
This 2010–11 Annual Report of the Office of the Provost and Executive Vice Chancellor eschews a general approach in order to focus 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 accord 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:

- Provost and Executive Vice Chancellor Ralph J. Hexter
- Academic Affairs
- Undergraduate Studies
- The University Librarian
- 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.
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

The Office of the Provost and Executive Vice Chancellor is engaged deeply and on many fronts in helping to foster a vibrant community of learning and scholarship. Indeed, a greater portion of our activities is probably directed toward this goal than toward any other. We have no higher priority than ensuring that the best-qualified and most-accomplished individuals come to Davis and remain here as faculty, students, staff, and campus leaders.

Because top faculty are always the foundation of a great University, many of our efforts focus on them. But we are also mindful that a great university is always a balanced ecosystem, a collection of mutually beneficial relationships throughout the campus community, first-rate academic programs, sufficient resources, and favorable conditions that allow all to do their best work, and thrive. And so, our efforts address all of these elements, as well.

Since Provost Hexter’s arrival on campus in January 2011, we have responded energetically and creatively to unprecedented reductions in State funding of the University of California. And we have grown increasingly aware that UC Davis must chart its own destiny. As a result, we have developed a vision for growth—the 2020 Initiative—that will not only put our University on more-stable financial footing, but also reinvigorate our community in learning and scholarship.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

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

Since his arrival on campus at the beginning of the year, the Provost played a key role in several high-profile faculty retentions and Target of Opportunity for Excellence (TOE) hires. (Considerable time was also spent on unsuccessful retentions.) During the period 7/1/10 to 6/30/11, the rate of successful recruitment for all Senate titles (including the School of Medicine) was 75.34%, and the rate of successful retention was 70.69%.

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

The University successfully recruited a new dean of the College of Biological Sciences, James Hildreth, whose term began August 1, and a new dean of the School of Veterinary Medicine, Michael Lairmore, whose term will begin in October. In addition, two sitting deans—Jessie Ann Owens of Humanities, Arts and Cultural Studies, and Harold Levine of the School of Education—have been reappointed. Search and recruitment
activities also bore fruit in the hiring of a new Vice Provost for Academic Affairs, Maureen Stanton, who takes office on January 1, 2012. The Provost was also involved in the recruitment of Ken Burtis to serve as advisor to the Chancellor and Provost on the 2020 Initiative.

**Established the Joint Administration / Academic Senate Special Task Force on Graduate Education at UC Davis**

The Special Task Force, whose primary goal is to recommend ways to advance the excellence, contributions, and vitality of graduate education at UC Davis, comprises 12 faculty members and campus leaders. Its final report, along with the final report of an outside committee, will be made available to the larger community in December 2011.

**Established the Provost’s Working Group on the Role of the Academic Federation in Achieving the “Vision of Excellence”**

The establishment of the Working Group recognizes that UC Davis’s large and varied group of Federation employees—including research scientists, adjunct faculty, lecturers, librarians, program coordinators, specialists, clinicians, and others—is key to the University’s efforts to achieve excellence in every aspect of research, teaching, and service. The group, which comprises 10 faculty members and campus leaders, will submit a white paper to the Provost and Chancellor in January 2012; the paper will be more widely circulated winter quarter 2012.

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

In only the seven months since his arrival, Provost Hexter has made more than 50 speaking appearances before campus groups or at University events. Typically, he has 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.

**Contributed to the campus community through UC Davis Madrid planning**

Assistant Executive Vice Provost Marie Carter-Dubois participated in the planning efforts for the UC Davis Madrid campus during her tenure in the School of Education (whose dean, Harold Levine, is spearheading the initiative). AEVP Carter-Dubois has continued to contribute since taking her current position in the Office of the Provost and Executive Vice Chancellor.

**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 27 received requests for MOPs in 2010–11, a total of 24, or 89%, were approved. POP and MOP are just two programs that play an essential role in recruiting and retaining exceptional faculty.

![Figure 1. POP program clients and costs, 08/09–10/11](image)

**Recognized for expertise, at UC Davis and beyond**

Academic Affairs’ senior leadership and staff are often recognized and relied upon for their expertise and contributions on as well as off campus—within the UC system and nationally. During the past year, the Vice Provost served on a panel focused on best practices for department chairs at the 2011 National Chairpersons Conference (February 2011 in Orlando) and represented the University of California at the ACE-Sloan Conference on Supporting Faculty Retirement Transitions (July 2011 in Chicago). The director of Faculty Relations and Development was asked to present on faculty career stages at the 2011 Annual Conference of the College and University Work Family Association (May 2011 in San Diego). And the director of Academic Employee and Labor Relations was asked to serve on a panel for a webinar hosted by the UC Office of the President (March 2011) on speech and civility issues in academic personnel as part of their series designed to reduce the cost of employment litigation. The Vice Provost and the Academic Affairs staff are routinely asked to serve on campus and systemwide search committees, task forces, and planning groups due to their knowledge and experience. In addition, the Vice Provost meets routinely with international delegations that want to learn how (both process and criteria) the campus recruits, retains, and advances faculty.

**Undergraduate Studies**

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

During the 2010–11 academic year, the Center for Excellence in Teaching and Learning supported or grew the following programs:

- **TA Consultations** (142 consultations, 20% higher than average for the program’s 13 years; consultees came from more than 40 campus departments)
• **TA Orientation** (attended by 536 teaching assistants in 2011—down from 626 in 2010 due to a reduction in the number of incoming TAs.). The office is prepared to accommodate the larger cadre of TAs that will be created by the 2020 Initiative.

• **Faculty Consultations** (19 general faculty consultations; a specialized consultation with the Mechanical and Aeronautical Engineering Program to prepare for ABET review; and work with Statistics faculty to develop student learning outcomes and an assessment plan.) Review preparation and learning outcomes and assessments are two areas of anticipated growth for CETL consultations.

• **The Faculty Mentoring Faculty Program** and the **Seminar on College Teaching** (The seminar remains in very high demand; the hiring of a new staff member will allow CETL to double its current capacity for this activity in the coming year.)

• **The First-Year Seminar Program** (which 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. In June 2011, CETL created a Facebook page for the First-Year Seminar; it has already served incoming students.

**The Integrated Studies Honors Program (ISHP) seems to have attracted high-achieving students to UC Davis**

Seventy-four of the 89 incoming Regents’ Scholars (83%) have opted to participate in the Integrated Studies Honors Program’s (ISHP) residential program, suggesting that this opportunity may significantly enhance our ability to attract outstanding students for whom multiple campuses compete. All 114 incoming ISHP students have received scholarships.

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

During the year, the Center for Leadership and Learning offered 87 seminars with 944 individuals in cumulative attendance, and counted a combination of 34 departments, student organizations, and programs among its campus partners. These figures are up from 2009–10, in which period CLL provided 59 seminars with 927 attendees, and had 26 campus partners. CLL’s Diversity Leadership Development Program, now in its second year, had 88 applicants for 40 slots. 2010–11 saw a greatly increased number of graduate students participating as facilitators (15, compared to 4 in 2009–10). This activity allowed graduate students to build their professional skills via the design and implementation of development seminars, and gave undergraduates the opportunity to learn from a “next stage” peer group.
The UC Davis Washington Program sent 115 undergraduates (approximately 30 per quarter) to live, learn, and intern in Washington DC through the systemwide UC Center.

The students, who came from 28 different majors representing each of the colleges, interned at 102 different prestigious organizations in Washington DC, including the U.S. Congress, the Organization of American States, the Federal Reserve, and lobbying and advocacy groups. One of the goals for the program has been to increase the diversity of majors represented by the students’ participation. In this area, 2010–11 saw a 33% increase over the previous year’s 21 different majors. The total number of students participating in the program is regulated by the UC Office of the President. The program meets its enrollment target each year.

