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THE UC DAVIS COMMUNITY

Friends:

As you know, we have embarked on the UC Davis 2020 Initiative [formally announced](#) in March 2013 by Chancellor Katehi. Over the next seven years, it is anticipated that the campus will grow by about 20% in undergraduate enrollment above the levels of Fall 2011, with coordinated growth in many other aspects of the university's operations. As noted in the "[Implementation Plan for 2020: Year 1](#)," a full annual report on the 2020 Initiative will be provided in September 2014. As we come to the end of our commencement celebrations, permit me to offer selected highlights from this year's 2020-related developments.

Undergraduate enrollment growth:

The 2020 plan called for the addition of 5000 additional undergraduate students relative to campus enrollment in 2011-12, from roughly 23,850¹ to ~28,850 in 2020-21. Undergraduate enrollment in 2013-14 was 25,365, and we anticipate, based on Statements of Intent to Register (SIRs), that total campus undergraduate enrollment for 2014-15 will be ~26,050. This places enrollment at just about 500 students over what linear growth from 2011 to 2020 would predict, and is in good alignment with the 2020 planning process.

In addition to total enrollment, the 2020 initiative proposed a significant increase in the proportion of UC Davis undergraduates arriving from other parts of the United States and from overseas (national + international students). The 2020 initiative foresees that the proportion of these students, just over 4% in 2011-12, will rise to ~19% by 2020-21. For 2014-15, current projections indicate that the proportion will be approximately 9%, which is very close to the planned trajectory. The academic qualifications of national and international students enrolling are fully comparable with those of our California matriculants.

As undergraduate enrollment increases and diversifies, along multiple parameters, significant investments have been made to support the success of all students². Over \$16 million has been

¹ Three-quarter average undergraduate enrollment for 2011-12 was 23,844.

² As 2020-driven growth proceeds, with the planned national and international diversification described above, the campus remains committed to continuing to increase the percentage of first generation and underrepresented students enrolled at UC Davis. In this respect, the percentage of Chican@/Latin@ undergraduate students (as a fraction of all undergraduates) has risen from 15.8% to 17.5% from 2011 to 2013; for the incoming cohorts in 2013 this percentage is 18.8% for freshmen and 18.7% for transfers. Over the same time period representation of other URM groups has remained relatively flat. The Office of Admissions continues to invest in recruitment and yield activities to achieve the improvement in these numbers that we wish to see in future years.

invested to increase availability of large enrollment gateway courses necessary for progress towards graduation, hiring of additional staff for academic advising and counseling services, development of software to improve the student interface with university offices including the registrar, financial aid and advising resources and improvement of classroom conditions and technology. On top of the significant campus investments in advising for all students, targeted advisors for international students have been placed in the colleges. In addition, a new program, [Summer Start](#), was developed to serve international students during the summer prior to matriculation by providing a strong foundation in academic, social and personal skills needed to excel at UC Davis.

Graduate enrollment growth:

It has been clear from the beginning that the 2020-driven increase in undergraduate enrollment growth would of necessity lead to growth in graduate enrollment, due to increases in faculty numbers as well as the teaching needs associated with increased enrollment, but we also believe that there is an independent case to be made for strengthening and expanding graduate education.

A Joint Administration/Academic Senate Special Task Force on Graduate Education at UC Davis was appointed in May 2011 by the Provost and Executive Vice Chancellor, in partnership with the Chair and Executive Committee of the Academic Senate, to consider ways in which graduate education might be strengthened at UC Davis. [The findings of this committee](#) were reported in May 2012, and led to the creation of a second group, the Provost's Implementation Advisory Committee for Graduate Education, chaired by the Vice Provost/Dean of Graduate Studies. An additional work group focused specifically on doctoral student support will begin deliberations in the coming months.

One issue identified as critical early on was the need to develop new approaches to supporting international graduate students. High costs associated with non-resident tuition have severely constrained faculty from accepting these outstanding students. In response, the campus has established [new policies](#) to cover non-resident supplemental tuition (NRST) for second and third year international graduate students, in addition to other support provided.

A new [policy for graduate tuition allocation](#), aligned with the new campus budget model, was adopted in January 2014. I expect this policy to have significant positive impacts starting in 2014-15, when departments and graduate programs will have had time to build their recruitment programs around it.

Faculty hiring:

The report of the joint 2020 task force noted the importance of maintaining student-faculty ratios as undergraduate enrollment increased. Based on anticipated increases in student credit hours (SCH) required to deliver the curriculum to 5000 additional students, and making no assumptions about changes in either the distribution of students among the various disciplines or in the average teaching load of faculty in different campus units, it was calculated that it would be necessary to increase the number of faculty by about 300 FTE to maintain appropriate student faculty ratios (~225 ladder faculty and ~75 non-ladder faculty). To achieve net growth in excess of retirements and other separations, recruitments need to occur at a rate significantly higher than in recent years, when hiring slowed in response to budget challenges facing the university.

To address this issue, we authorized the colleges and schools to offer more than 150 ladder faculty positions through searches occurring during the 2013-2014 academic year; many but not all of these searches have now finished. To date, almost 80 positions have been filled, with several searches still in progress. Based on the experience of previous years, a proportion of these will be filled and others will roll over into searches for 2014-2015. This rate of hiring is nearing but not quite yet achieving the level necessary to achieve the goals for growth (in excess of retirements and other separations) set out in the 2020 report, and additional efforts will still be required to attain optimal levels. We have requested that units develop multi-year hiring strategies in support of this goal.

