>
<tr>
<td>3</td>
<td>Columbia University</td>
<td>2,819</td>
</tr>
<tr>
<td>4</td>
<td>Stanford University</td>
<td>2,754</td>
</tr>
<tr>
<td>5</td>
<td>University of Michigan – Ann Arbor</td>
<td>2,709</td>
</tr>
<tr>
<td>6</td>
<td>University of California, Davis</td>
<td>2,481</td>
</tr>
<tr>
<td>7</td>
<td>University of California, Los Angeles</td>
<td>2,473</td>
</tr>
<tr>
<td>8</td>
<td>University of California, San Diego</td>
<td>2,352</td>
</tr>
<tr>
<td>9</td>
<td>Yale University</td>
<td>2,239</td>
</tr>
<tr>
<td>10</td>
<td>University of Pennsylvania</td>
<td>2,140</td>
</tr>
</tbody>
</table>

### Figure 10. Institutions hosting the most international scholars, 2010–11

Source: Open Doors, Institute of International Education
Increased support for foreign Fulbright scholars—the fifth-largest cadre in the nation

Highly successful in Fulbright competitions, UC Davis hosted 15 foreign Fulbright Scholars during 2011–12, a 12% decrease from the prior year. To help the large number of foreign scholars acclimate to campus, an increased number of community events—such as welcome and farewell receptions, potlucks, visits to local farms, and Bay Area events—were arranged.

Fulbright Visiting (Int'l) Scholars who have come to UC Davis in the past four years

<table>
<thead>
<tr>
<th>Year</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008–09</td>
<td>11</td>
</tr>
<tr>
<td>2009–10</td>
<td>6</td>
</tr>
<tr>
<td>2010–11</td>
<td>17</td>
</tr>
<tr>
<td>2011–12</td>
<td>15</td>
</tr>
</tbody>
</table>

Figure 11. Foreign Fulbright Scholars at UC Davis, 2008/9–2011/12

Expanded study-abroad participation and offerings through the Education Abroad Center (EAC) and other programs

Despite the economic recession, UOIP, primarily through the Education Abroad Center, recorded 1,448 students studying or interning abroad in 2010–11 (1,149 students studied abroad through the Education Abroad Center, 130 through the Internship and Career Center, and 64 through other international education-abroad programs).

Last year, EAC continued to aggressively promote the expansion of study abroad in the UC Davis faculty-led Summer Abroad and Quarter Abroad Programs, and independent non-UC programs. In all, the EAC offered 207 programs in 47 countries in 2011–12. Enrollment growth increased 6.7% in Summer Abroad, 5.3% Quarter Abroad, and 26.1% in independent programs. Even so, strategic plans are under way to significantly expand all of these programs in the next two years.

The Quarter Abroad program launched a new course in Florence, Italy, with 30 students, making it the most successful launch in the history of the program. Over the next couple of years, new Quarter Abroad programs will be launched in Australia, Germany, Morocco, France and China.
Communicated and collaborated with student, faculty, staff, and external constituencies on international issues

UOIP has many mechanisms to communicate and collaborate in a timely and transparent way on issues of interest to students, faculty, staff, and external constituencies on decision-making, governance, and advocacy. In addition, UOIP continues to lead standing councils and committees, including the Deans and Directors International Programs Advisory Committee, and the Deans and Directors University Outreach and Engagement Advisory Committee; the UOIP Executive Council (leadership and staff from UOIP, the directors of our direct-report units, and deans and chairs from UC Davis Extension); Emergency Guidelines for International Programs (EGIP); International Travel Risk Assessment and Advisory Committee (ITRAAC); and the International Programs Executive Development Council, composed of financial supporters and GLOBE (Global and Local Opportunities Begin with Education). Associate Vice Provost Adrienne Martin also holds an ex-officio position on the board of the International House Davis. On the International Advisory Committee at UC Davis, UOIP played an active role in providing three-year data trends and information on international activities, resources, and relevant materials to the BIA analyst for compilation and eventual review by the committee.

SISS organized and hosted the International Scholar Advisors’ Meeting (with colleagues at campuses throughout the state) and the Sacramento Valley International Educators Group (SVIEG) Meeting for colleagues who work with international students in the Sacramento Valley.

Facilitated Agreements of Cooperation

In 2011–12, UC Davis managed 189 international Agreements of Cooperation with leading international universities and institutions, governmental agencies, and private companies in 46 countries. An Agreement of Cooperation, referred to as a “working agreement,” establishes a collaboration or partnership with a particular
college or school. Figures 13 and 14 below show breakdowns of Agreements of Cooperation by school, college, or unit; and by country or region.