Vice Provost Turner’s appointment to lead the Reinvention Center increased UC Davis’ national visibility as a leader in undergraduate education.

In October 2010, Vice Provost for Undergraduate Studies Patricia Turner was appointed executive director of the Reinvention Center at Miami University, a prestigious national consortium of research universities committed to improving undergraduate education.

Coordinated “honors experience” session at UC conference.

University Honors Program coordinator and honors counselor Lolita Nelson-Adkins was selected to coordinate and present at a session of the systemwide UC First-Year Best Practices Conference, hosted by UC Riverside in April. The session, entitled “Cultivating Student Success: A First-Year Honors Experience for Transfer Students at UC Davis,” included a professor and an honors student in addition to Ms. Adkins.
The University Librarian

Proposed tentative plan to make the UC Davis Library better serve the academic community

In response to concerns about the Library’s ability to meet the needs of a major research university in the 21st century, Acting University Librarian Randy Siverson proposed a tentative reconfiguration of the facility that would better foster both excellence and a vibrant academic community. The plan, which calls for the migration of several portions of the Library’s collections, would create areas on the first floor where students could work comfortably with the digital resources and space they need, as well as a cafe, something in which students have repeatedly expressed a strong interest. Preliminary steps for the development of the cafe have already been taken. Acting University Librarian Siverson believes that, by means of this reconfiguration, a modest investment would yield major benefits.

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)
- Asian Pacific Systemwide Alliance (chair, UOIP)
- 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 (UOIP)
- UC Davis Arts and Lecture Advisory Committee for the Mondavi Center (EAC)
- UC Davis ESL Task Force (EAC, SISS)
- UC Davis Transfer, Re-entry and Veterans Services Committee (EAC)
- Undergraduate Recruitment Task Force (UOIP, SISS)
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

The goal “Drive Innovation at the Frontiers of Knowledge”—more than being a call to foster high achievement—emphasizes the energetic pursuit of new ways of teaching, conducting research and scholarship, engaging in public service, and even doing the day-to-day work of the University. It also emphasizes the multidisciplinary, often highly collaborative efforts that today hold the greatest promise for solving many of the world’s most-pressing problems. Over the past year, the Office of the Provost and Executive Vice Chancellor has worked to foster innovative and multidisciplinary achievement across the campus by helping faculty, students, and staff to secure the funding, infrastructure, and opportunities that this achievement requires.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

Promoted interdisciplinary work across the campus

Although UC Davis is rightly noted for interdisciplinary collaborations in many areas, and has in its many Graduate Groups a highly effective structure for bringing scholars together outside of departmental and even college boundaries, structural and/or financial impediments to interdisciplinary work often remain. The Provost engaged directly in negotiations around the (ultimately successful) recruitment of the next director of CNS. As a result, a new model for the governance of such multi-dean centers was developed. He also encouraged and participated in faculty discussions that have potential for cross-college/school research and teaching programs, e.g., One Health.

Participated in the planning of “Innovation Hubs”

In multiple discussions, with an evolving cast of characters, administrative leadership first generated an initial RFI for an “Innovation Hub.” We have since moved forward to frame a more realistic process to surface ideas for both intramural and extramural collaboration and are shaping them into a series of “Innovation Hubs.” The entire concept is now being integrated into the 2020 Initiative and will both support and be supported by campus growth. It is certainly the key to our idea that University growth will be a key driver in the regional economy.
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 Studies

Saw record participation in our annual Undergraduate Research, Scholarship & Creative Activities Conference

The conference, now in its 22nd year, continued to grow in participation of both student presenters and audience, resulting in the largest conference ever (348 student presentations across all disciplines, for a 12% increase over last year, and a 70% increase from 2008’s figure of 205 participants; 900 in attendance at the Friday afternoon poster session, and 350 at the Saturday morning talks; and strong participation by University Honors Program students, who comprised approximately 20% of the 348 participants). At the same time, cost for the conference has decreased by 41% since 2008.

![Figure 3. Undergraduate Research Conference: participation and cost, 2008–11](image)
The University Librarian

Supported innovation in knowledge

The Library is key to supporting innovation in knowledge. We are fortunate to have as our acting librarian noted scholar Randy Siverson. We are preparing to resume the search for the next University Librarian along lines just now being formulated. The next University Librarian will have to be a leader in mustering electronic and print resources for scholarship, as well as in newly emergent areas such as data curation. These are essential tools for driving innovation at the frontiers of knowledge.

University Outreach and International Programs (UOIP)

Laid the foundation to restart the campus’s successful seed-grant program

The campus’ seed-grant program, which was paused a couple of years ago, has supported interdisciplinary innovative research, educational, and outreach proposals from faculty in all UC Davis colleges and schools. This year, UOIP met with several previous recipients to solicit their suggestions. (Together, the recipients represented 118 faculty proposals in 48 countries that garnered more than $1 million and generated approximately $24 million). UOIP then compiled the data from the final reports; sought funds from external donors; and met on several occasions with the Office of Research to propose jointly supporting this initiative. A call for 2011–12 proposals will be issued in fall 2011.

Supported successful faculty applications for Fulbright Fellowships

This year, UC Davis ranked #6 in the nation in producing U.S. Fulbright Scholars. Tied with UC Davis are Cleveland State University, Harvard, Stanford, UCLA, University of Delaware, University of Minnesota–Twin Cities, and Virginia Commonwealth University. At the end of the year, UC Davis hosted six U.S. Fulbright Scholars.

*UC Davis Faculty that have been awarded Fulbrights in the past three years (while employed at UC Davis)

<table>
<thead>
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<th>Participants</th>
</tr>
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</tr>
<tr>
<td>2009-10</td>
<td>4</td>
</tr>
<tr>
<td>2010-11</td>
<td>6</td>
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Figure 4. UC Davis faculty Fulbright Scholars, 2008/9–2010/11

Participated in prestigious administrative staff exchanges and internships

As part of the ongoing administrative staff intern exchange with Kyoto University in Tokyo, this year UOIP hosted a general affairs representative from Kyoto’s Institute of Economic Research for seven weeks. Selection is currently under way for a UC Davis staff member to visit Kyoto University in 2011–12.
In addition, for the eighth year, UC Davis has been one of eight U.S. universities selected to host an intern through the Japanese Ministry of Education, Culture, Sports, Science and Technology’s Long-Term Educational Administrator Program (LEAP). This year’s intern was a Japanese higher-education administrator from Kyushu University who spent a total of five months at UC Davis learning about higher education governance, and administrative decision-making related to international affairs.
Goal 3: Embrace Global Issues

UC Davis recognizes that today our mission of excellence in teaching, research, and public service must be pursued on a global stage to a greater degree than ever before. In our “smaller,” rapidly globalizing, highly interdependent world, the largest and most-pressing problems we face transcend borders, continents, and hemispheres. Even problems that are centered elsewhere—such as disease or famine in developing countries—make strong claims on the service element of our mission, and on the high ideals for which our University stands.

We also recognize, more than before, that no area of our work can afford to exclude the tremendous intellectual resources of the vast international community, and that we cannot adequately prepare our students to lead in a global society without providing them a truly internationalized education, whether on campus or abroad.