The full 2020 report this fall will address in greater detail both ladder and non-ladder faculty hiring, as well as growth-related staff hiring, across the university. One major focus will be the degree to which increased hiring is fulfilling our aspirations to increase the diversity of the faculty and staff. Although numerous searches are yet to be completed at this time, early indications from Vice Provost Stanton are that significant progress is being made in this respect, particularly with respect to gender, including several searches proceeding through the [CAMPOS initiative](#) that is part of the UC Davis ADVANCE program.

Next year an additional 25 ladder faculty searches in addition to those supported by the schools and colleges will be authorized through the Provost's Hiring Investment Program (HIP), under which the Provost will provide budget resources to campus units to support new FTE selected in a campus competition focused on creation of transformative change within single departments or interdisciplinary bridges across multiple colleges. (For a fuller account, and a list of proposals awarded funding, please consult <http://provost.ucdavis.edu/initiatives-and-activities/initiatives/HIP.html>.) Additional rounds of hiring under the HIP will occur in 2016 and 2018.

Physical infrastructure:

The growing number of students and faculty on campus is nearing and in some cases exceeding the capacity of campus infrastructure to support all needs. These needs were listed in detail in the implementation plan for 2013-2014, but clearly include:

- Classrooms and associated teaching infrastructure to support higher student enrollment;
- Offices and labs/research/studio space for the increased number of faculty;
- Space/infrastructure associated with student academic support (orientation, advising, international student support, study spaces, etc.); and
- Space/infrastructure providing support services for an increased campus population (housing, food services, recreation and athletics, etc.).

Of these, classroom space for teaching and research space for the faculty are perhaps most urgent as they are critical to the core mission of the university, and a number of efforts are currently under way to address them.

Classroom space. As described at length in the Implementation plan, approximately 2000 additional seats will be needed to accommodate the increased enrollment under 2020. Several classroom projects are now in progress or in various stages of planning:

- 250 seat classroom in Tercero, available Fall 2014
- 40 seat classroom in Surge III, available Fall 2014
- 375 seat classroom in the new Classroom and Recital Hall, anticipated Fall 2015
- 580 seat lecture hall on California Avenue, available Fall 2017
- 400 seats total in renovated Walker Hall, available Fall 2017
- 1440 seats tentatively planned for renovated Haring Hall Phase I, 2019
- 1060 seats tentatively planned for renovated Haring Hall Phase II and III, 2020 or beyond

Significantly more than 2000 new seats will be required, as about 2100 seats will be lost from several campus classroom buildings as they are upgraded for ADA compliance in future remodels. An additional need has been created by the seismic downgrading of Freeborn Hall, which cannot be used as a classroom after June 2014. For the next three years, until the new 580-seat lecture hall is completed, this need will be fulfilled by the MAC ([Multi-Activity Center](#)) room located in the ARC, which is being enhanced this summer to support its use as a classroom.

In addition to the construction of new classroom space, significant investments were made this past year in improving the condition, usability and maintenance of existing classrooms as well as upgrading technology to current standards.

Research space. There will be a critical need for additional research space as faculty hiring proceeds under the 2020 initiative. This space will be made available through a combination of new construction and optimization of use of existing space, as well as potential use of leased space as necessary. As discussed in the 2020 implementation plan, a comprehensive space audit of the campus is underway, both to identify underutilized space that can be used to generate space for new hires and to identify opportunities for campus investments in remodeling that can when possible create new research space more quickly and at lower cost than new construction. This audit will be reviewed by the Studio, Lab and Office Advisory Committee, which includes the leadership of the schools and colleges, in conjunction with the development of a campus plan for providing additional research space as needed. Simultaneously, a program advisory committee (PAC) is developing plans for a multi-disciplinary STEM building that will address the needs of the Departments of Chemistry and Chemical Engineering. As these two committees produce their first reports this summer, the next step will be to look for synergies between the two projects and ways in which the accommodation of growth in STEM disciplines can be most efficiently and productively accomplished. Initial planning is also moving forward on the feasibility of other major renovation projects that have the potential to create space that can address 2020-driven growth needs, including e.g. Haring Hall, Cruess Hall, the Physics building and the Chemistry and Chem Annex buildings.

Other major new construction on campus includes a new building located adjacent to the old Cowell Student Health Center on California Avenue that will house University Extension as well as Services for International Students and Scholars. It is anticipated that this building will become a hub for international activities on campus.

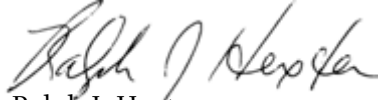
Given the time lag inherent in major construction projects, it is likely that there will be a transitional period over the next few years in which teaching and research space will be quite constrained. Until

new facilities are completed, it will be critical to optimize the efficient use of existing facilities – indeed, this optimization might be thought a good thing at any time.

Conclusion:

Although this year marks the end of only the first official year of the 2020 initiative, the campus is already rapidly responding to growth. As proposed in the original report of the 2020 task forces, we will continue to engage all campus constituencies in extensive and iterative dialogue from now until 2020, and make every effort to support success in every aspect of the university's mission.

Sincerely

A handwritten signature in black ink, appearing to read "Ralph J. Hexter". The signature is fluid and cursive, with the first name "Ralph" being the most prominent.

Ralph J. Hexter
Provost and Executive Vice Chancellor