Figure 13. Agreements of Cooperation by school, college, or unit, 2011–12
Countries with one Agreement of Cooperation: Argentina, Australia, Cambodia, Colombia, Costa Rica, Denmark, Georgia, Greece, Indonesia, Iran, Israel, Kuwait, Lithuania, Mongolia, Netherlands, Pakistan, Palestine, Philippines, Poland, Rwanda, Senegal, Sri Lanka, Sweden, Ukraine, United Kingdom

Countries with two Agreements of Cooperation: Ireland, Peru, Romania, and The Netherlands

Welcomed international visiting delegations and developed best practices for hosting

In 2011–12, UOIP welcomed 348 visitors (13 consuls general along with university presidents and chancellors and international government leaders)—an increase of 16% from the previous year. UC Davis played host to a large number of senior-level delegations from overseas benchmark universities and institutions (from Japan to New Zealand, Chile, and the United Arab Emirates)—a good indicator of the international prominence of UC Davis. In order to help facilitate international visits that are hosted by UOIP or other schools, colleges, or units, UOIP has released an internal website for UC Davis staff; the website helps to provide best practices and Web-based templates that can be utilized across campus to develop an itinerary, identify gift protocols, and ensure a successful visit with tangible outcomes.

Supported international travel by campus leaders

To reach out to international partners and alumni, UOIP provided logistical and strategic planning support for several international trips by the Chancellor, Provost, vice provost for University Outreach and International Programs, associate vice provost for international programs, director of Asian International Programs, and associate of the Chancellor.

During the Chancellor’s trip to Sao Paulo, Brasilia, and Rio de Janeiro, Brazil, in May 2012, an Agreement of Cooperation was signed with EMBRAPA: Brazilian Agricultural Research Corporation. In addition, nine
universities and institutions were visited and a presentation was made by the Chancellor to the CNPq Executive Board and the Universidade Federal do Rio de Janeiro.

Other international trips by the vice provost and his associates to Riyadh, Saudi Arabia; Dubai, United Arab Emirates; Singapore; Seoul, South Korea; Japan; Hong Kong; and Xi’An, Hangzhou, and Beijing, China, focused on development, academic collaborations, multinational educational organizations, speaking engagements at prominent universities, organizational review, and meeting with alumni and friends and incoming students.

The associate vice provost for international programs attended the TRANS-DOC (TRANS-Atlantic and TRANSferability aspects of DOCtoral training) Steering Committee Meeting in August 2011 at Aarhus University, Aarhus, Denmark, and traveled to University of Shizuoka, Japan, in October 2011 to commemorate an Agreement of Cooperation and presentation on UC Davis’ international collaboration efforts.

**Organized international funding workshops**

UOIP organized and hosted four international funding workshops (Latin America, Europe, Asia, Fulbright) that were attended by more than 170 UC Davis faculty, scholars, and graduate students. All events were free and open to the campus community.

**Transitioned international alumni networks**

The responsibility for the management for international alumni networks transferred to the Alumni Relations office in 2011–12, with all activities officially transitioning in November 2011. UOIP still retains a dotted line relationship with Alumni Relations and keeps in regular communication.
Goal 4: Nurture a Sustainable Future and Propel Economic Vitality

... partnerships with industry and business
... sustainability efforts
... student employment

Too often, efforts to promote sustainability in systems, communities, and society at large—including the development of green technologies—are seen as antithetical to economic vitality. At UC Davis, not only do we believe that this does not have to be the case, but our faculty, researchers, and others in our community are increasingly discovering strategies and innovations that serve both goals. Indeed, we are finding that work aimed at serving both economic vitality and sustainability amounts to a rich field of opportunity for our campus, both to serve society and to raise our institutional distinction.

The Office of the Provost and Executive Vice Chancellor is mindful of the central role that UC Davis plays in boosting the economies of our region and California as a whole, as well as of the critical leadership role that the university is playing in advancing sustainable technologies and practices. We are also mindful that the two roles are best fulfilled when they are mutually reinforcing. Last year, in addition to supporting specific sustainability innovations, we worked to promote a culture of sustainability throughout our campus community.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Promoted a culture of sustainability on campus and beyond

In addition to his ongoing support of campus research and education on sustainability technology and practices, and the communication of our leadership in this field to extramural audiences, the Provost gave remarks at the LEED Convergence conference held on campus on May 11, 2012; the program focused on the “Next Economy Initiative,” a region-wide economic development strategy being developed by the Sacramento Metro Chamber, the Sacramento Area Commerce and Trade Organization (SACTO), the Sacramento Area Regional Technology Alliance (SARTA), and Valley Vision. The Provost also spoke at the “California Higher Ed Sustainability Conference” held on campus on June 18, 2012.

Worked to build and strengthen relationships, and promote collaborations and partnerships, with regional industry and business—for the benefit of UC Davis, the region, the state, and the world

The Provost continued engaging with campus and community leaders to further develop the Innovation Hub concept launched last year. The Provost’s staff participated with other campus leaders in local and regional economic development workshops such as those hosted by the city of Davis that seek to leverage university research spin-offs. Another example was support for the establishment in downtown Davis of the Davis Roots, a business accelerator with the goal of fostering the formation and early development of new high-growth ventures, under the leadership of Professor Andy Hargardon.
Worked to locate an energy U-Hub at West Village

The Provost worked to bring several energy-related research units into offices at West Village. This “University Hub,” or “U-Hub,” will be a prototype for future “Innovation Hubs” aimed at better fostering collaboration among related research units, enhancing interaction between UC Davis and the private sector, and accelerating the transfer of UC Davis inventions from the lab to the marketplace. The project has been approved, and build-out of the space on the West Village Square is currently under way, with occupancy expected around the end of the calendar year.