In response to these realities, the Office of the Provost and Executive Vice Chancellor—especially through its University Outreach and International Programs sector—supports the internationalization of UC Davis in a number of ways. These include bringing international students and scholars to study, pursue research, and teach here, and providing them much-needed assistance while in residence; fostering networks, dialogue, collaborations, and partnerships between the University and groups and individuals around the world; and providing our students with rich study-abroad experiences, among others. Increasing the number of international students on our campus—in accord with our Vision of Excellence—will be a special priority as we move ahead.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

Played a leadership role in campuswide planning to increase the enrollment of international students

Already in January 2011, it was clear that UC Davis needed to accelerate growth in nonresident, and especially international, enrollment. Provost Hexter immediately went to work with the admissions team and key faculty representatives to guide a growth that will, it is projected, increase incoming nonresident freshman from 140 in fall 2010 to approximately 340 in fall 2011. Projections also indicate that over half of these will be international students. Meanwhile, the Provost—working with the Vice Chancellor for Student Affairs, the Associate Vice Chancellor, and the search professional—reoriented the search, already in progress, for a new director of admissions, and set it on a much more ambitious path. The Provost and Vice Chancellor established that this new position, while still reporting within Student Affairs, will work directly on strategic issues with the Provost. As of this writing, the search has ended with the successful recruitment of Walter Robinson, who will leave the equivalent post at UC Berkeley to come to Davis on September 6. Incoming-Director Robinson
took Berkeley’s international enrollment to new heights, and we expect no less from him here; indeed, we expect much more, since we start at a lower level and have further to go.

**Made visits to Asia and Europe to promote and strengthen international partnerships and relationships**

Since arriving at UC Davis, Provost Hexter traveled to Singapore to represent the University at the first meeting of APRU provosts. He also has traveled to Milan, Beijing, Shanghai, Hong Kong, Shenzhen, Macao, and Hangzhou to confer on a range of bilateral agreements. In Singapore, Beijing, Shanghai, and Hong Kong, he met with groups of newly admitted or prospective students (both undergraduate and graduate), as well as alumni and some continuing students currently studying abroad.

**Established the International Advisory Committee at UC Davis**

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 January 2012, the Advisory Committee will submit its final report to the Provost, who will in turn submit it to the Chancellor and make it available to the larger community.

**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.

**Academic Affairs**

**Nearly a hundred faculty elected to use sabbaticals or professional leaves for international work**

In 2010–11, Academic Affairs approved 96 international sabbaticals and leaves for professional development over 30 days for faculty conducting research, collaborations, or special teaching. This number represents 21% of total sabbaticals/leaves taken during the academic year.

**Undergraduate Studies**

**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 social media**

CETL staff presented a special weeklong “Seminar on University Teaching and Learning” to six professors from the Nara Institute for Science and Technology (NAIST), Nara, Japan. Since we began measuring visits in May 2011, the CETL Web site has had 11,215 visits from 139 countries. The Graduate Teaching Community blog, which was initiated in winter 2010, had 1,394 visits this year—up more than 300% from last year, with visitors from 15 different countries in May alone. The TA Consultants’ blog, launched in fall 2010, had 356 visitors from 16 countries this year. And the First-Year Seminars program launched a Facebook page on June
24, 2011, which has already provided a forum for incoming students. While there is not a long record of metrics for comparison, this brief history shows a dynamic, international Web presence.

**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 2,583 international scholars in 2009–10, UC Davis, was ranked #5 out of all U.S. universities in the number of international scholars hosted that year.

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 addition, UOIP served as an advocate for international scholars in times of crisis with the Department of Homeland Security, the Consul General’s Office, and housing landlords. This support even extended beyond graduation as SISS began offering Optional Practical Training workshops during 2010–11 to prepare students for work authorization after graduation. One workshop was conducted, with approximately 70 students attending.

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

UOIP and its Services for International Students and Scholars (SISS) served on the Academic Senate–Administrative Joint Task Force on undergraduate recruitment, and on the Academic Senate–Administrative Joint Task Force on undergraduate retention and enrollment. In addition to degree-seeking students, UC Davis also increased the number of international students who enroll at UC Davis annually through a reciprocity agreement with the University of California Education Abroad Program (EAP).

**Developed joint, collaborative international graduate programs**

This year, under the leadership of UOIP and in collaboration with the Office of Graduate Studies and UC Davis Extension, the first cohort of students from Zhejiang University was accepted into a new graduate student academic partnership, “The 3+X Master’s Degree Program,” and completed their first year of studies. The “3+ X” program accepted eight students for 2010–11. This program was launched in 2010 between UC Davis and Zhejiang University, one of the top research universities in China. Selected undergraduate students who completed at least three years of their coursework at Zhejiang University applied for a non-thesis master’s degree program at UC Davis. Students accepted spent the final quarter of their undergraduate experience with UC Davis Extension’s Global Study Program. Following successful completion of the Global Study Program and upon receipt of their bachelor’s degree from Zhejiang University, they enrolled in the master’s program at UC Davis, to which they were previously conditionally accepted. This pilot program is now expanding to accept 15 students in 2011–12. Discussions are in progress with other benchmark international universities to expand the program and increase the number of international graduate students who enroll in and graduate from UC Davis.
Figure 5. International students at UC Davis, 2000/01–2010/11

Source: Services for International Students and Scholars

Figure 6. Academic level of international students, 2010–11

Source: Services for International Students and Scholars
Brought international scholars to the University through the Hubert H. Humphrey Fellowship Program

The Hubert H. Humphrey Fellowship Program has successfully completed its 20th year at UC Davis. 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 selected to host Humphrey Fellows. In 2010–11, we hosted a group of 13 Fellows with varying backgrounds and interests in agriculture and environmental sciences from 13 countries (Argentina, Bangladesh, Botswana, Burkina Faso, Ethiopia, Haiti, Malawi, Mexico, Myanmar, Philippines, Uganda, Vietnam, Zambia). In the past 10-year period, the program has hosted 102 fellows from 57 different countries.

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<tbody>
<tr>
<td>Mr. Wilbens CESaire</td>
<td>Haiti</td>
<td>Academic Dean and Professor of Natural Resources and Forestry Economics, American University of the Caribbean</td>
</tr>
<tr>
<td>Mr. Lee Wakalala Hantembe</td>
<td>Zambia</td>
<td>District Water Officer, Ministry of Energy and Water Development</td>
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<tr>
<td>Dr. Myo Aung Kyaw</td>
<td>Burma (Myanmar)</td>
<td>Secretary General, Myanmar Rice and Paddy Traders Association</td>
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<tr>
<td>Ms. Seeng Nnana Manne</td>
<td>Botswana</td>
<td>Principal Agriculture Scientific Officer, Agricultural Marketing, Ministry of Agriculture</td>
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<tr>
<td>Mr. Fernando Daniel Monti NaZha</td>
<td>Argentina</td>
<td>Government Economist, Ministry of Agriculture, Livestock, and Fisheries</td>
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<tr>
<td>Ms. Carol Kyomukama Murekezi</td>
<td>Uganda</td>
<td>Senior Agricultural Inspector, Ministry of Agriculture, Animal Industry and Fisheries</td>
</tr>
<tr>
<td>Mr. Samson Tayamika Ngutwa</td>
<td>Malawi</td>
<td>Assistant Director of Cabinet Services, Malawi Cabinet Office</td>
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<tr>
<td>Ms. Ana Lucia Rodriguez Lepure</td>
<td>Mexico</td>
<td>Research Assistant, El Colegio de la Frontera Norte</td>
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Figure 7. International reciprocity students who enroll at UC Davis, 2006–11