Joined UC Davis faculty in working with the developers of the Sustainable Food Pavilion / Expo Milano 2015

Expo Milano 2015, the largest event ever organized around food, is estimated to attract more than 22 million people from 140 nations to a 420-acre site in Milan, Italy, from May through October 2015. In July, 2011, Provost Hexter traveled to Milan on short notice to engage in important talks with, among others, the Comitato Scientifico for Expo Milano 2015 to establish the foundation for our participation. As an “academic partner” for the Sustainable Food Pavilion, UC Davis has organized a “Global Academic Leadership” group including Chancellor Katehi and Provost Hexter, as well as an “Academic Advisory Council” comprising about a dozen UC Davis professors and food experts.

Undergraduate Education

Vice Provost Turner spearheaded UC Davis’ participation in the Smithsonian Folklife Festival on the National Mall in Washington, D.C.

Vice Provost Turner and her team demonstrated UC Davis’ global leadership in sustainability to more than half a million visitors. Faculty and top students from the Departments of Design, Music, and Food Science collaborated with university and Smithsonian staff to create an effective exhibit. UC Davis’ olive oil tastings and lectures on beer were among the festival’s best-attended events. Olive Center products and faculty publications were promoted to shoppers at the Festival Market. VIP guests to the UC Davis exhibit included Foundation Board chair Bret Hewitt and Congressman Garamendi’s family. Provost Hexter attended the opening ceremonies in Washington, D.C.

University Outreach and International Programs (UOIP)

Supported the University’s contributions to sustainability and connections to business

UOIP works with centers and institutes to further the University’s connections to regional, national, and global business communities. In 2011–12, the position of associate vice provost for outreach and engagement was vacant, but after a successful search, Professor Marc B. Schenker, M.D., M.P.H. from the Department of Public Health Sciences was hired to continue UOIP’s valuable work in these areas.
Goal 5: Champion Health, Education, Access and Opportunity

...healthy community and healthy families
...opportunities for professional success
...opportunities for international alumni

One of the brightest jewels in UC Davis’ crown is the Health System, including the schools of medicine, veterinary medicine, and nursing, and the hospital. All of these serve the health needs of our campus community, and beyond, with excellence and distinction. As the campus’ chief academic officer, the Provost is personally involved in the supervision and guidance of the Health System.

In addition, the Provost and his vice provosts are involved in a variety of activities to support a healthy campus environment in the larger sense—encompassing physical health as well as professional success and satisfaction of all members of our community. Among other efforts, last year the Provost spoke at events promoting diversity at UC Davis or celebrating the accomplishments of minority members of our community; and Undergraduate Education fostered outreach and inclusion to promote and support a diverse student body.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Attended and spoke at diversity-oriented campus events events

Among his many speaking engagements over the past year, the Provost gave remarks at many campus events specifically aimed at promoting a diverse and inclusive UC Davis community, including: the Black Fall Welcome (9.21.11), the Health System Coming Out Day (10.11.11), the Sexual Harassment Advisors Seminar (11.30.11), the Black Convocation Brunch (2.4.12), two Soaring to New Heights lunches (4.10.12 and 5.3.12), the Lavender Graduation Celebration (6.7.12), and the Thank Goodness for Staff picnic (5.9.12).

Academic Affairs

Provided educational opportunities for faculty and campus leaders to help build a community of resources, consultation, and success

Academic Affairs has developed a variety of training and development opportunities, including the New Chairs Two-Day Workshop for faculty, academic leaders (department/program chairs, vice chairs, and directors), and non-faculty appointees; the workshop promotes an inclusive community for all academics as well as transparency regarding expectations and processes. Similarly, Academic Affairs hosts a one-day workshop for new faculty to help them with their orientation to the campus and to provide them with information, advice, and resources necessary for a successful academic career. Lower attendance for the 2011–12 New Faculty Workshop and New Faculty Brown Bags is thought to reflect the smaller number of hires over the last three years (the period defining “new faculty” for these events).
Figure 15. Number of attendees at Academic Affairs–hosted workshops and training sessions from 2009/10–2011/12. (New Faculty Brown Bags are designed for faculty within their first three years of appointment.)

Promoted opportunity, success, equity, a healthy campus community, and healthy families through Work Life and other programs

Academic Affairs’ Work Life program for academics provided faculty the opportunity to have paid time off to care for their newly born, adopted, or placed children; to extend their tenure clock; to use active service modified duty; or to defer a merit without prejudice. Figure 16 below summarizes the number of faculty who used the program during the last three years and the cost of replacing their teaching. The consistency of the data suggests that the campus community is well aware of the program and utilizes it as needed. To support the Work Life program, since 2007 Academic Affairs has successfully sustained the Faculty Work Life Advisors program, which utilizes faculty volunteers and provides for a very sustainable, low-cost model of advising. In addition, Academic affairs offered the “Living the Principles of Community” online course, which stresses the importance of respect and collegiality and thereby contributes to the reduction and resolution of conflicts at the earliest possible level; it also offered workshops that often focus on topics that lead to a healthier outlook and community, including ways to facilitate faculty success.
Piloted a new program entitled “Transitioning into Retirement”

In 2011–12, Academic Affairs piloted a new program entitled “Transitioning into Retirement,” in collaboration with our campus colleagues in Retiree Services and Benefits. This five-part workshop, with different series for faculty and staff, is designed to provide employees with valuable information and tools to assist with planning a successful strategy for retirement. The following topics were addressed: UC pension options, retiree health benefits, social security, budgeting/financial consideration, and work/life transitions. Based on the course evaluations, the workshop was a success, and it will thus be offered annually. Academic Affairs will take the lead in coordinating the faculty series.

Received an award from the Alfred P. Sloan Foundation and the American Council on Education (ACE) for innovation in faculty retirement and transition programs and policies

The Alfred P. Sloan Foundation and the American Council on Education awarded UC Davis one of five awards given to doctorate-granting institutions, based on our “cutting-edge” approaches to supporting faculty before, during, and after their retirement transitions. This award included a $100,000 grant to accelerate innovative practices. Academic Affairs led the application process for the award, which included conducting a faculty survey of both current and retired faculty, completing an institutional survey, and making the case that our programs were innovative and deserving of this honor. The application described the new Transitioning to Retirement workshop series, the campus’ online tools for calculating benefits and retirement salaries, and the Academic Affairs webpage devoted to Retirements and Recalls, which provides invaluable information for those considering retirement or who have already retired.

Academic Affairs will continue to work with colleagues in Retiree Services to develop new and improve existing programs aimed at this population. A key goal is to enable senior colleagues to stay involved with and continue to contribute to the university community.
Provided a consistent approach for medical accommodations

When a faculty member has a serious or long-term medical issue, Academic Affairs takes the lead in collaborating with the campus’ Disability Management Services unit and key personnel from the offices of the dean and the department to come up with a plan of action. The goal of this approach is to have consistent responses on these issues, provide the faculty member with all his/her rights, and establish a plan that aims at bringing the individual back to work, even with accommodations, if warranted by the treating physician.

Established and coordinated the Chancellor’s Postdoctoral Fellowship Program

This past year, the Chancellor and Provost decided to create a new program entitled the Chancellor’s Postdoctoral Fellowship Program (PPF), modeled after and consistent with the UC President’s Postdoctoral Fellowship Program. The UC Davis program provides paid postdoctoral positions for those doctoral scholars who demonstrate that they contribute to diversity and equal opportunity in our increasingly diverse society; efforts to advance equitable higher education; or research focusing on underserved populations or understanding inequalities related to race, gender, disability, or LGBT. Upon completion of their two-year postdoctoral employment, if any of these candidates are hired for faculty positions at a UC campus, each hiring department receives a large portion of the faculty member’s salary for the first five years. This is a strong incentive for hiring one of these candidates, and thereby increasing diversity in the scholarship of their disciplines and in their departments. (For the inaugural year, one position was funded by the Chancellor and the other by the UC Davis Health System.)

Academic Affairs established and coordinated this program for the Chancellor and Provost. This included: developing and distributing a call for applications; creating a website; being available and responsive to questions from potential candidates; working with the UC Office of the President, which manages the systemwide counterpart program; and then managing the review and final selection of successful candidates. The UC Davis program will continue in the coming years.

Regularly presented important APM advancement criteria related to diversity in the academic advancement process

In all established venues that Academic Affairs hosts, including the New Chairs Two-Day Workshop, the New Faculty Workshop, the Chairs Brown Bags, the New Faculty Brown Bags, and the Deans’ Quarterly Update, it reminds chairs and faculty about the amended advancement criteria adopted by UC in 2005 to recognize diversity (APM section 210: Appointment and Promotion-Review and Appraisal, and related sections).

In 2011–12, Academic Affairs also made changes in the MyInfoVault (MIV) system to make it easier for faculty to report teaching, research, or service that promotes diversity.

Undergraduate Education

The Undergraduate Research Center’s programs fostered intramural and extramural outreach and inclusion

In conjunction with UC Davis’ platinum sponsorship of the Society for Advancement of Chicanos and Native Americans in Science (SACNAS) annual conference held in San Jose, CA, the Undergraduate Research Center and Graduate Studies hosted a site visit for more than 100 STEM undergraduates considering future graduate study. Visiting students went on lab tours and met with faculty. UC Davis was also premiered at the San Jose conference, represented by Graduate Studies, the UR Center, and their partners. These efforts resulted in the SACNAS planning committee being awarded the Chancellor’s Achievement Award for Diversity and Community.
University Outreach and International Programs (UOIP)

Connected Humphrey Fellows to new opportunities

UOIP supported programs that bring 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.

This year, Hubert H. Humphrey Fellows completed their required six-week Professional Affiliations at the World Bank Global Environmental Facility (GEF), California Energy Commission’s Renewable Energy Office, Lafarge North America, Sacramento Municipal Utility District (SMUD), Freedom from Hunger, U.S. Army Corps of Engineers’ Hydrologic Engineering Center, Winrock International, City of Davis Sustainability Programs, and the following UC Davis departments and centers: Agricultural Sustainability Institute, Information Center for the Environment (ICE), Department of Environmental Science and Policy, California Crop Improvement Association (Parsons Seed Certification), and UC Davis Feedlot and Cattle Barn. Through the Humphrey program’s professional affiliation, UOIP is deepening the University’s connections to the regional, national, and global business communities. These connections will continue after the Fellows return to their home countries.