Source: Education Abroad Center
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<tr>
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<td>Dr. Abdoulaye SEREME</td>
<td>Burkina Faso</td>
<td>Department Head, National Scientific and Technological Research Center</td>
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<tr>
<td>Ms. Tehut Tesfaye SIDEILIL</td>
<td>Ethiopia</td>
<td>Assistant to the CEO, Ethiopia Commodity Exchange</td>
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<td>Dr. Luz Alcarde TAPOSOK</td>
<td>Philippines</td>
<td>Professor, University of Southern Mindanao</td>
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<tr>
<td>Mr. Md. Ekram ULLAH</td>
<td>Bangladesh</td>
<td>Senior Scientific Officer (Environment Section)</td>
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<td>Water Resources Planning Organization, Ministry of Water Resources</td>
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<td>Mr. Ha Van VO</td>
<td>Vietnam</td>
<td>Researcher, Mekong Delta Development Research Institute - Can Tho University</td>
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**Figure 8. Hubert H. Humphrey Fellows at UC Davis, 2010–11**

**Figure 9. International scholars at UC Davis, 1999–2011**
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<tr>
<th>Ranking</th>
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<td>Columbia University</td>
<td>2,708</td>
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<tr>
<td>4</td>
<td>Stanford University</td>
<td>2,662</td>
</tr>
<tr>
<td>5</td>
<td>University of California, Davis</td>
<td>2,583</td>
</tr>
<tr>
<td>6</td>
<td>University of California, Los Angeles</td>
<td>2,573</td>
</tr>
<tr>
<td>7</td>
<td>University of California, San Diego</td>
<td>2,375</td>
</tr>
<tr>
<td>8</td>
<td>University of Michigan – Ann Arbor</td>
<td>2,244</td>
</tr>
<tr>
<td>9</td>
<td>University of Pennsylvania</td>
<td>2,146</td>
</tr>
<tr>
<td>10</td>
<td>Yale University</td>
<td>2,065</td>
</tr>
</tbody>
</table>

**Figure 10: Institutions hosting the most international scholars, 2009–10**

Source: Open Doors, Institute of International Education

**Increased support for foreign Fulbright scholars—the 5th-largest cadre in the nation**

Highly successful in Fulbright competitions, UC Davis is tied for 5th in the nation in hosting the most foreign Fulbright Scholars. On October 24, 2010, the *Chronicle of Higher Education* published its annual rankings of universities hosting the most foreign Fulbright scholars. At that time, UC Davis ranked #5 with 11 Scholars. Tied with UC Davis are George Washington University, UCLA, and University of Washington. At the close of the fiscal year, UC Davis hosted 17 foreign Fulbright Scholars, as scholars arrive at UC Davis at varying times throughout the year; no rankings are available for that time frame. To help the large number of foreign scholars acclimate to campus, an increased number of community events—such as welcome and farewell receptions, potlucks, and Bay Area events—were arranged.

*Fulbright Visiting (Int'l) Scholars who have come to UC Davis in the past three 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>
</tbody>
</table>

**Figure 11. Foreign Fulbright Scholars at UC Davis, 2008/9–2010/11**

**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, increased study-abroad participation to 1,529 (1,363 students studied abroad through the Education Abroad Center, 102 through the Internship and Career Center, and 64 through other international education-abroad programs).
While historically, study abroad has primarily emphasized the social sciences and humanities, over the past few years the EAC has greatly expanded offerings in the natural sciences and engineering. (This effort has grown from three programs in 2005 to seven programs last year; next year, there will be seven programs offered.) In all, the EAC offers 158 programs in 43 countries, and last year it provided international teaching experiences for 46 UC Davis faculty. Strategic plans are under way to significantly expand the Summer Abroad, Quarter Abroad, and Independent programs in the next three years.

**Figure 12. Number of U.S. students (U.S. citizens or permanent residents) enrolled for a degree who earned academic credit towards their degree through study abroad**

Internship and Career Center data from 2001–02 were not acquired.
Data for 2010–11 are not available.

**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), and the International Programs Executive Development Council, composed of financial supporters. GLOBE (Global and Local Opportunities Begin with Education) was revitalized this year by members of SISS, EAC, and the ICC, with participation by UOIP and invited guest speaker UOIP Associate Vice Provost Adrienne Martin. AVP Martin also holds an ex-officio position on the board of the International House Davis, a 501(c) 3 organization. On the new International Advisory Committee at UC Davis, UOIP is playing 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.
Throughout the year, UOIP hosted guests to share with them information on services. Guests included Sudipta Sen, director, Middle East/South Asia Studies; Wil Agatstein, executive director, Center for Entrepreneurship; and Jeanette Money, chair, Academic Senate Committee on International Education (CIE). In addition, UOIP presented an overview of its resources to department meetings for the College of Engineering in November and the College of Letters and Science, Division of Mathematics and Physical Science, in June.

**Facilitated Agreements of Cooperation**

UC Davis has 139 active general Agreements of Cooperation in 39 countries. An Agreement of Cooperation, referred to as a “working agreement,” establishes a collaboration or partnership with a particular college or school. In 2010–11, more than in the past, the University signed agreements with institutions other than universities (including industry partners and non-educational institutions such as BGI and CHIC) and expanded our partnership with the Chile government ministries. Figures 13 and 14 below show breakdowns of Agreements of Cooperation by school, college, or unit; and by country or region.

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**Figure 13. Agreements of Cooperation by school, college, or unit, 2010–11**

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Figure 14. Agreements of Cooperation by country or region, 2010–11

Countries with one Agreement of Cooperation: Australia, Cambodia, Chile, Costa Rica, Denmark, England, France, Greece, Indonesia, Iran, Kuwait, Lithuania, Mongolia, Netherlands, Philippines, Poland, Rwanda, Senegal, Sri Lanka, United Arab Emirates, and Ukraine

Countries with two Agreements of Cooperation: Colombia, Ireland, Pakistan, and Peru

Welcomed international visiting delegations and developed best practices for hosting

UOIP welcomed 300 visitors from 63 international delegations in 2010–11. This is an increase of 4% and 11%, respectively, from the previous year, when UOIP met with 288 visitors from 57 international delegations. From China to South Africa to Australia, Brazil, India, and Saudi Arabia, UC Davis played host to a large number of senior-level delegations from overseas benchmark universities and institutions—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 began developing 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. To advance this effort, a UOIP staff member visited UCLA’s International Visitor’s Bureau earlier in the year to research their processes.

Supported international travel by campus leaders

To help UC Davis reach out to international partners and alumni, UOIP provided logistical and strategic planning support for several international trips by the Chancellor, Provost, and other campus leaders.

Expanded international dialogue by organizing lectures and seminars by visitors

While visiting UC Davis to discuss collaborations with a faculty member or an administrator, high-level foreign officials and other prominent individuals have in the past often met with only a few campus
representatives. UOIP expanded that circle by organizing and hosting lectures or seminars for visiting ambassadors, embassy counselors, and authors that were free and open to the campus community. Last year, seven lectures and seminars were organized: German Ambassador, CAPES President, Nick Bridge, CNPq, Fulbright Workshop, Outreach Workshop, and Europe Workshop. Guest speakers included the U.S. Ambassador to Chile, the Ambassadors from Chile and Germany, the Counselor for Global Issues at the British Embassy in Washington, D.C., and author Deborah Bräutigam.

**Grew international alumni networks**

UOIP, in collaboration with the Office of Alumni Relations, strove to connect with our more than 2,200 international alumni through regular communication and through the University’s 30 international alumni networks on six continents. To streamline communication, e-mail lists were created for all networks, and Facebook pages were set up for a few networks as a pilot program. In addition, six international alumni traveled to UC Davis for the Campaign for UC Davis kickoff weekend to learn about operating an alumni network and to learn about the Campaign so that they could provide leadership in their home country; attendees were from China, Germany, Japan, Philippines, Spain, and the United Kingdom. As a result of advocacy by an alumnus, a professor who spoke at an event arranged for UC Davis membership in the Association France-Amériques through UCOP and Matthew Daines. Synergies were also formed in London and France to hold all-UC alumni events. Data were gathered from international alumni leaders so that they can now receive the *UC Davis Magazine*, a newly allocated budget item.