Fellows successfully completed 61 UC Davis campus and Extension classes, serving as international knowledge experts in agricultural, rural development, and environmental sciences for faculty, graduate, and undergraduate students in the classroom.

This year, the Humphrey Fellows participated in a technical and cultural exchange with the Yocha Dehe Wintun Nation, one of 12 held this year as part of an effort to explore innovative sustainable practices in manufacturing and on local farms in the Central Valley.

Two cross-campus collaborations were launched this year: a climate change teleconference with Fellows participating in the Humphrey program at Cornell University, and a program with the local Woodland Community College’s agriculture department. Both are geared toward enriching and expanding opportunities for sharing expertise and knowledge in the areas of agricultural development, natural resources management, and climate change.
Goal 6: Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

In 2011–12, sharply diminished state funding for UC Davis required the Office of the Provost and Executive Vice Chancellor to devote a great deal of energy to responding to the severe budget challenges facing our university. A primary challenge was to significantly reduce expenditures by taking advantage of new organizational efficiencies—while at the same time preserving UC Davis’ excellence and impact and minimizing hardship to students, faculty, and staff.

The magnitude of this challenge notwithstanding, our office moved ahead in a determined and cooperative way, making substantial progress on a number of fronts. For example, the Provost advanced a new budget model to make UC Davis more financially self-sustainable (in addition to work on the 2020 Initiative, which would also further this goal) and supervised a task force to explore the viability of self-supporting degree programs. Also addressing budget constraints, Undergraduate Education increased revenue from Summer Sessions courses.

In addition, all of our constituent offices increased their organizational efficiency and effectiveness, preserving and even advancing excellence while promoting a healthy and satisfying work environment for staff.

Selected Highlights 2011–12

Provost and Executive Vice Chancellor Ralph J. Hexter

Advanced a more-transparent and incentive-based budget model to increase UC Davis’ financial stability

After visits by members of the Office of the Provost to the University of Michigan and the University of Washington, we added expert consultant David Maddox to our team and evolved a more sophisticated vision of our incentive-based budget model. We are putting in place a “hybrid” model from the perspective of orthodox Responsibility Centered Budgeting. Proceeding strategically, this past year we rolled out two major and one minor revenue modules (undergraduate enrollment; ICR; and, as a pilot, a few stand-alone master’s programs) as well as one major cost module (benefits). These were developed by means of evolving white papers; after each draft, we solicited input from many groups and individuals across campus and produced new and better versions. In addition, we developed the “Provost’s Allocation,” which is really the “governor” of the entire system. All of the white papers, in their latest versions, are available at http://budget.ucdavis.edu/budget-model. Even though the model is “live,” we are still doing some fine-tuning as late-breaking information reaches us (e.g., how the way we accommodate the Garamendi units within the ICR module impacts specific units may require some modifications or transition treatment).
During the past year, we also ran the first set of budget meetings, on the basis of which we are now sending out unit-by-unit the overview of 2012–13 allocations, including the Provost’s Allocation. While less time was needed to develop the “instructions for the budget model/process” than was originally anticipated, more time was needed to develop the model itself, both conceptually and in its details, and much more time was needed to visit units and respond to questions and concerns. In the end, however, we received the support of the Academic Senate’s Committee on Planning and Budget and benefited greatly from the lengthy commentaries we received on each white paper.

**Worked toward UC Davis’ financial sustainability through supervision of the Task Force on Self-Supporting Degree Programs**

On May 10, 2011, the Provost and Senate chair Powell established the Joint Administration / Academic Senate Task on Self-Supporting Degree Programs to provide advice and recommendations regarding the establishment and management of these programs at UC Davis. The specific charge to the task force included an examination of the academic quality and experiences of students and faculty within an SSDP, a thorough review of costs and fees in a fully self-supporting environment, and a clear delineation of the governance of these programs from both an academic and administrative point of view. See [http://provost.ucdavis.edu/initiatives-and-activities/initiatives/ssdp.html](http://provost.ucdavis.edu/initiatives-and-activities/initiatives/ssdp.html).

During a six-month period, the task force examined current campus procedures and policies with regard to SSDPs, heard presentations from individuals hosting SSDPs on campus as well as from the UC Office of the President (UCOP), sought advice on self-supporting program structures at other public universities, and pursued an active, iterative process of recommendation development and debate. The task force’s recommendations include the following:

- A process for complete programmatic and administrative review of new SSDPs
- A methodology to ensure that campus costs of SSDPs are appropriately recovered
- An efficient administrative infrastructure for both new and existing SSDPs
- Proposals to ensure that standards of high academic quality are maintained
- Proposals to ensure that student experiences are consistent with state-supported programs
- Consideration of the impacts of SSDPs on faculty workload, merit/promotion, and compensation
- Identification of issues related to the level of self-supporting fees in light of revenue generation opportunities, market factors, and their relationship to other campus fees.

In addition to the specific recommendations above, the task force developed three reference tools to aid both administrators and program proposers in developing SSDPs. The first tracks the review and approval process; the second itemizes administrative and academic expectations at UC Davis; and the third helps clarify the financial model envisioned for SSDPs at the Davis campus.

**Strengthened the partnership between the central administration and the Academic Senate**

Last year saw the strengthening of the central administration–Academic Senate relationship primarily through two operational/organizational changes: 1) the Chancellor and the Provost began to meet regularly with key leaders and committees; and 2) the chair of the Senate returned to the administration’s top-level emergency response team and became a member of the Provost’s Advisory Group, which has met regularly since January 2012. There is still more work to do, however, to bring our partnership where it should be. However, we have made good progress. We translated the report from the task force on self-supporting degree programs into a specific action plan and our collaboration with CAP and CPB on the revision of the TOE process, noted above, was very positive. Another piece of good news is that the final reports of both the Joint Administration / Academic Senate Task Force on Graduate Education and the International Advisory Committee are excellent; per agreement with the task forces themselves, we will hold public forums on both reports early in the fall.
quarter, and in each case we are confident that there will be implementation steps that the administration and Academic Senate can embrace.

**Supported Vice Chancellor Keister and the deans in developing goals and plans for successful fundraising**

During the past year, the Provost strongly supported and contributed to Vice Chancellor of Development and Alumni Relations Shaun Keister’s vision to integrate the deans and the various decentralized fundraising operations into a more centralized operation. Under Vice Chancellor Keister’s strong leadership, this journey began quickly and decisively and continues to make good progress.

**Enhanced the functionality of the Provost's Dashboard**

Thanks to the work of the Institutional Research unit under Robert Loessberg-Zahl, and to Elias Lopez (now our Registrar) for much of the development, the architecture of the Provost’s Dashboard permits users to choose which units to display and compare across many parameters. The dashboard continues to evolve, but it is already quite valuable and enjoys a growing number of users. It can be accessed via the topmost of the “Quick Links” at [http://provost.ucdavis.edu/](http://provost.ucdavis.edu/).

**Continued streamlining administrative services within the Office of the Chancellor and the Office of the Provost and Executive Vice Chancellor**

Under the leadership of Interim Assistant Executive Vice Chancellor Karl Mohr and Interim COO Michele Fulton, development of an administrative services cluster to manage provision of administrative services to OC/OP units began and continues at this time. We continue to place a high priority on identifying administrative services to be offered centrally, determining service level expectations, training staff, and developing transition strategies.

**Academic Affairs**

**Promoted early resolution of problem situations**

Academic Affairs has successfully established itself as a resource to be relied upon for management advice promoting conflict management and early resolution of academic employee issues. As such, it ultimately helps to reduce the University’s legal liability and litigation costs. As seen in Figure 17, the number of such matters that were able to be resolved informally in 2011–12 was approximately 41% greater than that in 2010–11 and 64% greater than that in 2009–10. The goal of Academic Affairs is to continue to be proactive in dealing with situations before they reach the formal grievance stage, and even once there, consider whether informal resolution makes sense.
Continued to enhance, administer, and provide training for MyInfoVault (MIV) to save valuable staff and faculty time and resources

MyInfoVault (MIV) is UC Davis’ data repository and electronic system for academic advancements (merits and promotions). Starting with a program developed by the School of Medicine, Academic Affairs, in partnership with IET, took on the responsibility of re-tooling MIV for use by the entire campus to reduce the workload associated with the review process, and ultimately to serve as an effective campus database.

In 2011–12, the vice provost’s office provided 27 hours of formal MIV training through staff development, approximately 24 hours of demonstrations to faculty department and committee meetings, and approximately 50 hours of one-on-one or group trainings. These contact hours do not include staff response time to MIV helpdesk email inquiries or phone consultation. The number of contact hours is expected to increase in 2012–13 due to rapid enhancement development and deployment in MIV. The vice provost’s office employed approximately 1,124 hours of student assistance in 2011–12 to work on the historical data entry for academic members in the College of Agricultural & Environmental Sciences, School of Law, and the Division of Humanities, Arts & Cultural Studies.

The MIV team completed work on eight major enhancements and more than 400 maintenance and small improvement items during 2011–12. One major enhancement (Administrative Clustering) was made in response to the university’s clustering of department staff. This enhancement allows MIV department administrators (typically administrative assistants and MSOs) to be assigned to multiple departments. Another major enhancement for staff is a functionality that allows them to manage and assign review groups in MIV rather than having to select each individual reviewer from a list of possible reviewers for every single dossier. Perhaps most noteworthy for academics was the addition of the Creative Activities List in MIV. This list allows artistic academic candidates to accurately represent their creative activities in their advancement dossiers. Other
enhancements for academics included functionality to create a patents list and a Candidate’s Diversity Statement in recognition of changes in APM 210.

As shown in the figure below, the percent of those reviewing actions in MIV increased significantly during the last academic year—a reflection of improved streamlining and efficiency of systems.