UC Davis alumni living in other countries reunite regularly for events and other purposes. This year, 12 events were held, including Picnic Day around the World in Germany, Spain, Greece, the Philippines, and Tokyo, and events featuring the Chancellor or Provost. UOIP has also connected campus constituents with international universities or institutions or alumni for academic and development needs; these included a senior administrator’s trip, a GSM class, and alumni connections with colleges and schools. UOIP is the main contact for all of the alumni networks, and it provides the volunteers with contact data for alumni in their area, support in setting up events, and coordination with the campus.

![Figure 16. Location of UC Davis international alumni networks](image)

**Figure 16. Location of UC Davis international alumni networks**

Argentina, Australia, Brazil, Chile, China (Beijing, Hangzhou, Shanghai, Shaanxi, Wuxi), Egypt, France, Germany, Greece, Hong Kong, India, Iran, Japan (Tokyo, Western Japan), Malaysia, Mexico, Pakistan, Philippines, Singapore, South Korea, Spain, Sweden, Taiwan, Thailand, United Kingdom, and Vietnam
Played a leadership role in internationalization among higher-education institutions and organizations

UOIP Vice Provost Lacy and his staff made many significant contributions this year in the field of international education. A few are listed here:

- Dr. Lacy currently serves as the Association of International Education Administrators’ (AIEA) Past President and was the President and chair of the 2011 AIEA Annual Conference, the largest conference in the history of AIEA, with over 700 participants from 35 countries. Dr. Lacy also chairs three AIEA Committees: Presidential Fellows, Nominations, and Regional Forums.

- Dr. Lacy is one of six advisory board members of the pilot International Academic Partnership Program (IAPP). Funded by the U.S. Department of Education’s Fund for the Improvement of Postsecondary Education (FIPSE), the IAPP is a major new initiative of Institute for International Education’s Center for International Partnerships in Higher Education; it seeks to increase the number of international partnerships between higher education institutions in the United States and those in India.

- Dr. Lacy and UOIP analyst Jennifer Wade published the article “Building International Partnerships Based on Common Goals and Mission: Four Case Studies from the University of California, Davis” in the Institute for International Education’s book Developing Strategic International Partnerships.

- Assistant Vice Provost Robert Kerr serves on the board of the Council for Advancement and Support of Education (CASE), District VII, and as chair of its Professional Development Committee.
Goal 4: Nurture a Sustainable Future and Propel Economic Vitality

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

UC Davis faces considerable challenges in driving economic growth at a time when its historical partner, the State of California, must contract its contributions to the University of California. With our muscular response to the recent severe budget cuts, we are doing more than pulling our own weight in bringing economic activity to Davis, Sacramento, and surrounding areas. As a whole, we are leveraging direct state investment 9:1. Looking ahead, we believe that the 2020 Initiative and the Innovation Hubs will significantly enhance our efforts in this direction. Our growing economic strength will continue to provide jobs in our adjacent communities—which, given our proximity to the state capital, have been severely impacted by the contraction of State spending.

The Office of the Provost and Executive Vice Chancellor is actively involved in enhancing the economic vitality of UC Davis, the region, and the state. We do this largely by promoting University-industry collaborations and partnerships, and in supporting the translation of basic research into marketable products that improve quality of life. At the same time, we not only recognize our ethical imperative to contribute to a sustainable future, but also believe we must grow our University’s leadership role in the development of sustainable technologies in agriculture, the environment, health, and other areas. Leadership in sustainability will be increasingly important to our ability to bolster our regional and state economies in the coming decades.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

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 has met numerous delegations of business leaders from the region, nation, and around the world during their visits to our campus. Similarly, when traveling, he has visited businesses of alumni and other potential donors.

Undergraduate Studies

The Internship and Career Center (ICC) fostered student employment in industry and government

Largely due to the depressed job market, demand for career advising through the ICC has never been higher. 2010–11 data are not yet available, but in 2009–10, more than 26,000 students received advising in the forms
of resume review, interview preparation, career planning, and job/internship assistance through a combination of individual and group advising sessions, workshops, seminars, informational meetings, and instructional offerings. ICC’s outreach activities also secured continuing corporate recruitment at UC Davis from major companies and agencies, including Apple, Cisco, Google, Lucasfilm, Walt Disney Corporation, Genentech, Monsanto, the CIA, the EPA, and the California Energy Commission.

University Outreach and International Programs (UOIP)

Supported the University's contributions toward sustainability and connections to business

The efforts of UOIP in nurturing a sustainable future and propelling economic vitality are conducted in support of several offices on campus. UOIP works with centers and institutes such as the Office of Research, UC Davis Extension, the California Institute of Food and Agricultural Research, the Center for Entrepreneurship, the California Lighting Technology Center, and the Institute for Transportation Studies to further the University’s connections to regional, national, and global business communities.

UOIP has played a role in connecting constituencies across campus for collaboration, including linking the EnvironMentors with the School of Education; supporting an NSF grant between the Department of Physics, the College of Engineering, and the School of Education; connecting the Center for Regional Change with the School of Education; initiating a training program between the Graduate School of Management, the Foods for Health Institute, and the Clinical and Translational Science Center; supporting UC Davis Extension Global Studies Expansion of the GREAT program to the College of Letters and Science—Mathematics and Physical Sciences; and connecting a local business, Raging Wire, with the Center for Entrepreneurship.

Other business partnerships that have been created or strengthened this year include ones with BGI and CHIC, and philanthropic partnerships with representatives from Silicon Valley Bank; Delegata; McWong International, Inc.; M. H. Mohanna Development Incorporated; and Global Investment Holding Company.
Goal 5: Champion Health, Education, Access and Opportunity

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

UC Davis’ achievements in promoting health are most directly visible on our Sacramento campus, home to the UC Davis Health System’s Medical Center, the School of Medicine, and the newly founded Betty Irene Moore School of Nursing. While the Office of the Provost and Executive Vice Chancellor shares in the work of the Sacramento campus through the Provost’s role as chief academic officer for the University, its primary contributions in this area focus on creating a “healthy” campus in a larger sense—providing all members of the campus community with the conditions, resources, and opportunities they need to achieve professional success and satisfaction, and to maintain a healthy work-life balance.

Academic Affairs is central here, through its educational and professional training workshops, Work Life program, work on faculty advancement, and other efforts. The commitment toward equity and diversity, which is shared by all sectors of the Office of the Provost and Executive Vice Chancellor, is exemplified in the recent establishment of the UC Davis NAGPRA Committee, which will advise Provost Hexter on implementation of the Native American Graves Protection and Repatriation Act.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

Reactivated and reconstituted the UC Davis NAGPRA Advisory Committee in order to glean advice and recommendations in light of new regulations of the Native American Graves Protection and Repatriation Act (NAGPRA)

Our community engagement must begin with our becoming good neighbors, and nothing is more important than our “getting right” with our Native American neighbors, many of whom lived on lands that now comprise our campus. Nothing has been, over the years, more inflammatory than the issue of the return of native remains, long governed by NAGPRA. After intense consultations, Provost Hexter provided a fresh charge and created a new UC Davis NAGPRA Advisory Committee and held a preliminary meeting of all those who had been appointed and were available during the summer. When its roster is complete, the Advisory Committee will comprise 15 faculty members, campus leaders, and tribal representatives, as well as one student. So far, 11 of the member positions have been definitively filled; invitations are circulating or are about to circulate to complete the membership.
Attended and spoke at special graduation events

In addition to the formal commencement exercises, a number of groups in the campus community have additional recognition celebrations. Provost Hexter was pleased to be invited to participate in and speak at the Black Graduation Celebration—apparently he was the first Provost ever to do so—as well as at the Lavender Graduation Celebration organized by the LGBT Resource Center. In addition, the Provost spoke at the end-of-the-year dinner of Delta Lambda Phi, our local chapter of the national fraternity providing social, service, and recreational activities for gay, bisexual, transgender, and progressive men. Off campus, he was also pleased to be able to speak at the opening ceremony of the Native American and Indigenous Studies (NAISA) Conference in Sacramento in May; our Native American Studies department had a key role in hosting and organizing this international conference. Provost Hexter is proud to represent the University and its commitment to diversity both on and off campus.

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, there is a one-day workshop to help new faculty become oriented to the campus and to provide them with information, advice, and resources necessary for a successful academic career. In addition, non-faculty academic employees were provided with information on advancement guidelines in their title series through FAQs and a half-day workshop. Lower attendance for the 2010–11 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).
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 18 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.

Figure 18. Numbers and costs of faculty using the Work Life program for teaching release, 08/09–10/11

Continued a fair and transparent process for career equity reviews

Academic Affairs continued the efforts of the Career Equity Review program (CER). Established by the Vice Provost for Academic Affairs in 2003, the program aids faculty who may be at a lower rank or step than warranted by his or her performance as documented in the dossier file.

Regularly presented amended APM advancement criteria

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).
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.

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 (e.g., health care clinics, legal and immigration support programs, and innovative K–12 public school initiatives). This year, Hubert H. Humphrey Fellows completed their required six-week Professional Affiliations at the U.S. Army Corps of Engineers, US Environmental Protection Agency, Sacramento Municipal Utility District (SMUD), California Environmental Protection Agency, local NGO Freedom from Hunger, sister Humphrey program campus Cornell University, and with departments and centers throughout the UC Davis campus. 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. This year, UOIP also hosted its first professional affiliation with Dr. Luz Taposok, director, Planning and Development Office, University of Southern Mindanao, Philippines.

Connected international alumni with the campus

UOIP has played an important role in connecting UC Davis international alumni with our campus community. For example, it has matched an alumnus in Austria with the law school for career opportunities that he had to offer. UOIP is matching our domestic alumni with alumni in Egypt, Argentina, and Hong Kong, and is working with friends in Barcelona to explore setting up international internships.
Goal 6: Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship

. . . organizational streamlining
. . . online processes, resources, and courses
. . . fundraising and budget solutions

Sharply diminished funding from the State of California has made organizational excellence at UC Davis not merely a desideratum, but also an urgent necessity. A significantly tighter budget means significant cuts in expenditures, and here, as always, the primary challenge is to find ways to trim that negatively impact as little as possible both the University’s mission and our campus community—students, faculty, and staff. Complementary methods of dealing with reduced funding are simplifying the University’s organizational structures and its processes. Of course, simplification that impairs the University’s fulfillment of its mission cannot be said to promote efficiency—only reduced excellence and lower achievement.

The Office of the Provost and Executive Vice Chancellor is proud of the fact that it has been aggressively pursuing efforts to reduce expenses and simplify infrastructure and processes while at the same time successfully preserving excellence in our mission and upholding our community. Indeed, we have found that, in many instances, our current situation has spurred a critical self-evaluation that has resulted in improved functioning at less cost.

During the past year, we have moved ahead on a number of fronts. Most notable, perhaps, is how we have increased convenience and lowered expenses by putting many administrative processes, resources, and educational opportunities online. Other important achievements include streamlining the academic personnel and budget processes, work toward establishing self-supporting degree programs, and—primarily with respect to the Provost and UOIP—fundraising activities.

Selected Highlights 2010–11

Provost and Executive Vice Chancellor Ralph J. Hexter

Played a leadership role in streamlining the Office of the Chancellor, and the Office of the Provost and Executive Vice Chancellor

Provost Hester led efforts to streamline the offices of the Chancellor and Provost. To enable Robert Loessberg-Zahl to move to Institutional Analysis within BIA, the Provost ran a search for a new assistant executive vice chancellor and recruited Marie Carter-Dubois, formerly of the School of Education, to fill that position. She has achieved tremendous efficiencies within the two offices, bringing what had previously been perceived as separate “offices” of the various vice provosts much more into the fold, with concomitant sharing of services in key areas. A speechwriter/media consultant for the Provost has also been hired on a one-year contract.
**Effected streamlining across units by the transfer of the Internship and Career Center (ICC) to work alongside the Student Academic Success Center (SASC) under the Vice Chancellor for Student Affairs**

Moving (as of July 1, 2011) the Internship and Career Center from Undergraduate Studies to Student Affairs—where it will have a closer association, and share a director, with the Student Academic Success Center—makes sense as a way both to improve service to students and reduce administrative costs. The rationale for the move depends heavily on the strong alignment between ICC and SASC with respect to mission and services. Notably, each is committed to helping UC Davis students before and after graduation, and each has strong academic connections. We believe that the move provides opportunities for greater synergy between the two units and therefore enhanced benefits to students. At the same time, having a single director for both units allows for administrative savings that might be invested in further enhancing the capacity of ICC and SASC.

**Changed the Vice Provost for Academic Personnel position to that of Vice Provost for Academic Affairs**

The Provost led the search for the replacement of the Vice Provost for Academic Personnel, who was stepping down, under the title Vice Provost for Academic Affairs, a position with an expanded and more strategic brief. The new vice provost, Maureen Stanton of the College of Biological Sciences, will begin her service January 1, 2012.

**Consulted extensively with Academic Senate leaders and created committees to streamline the academic personnel process**

Two committees or work groups have emerged in part from the Provost’s consultations on the academic personnel process. One has been charged by division chair Powell to work on ideas about streamlining processes on the Senate side. Another, on off-scale salaries, has been jointly charged by the Senate chair and the Provost to consider the degree to which UC Davis salaries are particularly depressed (even by UC standards) and suggest potential remedies. A charge for a third committee has already gone out, although final touches on the roster await input from incoming division chair Bisson; as noted above, this committee will focus on colleagues in the Federation.

**Worked with the Vice Provost for Undergraduate Studies to strengthen enrollment management functions across all four colleges**

A primary focus of this effort was to ensure students sufficient seats in high-demand classes—one of the keys to improving the University’s time-to-degree statistics. In addition, a decision was made to distribute additional funds to support more advising activities, which are known to be effective in improving retention and time-to-degree.

**Advanced the Dashboard Project**

The Provost proposed that he and other administrative and academic leaders (vice chancellors, vice provosts, and deans) devise a “dashboard” that would allow them to monitor and report on a series of key metrics. BIA took the initial list that the Provost, after consultation with the deans, provided, and is working to refine and populate it with data (historical and other) and permit most “dials” to tailor displays by school/college/division. The Dashboard will be published online by November 15, 2011.

**Established the Joint Administration / Academic Senate Special Task Force on Self-Supporting Degree Programs at UC Davis**

The Special Task Force, whose primary goal is to provide advice and recommendations to the Provost regarding self-supporting degree programs at UC Davis, will focus on such areas as administrative processes and structure; financial costs to the campus; academic quality; the student experience; impact on faculty; and
fees. It comprises 11 faculty members and campus leaders. In October 2011, the Task Force will submit its recommendations in a final report to the Provost, who in turn will share the report with the Chancellor. In fall 2011, a campus policy on self-supporting degree programs will be issued (in effect for programs starting in fall 2012).