![Figure 18. Academic personnel actions reviewed in MIV compared to those that could have been reviewed in MIV, by percent and actual number of actions, from 2009/10–11/12](image)

**Figure 18. Academic personnel actions reviewed in MIV compared to those that could have been reviewed in MIV, by percent and actual number of actions, from 2009/10–11/12**

**Used Forms Online for more-efficient review, approval, and processing**

In 2008–9, Academic Affairs developed the Forms Online system to enable the online submission of forms related to APM 025 (Conflict of Interest) for easier compliance review. As seen in the two figures below, the use of online forms has increased explosively in recent years, from in an increase of 151% between 2008–9 to 2009–10, to an additional increase of 112% in 2010–11, and an additional increased percentage of use by 2011–12 of 97%. The aspirational goal for 2011–12 was for each school and college to utilize the online forms for at least 80% of their requests, and what we achieved was getting all but two schools/colleges using the Forms Online system. We still have the goal of eliminating all use of paper by the end of 2012–13.
Figure 19. Increased usage of Forms Online by number of forms and percent of increase each year from the previous year since inception of the system to the current year, 2008/09–2011/12

Figure 20. Usage of Forms Online by School/College from 2008/09–2011/12
Continued working to eliminate or revise unnecessary or problematic APM policies

Thus, this past year, Academic Affairs reviewed all UC Davis academic merit/promotion (APM) policies for which it is responsible and considered which should remain as policies, which should become guidelines, and which should be eliminated because they were no longer needed. Thus far, they have proposed to eliminate three UC Davis APM policies, to move three out of the APM and keep as guidelines, and to revise three. This process is ongoing because any changes to UC Davis academic policies require broad campus review, including review by the Academic Senate and Federation. These consultations are expected to be completed in early 2012–13.

Continued streamlining in the academic merit/promotion system

Academic Affairs began streamlining efforts in 2002 by reducing the number of ad hoc committee reviews of personnel actions by the Senate’s Committee on Academic Personnel (CAP) and the Joint Personnel Committee (JPC). Ad hoc committees are now used only if CAP or the JPC determine that they need additional expertise for the review. This change in practice has reduced the number of ad hoc committees formed from approximately 200 in 2002 to only 8 in 2011–12. This reduction created a significant savings of time and effort these many past years for both staff involved in organizing the ad hoc meetings and the faculty who served on these committees.

Participated in the redesign of the online course “Living the Principles of Community (POC)”

The online course “Living the Principles of Community (POC),” created by Academic Affairs in collaboration with colleagues in the Offices of Campus Community Relations and the Sexual Harassment Education Program, has provided all members of the campus’ community with the opportunity to consider how to put the POCs into practical use. The course has continued to benefit the campus by enabling employees to attend the class without leaving work; saving the costs of materials being copied/produced; saving commute costs for any employees or instructors traveling to an in-person course; and allowing the employee taking the course with the opportunity to start and stop as needed until completion.

This past year, the team that created this workshop, which included Academic Affairs, worked to redesign the course to include more academic-related examples and removed former administrators no longer in those roles. With these changes, the course can now continue to be offered, with little need for substantial updates in future years.

Undergraduate Education

Summer Sessions gross revenue increased nearly 10% due to increases in student credit hours and tuition

Student credit hours increased 3.3% in Summer 2011 over 2010, and tuition increased 7.9%. Operating net revenue increased 37% and Summer Sessions was able to contribute $4.4 million to core campus, $2 million total to academic and administrative units, and $600,000 for the new Provost incentive funded directly to academic departments.

Spearheaded online course programming through the Center for Excellence in Teaching and Learning (CETL)

Hybrid and online courses have the potential to increase revenues by dramatically increasing the number of students served and potentially expanding the pool of students who can take the courses. CETL works both to
promote and develop online and hybrid courses. In collaboration with faculty, ATS, the Office of the Provost, and UCOP, CETL is delivering strong results:

- **The Provost Hybrid Course Award (PHCA), initiated and administered by CETL, stimulated development of six new courses.** With the Provost’s support, CETL initiated a Hybrid Course Award funded at $50,000 to stimulate faculty to create hybrid courses. Six courses were selected and are currently in development. In June 2012, Provost Hexter approved another year’s funding for the PHCA with $54,000 to support the development of four hybrid courses.

- **CETL increased the number of hybrid/online courses in planning or practice in the UC Davis curriculum by 90%.** Six new hybrid and three fully online courses in various stages of development bring the number of hybrid/online courses to 19. Two of these premiered during 2011–12; projected delivery dates for courses in development range from winter to summer 2013.

- **Summer Sessions debuted a popular hybrid course and was record enrollment.** In its new hybrid format, Professor Liz Applegate’s popular Nutrition 10 enrolled 284 students in Summer Sessions II.

- **The first University of California Online Education (UCOE) Course was offered by UC Davis.** CETL staff collaborated with Arnold Bloom (Plant Sciences), ATS, and UCOP to support the development and launch of Global Climate Change, the campus’ first UCOE course. Offered in Spring 2012, the course enrolled 53 students. In future years, the course will be offered through UCOE to UC students at other campuses and non-matriculated students throughout the world, bringing increased revenue.

**Improved access to essential academic courses**

Due in part to efforts by our Budget and Institutional Analysis unit, supplemental instructional funding has been approved for a group of courses considered to be gateways to completion of major requirements. This has led to greater availability of spaces in these courses. Continued enrollment increases will make access an ongoing priority.