Began collaborating with the Office of the Chancellor to increase efficiency in the processes supporting speaking appearances by the Chancellor and Provost

The offices of the Chancellor and the Provost are collaborating to 1) create an online request system for appearances, and 2) new online forms that will better serve the request and information-gathering processes. The innovations, which are expected to be in place for fall 2011, will increase convenience for units requesting appearances as well as for the two offices. They will also help to ensure the timely receipt of information and materials essential to generating effective remarks and successful appearances.

Academic Affairs

Increased early resolutions 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 19, the number of such early resolutions in 2010–11 was approximately 29% higher than that in 2008–9. Academic Affairs’ goal is to continue to be proactive in dealing with situations before they reach the formal grievance state.

![Figure 19. Numbers of early resolutions (i.e., resolved before a formal grievance/complaint was filed) with influence of Academic Affairs consultation, 08/09–10/11](chart.png)
Minimized effort and cost by informally resolving formal complaints

Through informal resolutions of formal complaints, Academic Affairs has saved considerable staff and faculty time by avoiding a drawn-out investigation. Academic Affairs will continue to make proactive efforts to resolve as many formal cases as possible through informal resolution.

Used 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. As Academic Affairs continued to develop the MIV enhancements, more actions utilized the program (for an increase of 79% in 2010–11 since 2008–09). It will be observed that only about half of those actions that could have been completed electronically through MIV were (i.e., 69% of the actions could have been done via MIV in 2010–11, but only 34% were). But this discrepancy is expected to be minimal by 2013 because the Provost has approved a phased mandate for the use of MIV.

![Figure 20. Academic personnel actions reviewed in MIV compared to those that could have been reviewed in MIV, by percent and actual number of actions, 08/09–10/11](image)

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 Figures 21 and 22 below, the use of online forms has increased explosively in recent years, from 270 times in 2008–09 to 1,497 times in 2010–11, a rise of 454%. Our aspirational goal for 2011–12 is for each school and college to utilize the online forms for at least 80% of their requests, and by 2012–13 to eliminate paper use completely.
Figure 21. Increased usage of Forms Online by number of forms and percent of increase from inception of the system to current year, 08/09–10/11

Figure 22. Usage of Forms Online by School/College, 08/09–10/11
Provided online training modules, which added convenience and reduced costs

Academic Affairs collaborated with colleagues in the offices of Campus Community Relations and the Sexual Harassment Education Program to create an online course entitled “Living the Principles of Community (POC),” which provided convenience for the employee and saved the costs of course materials and instructor commuting. In 2010–11, Academic Affairs had its highest number of individuals take the course, with 130 individuals completing it. The Chancellor also asked all members of the Council of Deans and Vice Chancellors (CODVC) to take the course and to encourage personnel of their units to take it as well. The Vice Provost for Academic Affairs also asked all newly appointed department chairs to take the course prior to attending the two-day mandatory New Chairs Workshop. The hope is that continued participation in this course will lead to a positive work and learning environment in which all individuals will be respectful with one another. This, in turn, could lead to a decrease in conflicts. The goal for 2011–12 is to alter the course to have it focus only on academic/faculty scenarios.

Eliminated or revised unnecessary or problematic APM policies

This past year, Academic Affairs reviewed all UC Davis 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, Academic Affairs has proposed to eliminate three UC Davis APM policies, to move five out of the APM and keep as guidelines, and to revise two.

Continued streamlining of 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 12 in 2010–11. This reduction created a significant savings of time and effort these past many years for both staff involved in organizing the ad hoc meetings and the faculty who served on these committees.

Undergraduate Studies

Improved access to essential academic courses

Working with staff in Budget and Institutional Analysis (BIA), Undergraduate Studies provided central funds to allow the offering of additional sections of essential courses for which demand exceeded availability—thus reducing time-to-degree, a critical area for both accreditation and cost control.

Exceeded the revenue goal for 2010 in the Summer Sessions Program through cost cutting

Facing a student fee increase of 32.5%, Undergraduate Studies’ goal for Summer Session 2010 was to maintain enrollment and student credit hours at 2009 levels. By instituting cost-cutting measures (including minimal increases in instructor salaries), Summer Sessions expected to generate a net revenue of $4.53 million. In fact, the program surpassed its enrollment and credit hour objectives, increasing them by 2%, and generated a net revenue of $4.56 million—an increase of $2.53 million over 2009.
Spearheaded online course programming through the Center for Excellence in Teaching and Learning (CETL)

The Center for Excellence in Teaching and Learning is spearheading online course programming, including actively investigating possibilities in UC-quality course delivery. CETL serves as campus liaison to UCOP’s Online Instructional Pilot Project (OIPP), and provided consulting for six UCOP-sponsored course redesign projects for UC faculty. The projection is target class sizes from 75 to 300 students per quarter, and the goal is to offer these courses to students at any UC campus in 2012. The online course development started “from scratch” in February 2011, following selection for the project by UCOP in January. In February, CETL began work on the “Course Roadmap,” or Design phase, for each of the six courses. With Design complete, all courses are now in the Development phase. CETL is currently developing the “War and Terrorism” and “Climate Change” courses. The goal is to have two courses live in January 2012, two more in winter, and two more in fall 2012. A Spanish language course currently in development offers a metric for how online instruction can increase the number of students reached. The current, in-class instructor-to-student ratio is 1:25. In the online version of the course, UC Davis Professor Blake will co-teach with a UCSB faculty member, at a ratio of 2:75, for a 50% improvement in this metric. CETL is also involved with course design for two UC Davis professors not associated with the UCOP Online Instruction Pilot Project, and views online course development as a growth area limited only by manpower. This is a brand new project; historical metrics do not exist.

Transitioned the undergraduate research journal Explorations to an online format

Undergraduate Studies transitioned Explorations: UC Davis Undergraduate Research Journal, Vol. 13, 2010 to a fully online journal (accompanied by a hard-copy folio of abstracts to publicize the student authors and new Web site). The online publication is able to showcase additional outstanding authors, is more environmentally sustainable, and presents significant cost savings. The change allowed this volume to showcase 19 authors while reducing print pages from 100 to eight pages, and production costs by 84%.

Supported campus development efforts

Integrated Studies Honor Program (ISHP) alumni are becoming Friends of the ISHP in increasing numbers. Since the launch of the fundraising effort a few years ago, annual donations from alumni, faculty, and families have helped to maintain the many “extras” that characterize the special quality of the first-year experience in Miller Hall. A fundraising letter to strengthen an endowment in honor of longtime ISHP faculty member Jay Mechling has yielded donations totaling, to date, $5,417 from thirty-one donors, seven of them donating for the first-time. ISHP alumnus Dr. Alex Fisher held a Pancake Breakfast and Silent Auction in the Napa Valley, attended by alumni and friends of UC Davis; Dr. Fisher hopes to make this a regular event.

In addition, Vice Provost Turner co-signed, with Vice Chancellor for Student Affairs Wood, a first-time solicitation to past recipients of the University Medal to contribute to a newly established endowed fund to ensure that future undergraduates will continue to receive the recognition conferred by the award despite current state budget challenges.

Over all, development is an important area of future growth for Undergraduate Studies, with new possibilities and approaches currently under consideration.
The University Librarian

Consulted extensively with staff and AFT leadership regarding organizational issues

Over a five-week period, Acting University Librarian Siverson held meetings with every Library department and its personnel, asking them to share their ideas about how the Library might become more effective in dealing with a number of difficult circumstances. There were also many one-on-one meetings. Collectively, the consultations were productive and resulted in several institutional steps to improve communication among administration and staff. In addition, the Acting University Librarian initiated a series of meetings with the Library’s AFT leadership to talk about issues of interest to them, with generally beneficial results. He also often met informally with individual members of the union’s leadership to discuss specific issues of Library policy.