**Shared employee workload to optimize time for Summer Sessions' cyclical needs**

Summer Sessions has peak and slow periods. Administrative assistants were given tasks to support other Undergraduate Education units during their respective peak hours.

**University Outreach and International Programs (UOIP)**

**Advanced a new international database**

In order to streamline the process of applying for, reviewing, and tracking Seed Grant applications and grants, UOIP partnered with Information Services Planning and Support to develop a new tool to provide a high-quality service to faculty members with bold new ideas. This is the first step in a more comprehensive modern database that incorporates many of the international metrics across campus, including: UC Davis faculty with international linkages; international travel; seed grants and new initiatives; international visiting delegations; senior international travel; Agreements of Cooperation and working agreements; international student and scholar data; and collaboration and education abroad programs. The concept of a comprehensive international database was proposed to UCOP’s Working Smarter director Cathy O’Sullivan.
**Made international data more accessible**

The UOIP website underwent a moderate redesign in preparation for an efficiency upgrade to the new CMS system enabling quicker and more regular updates. During the year, the website had 32,884 unique visitors from 181 countries/territories, a 230% increase over the previous year.

In addition, SISS developed and offered new online orientation choices for professors, research scholars, short-term scholars, and specialists who came to UC Davis on a J-1 visa and cross-trained scholar advisors and program assistants.

To further develop a sense of community, the Humphrey Program created a Facebook page (now with 135 “likes”); established a Fellows Coaching network where outgoing fellows select an incoming fellow to mentor; launched an extensive alumni outreach effort; and started a biannual newsletter.

Finally, the Education Abroad Center increased the membership in the Aggies Abroad Network (ucdavisabroad.com), a network for the UC Davis community that makes available study-abroad advice, stories, photos, videos, and more to more than 800 members.

**Managed emergencies**

This year, UC Davis students, scholars, and faculty have been impacted by natural and social crises in Mexico and Israel, which has required the convening of the International Travel Risk Assessment and Advisory Committee (ITRAAC) to make a recommendation for or against study abroad programs.

**Increased educational offerings for campus staff**

This year, SISS increased the training it offers for campus staff. It established monthly advising and outreach at UC Davis Medical Center to provide more-convenient service to scholars and staff in Sacramento and doubled the number of SDPS courses offered to department staff who work with SISS.

**Expanded the university’s development outreach and secured philanthropic gifts for the Campaign for UC Davis**

Unlike a college or school, UOIP does not have a specific constituency of alumni; therefore it represents the entire campus in its fundraising initiatives. In addition, as the vice provost and associate vice provosts of UOIP travel on academic or UOIP business outside the United States, they promote for funding the “big campus ideas” as well as UOIP initiatives. UOIP staff also serve as primary contacts with education and government officials that lead to Agreements of Cooperation that often result in large grants and fellowships. For instance, the Hubert Humphrey Fellows Program, the China Scholarship Council scholarships, and Brazil’s Science Without Borders program net UC Davis millions of dollars in financial assistance for some of the brightest and best international students and scholars.

Since the start of the Campaign for UC Davis in 2006, UOIP has brought in 124 philanthropic gifts from 64 donors for a total of $956,353. This figure excludes grant funding for the Hubert H. Humphrey Fellowship Program, which UC Davis has hosted from 1986 to 1996 and 2001 to the present. This competitively funded grant is awarded for five years and is valued at approximately $260,000 per year.

**Reorganized the Education Abroad Center**

UOIP continued to implement the Education Abroad Center reorganization plan developed in 2010–11. The reorganization has resulted in more emphasis on student advising and support services, which successfully increased services to faculty and students, increased efficiency and cross-unit collaboration, and reduced costs. Last year also saw an expansion in the development of processes to address health and safety concerns, risk management, and insurance issues.
Continued work toward funding an International Center

Although UOIP has only 0.78 FTE devoted to development efforts, this year it has continued to foster relationships and develop a framework toward funding an International Center through philanthropic means. A footprint for the building has been selected and meetings are regularly held with UC Davis Extension regarding space planning. This will be the initial phase of creating an international neighborhood that will be developed by the campus.
Conclusion

The *Vision of Excellence* functions as an invaluable guide for our university, and the Office of the Provost and Executive Vice Chancellor is proud to have significantly furthered all six of its primary goals during 2011–12. We are especially proud of those efforts undertaken in response to the evolving budgetary crisis resulting from a sharp drop in state funding for the UC system. Under the leadership of Chancellor Katehi, our campus was determined to maintain our upward trajectory by becoming, to the extent possible, financially self-sustaining. In keeping with this determination, our office pursued this goal creatively and aggressively, moving ahead on a number of important fronts, from the new budget model, to the 2020 Initiative, to increased organizational efficiency.

Nevertheless, it must be noted that a good deal of our office’s time and energy last year was devoted to responding to a number of unforeseen campus crises and related events, including but not limited to an incident that violated our own institutional values and understandably caused great concern on campus and beyond—the pepper spraying of student protesters on November 18, 2011. On top of this, our office had to manage a number of major transitions in our organization, processes, and personnel.

While crisis and transition management will always be part of the job description for all members of our office, we look forward to a time when these responsibilities will be lessened—when we can advance even more effectively the goals of our *Vision of Excellence*. 