Gained approval for a plan to eliminate the Library’s budget deficit

During the year, the Acting University Librarian proposed to Provost Hexter a plan for eliminating the Library’s deficit. The plan involved the Library relinquishing a significant number of positions as well as leased storage space in East Davis. The combined amount from these permanent reductions was slightly in excess of the deficit. This proposal was accepted. The plan will allow the Library to begin to rebuild the personnel in the Systems department; this rebuilding will be critical to maintaining digital assets and managing the information needed to monitor the flow of digital and physical collections, as well as to enhancing access for Library patrons. This is an important intermediate step on the way to a new level of investment that will come with, and be required to complete, the hire of a new University Librarian.

University Outreach and International Programs (UOIP)

Invested in 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.

Made international data more accessible

The UOIP Web site resources were enhanced this year so that visitors to the site can view summaries of selected collaborations with any country at any time. UOIP also added upgrades, including an online international travel checklist, international travel resources, visitor resources, PowerPoints given by the Vice Provost, and a list of visitors welcomed by UOIP. During the year, the Web site had 14,274 unique visitors from 165 countries/territories.

In addition, SISS enhanced online services, including orientation for J-1 scholars, registration for SISS events, and direct feedback on SISS services through an annual survey. Also, UOIP updated instructional presentations on student employment and online forms for students, scholars, and departments. To further develop a sense of community, the HHHP launched a Facebook page (which received 42 “likes”); established a Fellows Coaching network where outgoing fellows select an incoming fellow to mentor; and plans to launch an extensive alumni outreach effort. The Education Abroad Center also launched the Aggies Abroad Network.
(http://ucdavisabroad.com/), a network for the University of California, Davis community containing study abroad advice, stories, photos, videos, and more; during the year, the network had more than 600 participants.

**Managed emergencies**

This year, from Japan to Chile, from New Zealand to Egypt, UC Davis students, scholars, and faculty have been impacted by natural and social crises that have required the location and evacuation of our constituencies. Once disaster struck, or tensions elevated to a level that prompted a travel alert by the U.S. government, the University of California Systemwide emergency plan, the UC Davis Emergency Guidelines for International Programs, and the Countries with Government Travel Advisory Committee were set into motion and served the campus well as a tool for communication and action.

**Increased educational offerings for campus staff**

This year, SISS increased the training it offers for campus staff. The reorganization of Staff Development and Professional Services courses on hiring international scholars resulted in two additional courses with approximately 100 attendees. In addition, an online version for departments hiring J-1 scholars is in progress. This year also marked an increased outreach to the Sacramento campus, with advising and orientation held at the UC Davis Medical Center.

**Expanded the University's development outreach**

By identifying strategic partners to play key roles as faculty assistant and special assistant to the Vice Provost, or as members of the UC Davis International Programs Executive Development Council, UOIP has been able to engage alumni and non-alumni donors. Through deliberate planning and fundraising, UOIP continues to steadily advance the annual and cumulative goals of the campus’ comprehensive campaign. UOIP has developed a strong group of campus and community leaders who have the capacity to give a major gift and lead to others with the capacity to give a major gift. These volunteer positions are vital to the expansion and cultivation of more potential donors. One exciting new opportunity this year was created by the Charles Soderquist Matching Gift Fund, which matched a range of faculty gifts from $12,500 to $25,000 to provide support for graduate students. Through UOIP development efforts, five new international graduate student fellowships were established with matching funds from the Soderquist Fund.
Figure 23. Campaign for UC Davis fundraising: $1,533,111

UOIP campaign data also include grant funding for the Hubert H. Humphrey Fellowship Program. UC Davis has hosted the program from 1986–96 and 2001–present. This competitively funded grant is awarded for five years and is valued at approximately $250,000 per year. (Not reflected in chart)

Continued work toward funding an International Center

Although UOIP has only 0.78 FTE devoted to the development efforts, this year it has continued to foster relationships and develop a framework toward funding an International Center through philanthropic means.
Conclusion

This *Annual Report 2010–11* for the Office of the Provost and Executive Vice Chancellor depicts an organization supporting and advancing the UC Davis Vision of Excellence in many ways. The different charges of the various offices of the Provost and vice chancellors mean that they will not only make different contributions toward the Vision goals, but also that in each case different goals are likely to be more relevant than others. We are proud that our office makes important contributions to all six of the goals, and also proud that we are especially strong in fostering excellence in our community of learning and scholarship (Goal 1), advancing the internationalization of our University (Goal 3), and enhancing our organizational excellence and efficiency (Goal 6). Even so, as we move forward, it will be with open eyes for ways to maximize our contributions to all of the Vision goals.

It should be noted here that this report also reflects an organization in transition. Most notably, Provost Hexter began his term on January 1, 2011—halfway through the period addressed by this document. It is testament to the tremendous efforts of the previous Provost and Executive Vice Chancellor, Enrique Lavernia, and the former Associate Executive Vice Chancellor Robert Loessberg-Zahl, that the midyear transition was accomplished so smoothly and our office was able to continue to function at a high level.

In addition, since Provost Hexter’s arrival, our office has already taken some significant steps towards refashioning itself into a more integrated and more matrixed organization. We have clustered a number of services in support of our operations (and those of the Office of the Chancellor); and the Provost has also instituted monthly meetings with all the vice provosts as a single group, in order to ensure effective cooperation. Finally, the midpoint of the coming year will mark a very significant change, the arrival of a new vice provost for Academic Affairs, Maureen Stanton. Before assuming her position, the Provost will continue to work with the outgoing vice provost, Barbara Horwitz, on the advancement and refreshment of our faculty ranks.

As we work on defining how we may grow in the framework of the 2020 Initiative, all areas of our office—Academic Affairs, Undergraduate Studies, University Outreach and International Programs, the Library, and the Provost’s immediate staff—will be challenged to evolve and interweave their efforts ever more tightly. The Vision of Excellence and all its goals will serve as reference points in this process, and year by year we will become a stronger, more efficient, more international, and more excellent University, contributing significantly to the communities in which we live and work—the entire state of California, the nation, and the world.
### APPENDIX

**Financial Statement**

#### Unit: Office of Chancellor and Provost

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>Percent Change 2007-08 - 2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCES OF FUNDS</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Funds and Tuition-- July 1 Base (199XX)</td>
<td>$12,879,680</td>
<td>$13,514,095</td>
<td>$12,758,451</td>
<td>$11,243,451</td>
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<td>General Funds and Tuition-- Current (199XX)</td>
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<td>External and Other Funds (Total)</td>
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<td>$19,290,151</td>
<td>$21,260,632</td>
<td>$21,786,882</td>
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<td>Income and Recharges (INC/SUB9)</td>
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<td>$6,925,269</td>
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<td>External and Other to be Designated by Unit</td>
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<td>$0</td>
<td>$0</td>
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<tr>
<td>External and Other to be Designated by Unit</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>External and Other to be Designated by Unit</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td><strong>Total Sources:</strong></td>
<td>$27,616,749</td>
<td>$35,976,110</td>
<td>$36,896,175</td>
<td>$36,084,562</td>
<td>31%</td>
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#### USES OF FUNDS - Total Expenditures

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<th>2009-10</th>
<th>2010-11</th>
<th>Percent Change</th>
</tr>
</thead>
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<tr>
<td>General Funds and Tuition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Salaries (SBxx)</td>
<td>$904,175</td>
<td>$567,450</td>
<td>$517,928</td>
<td>$495,358</td>
<td>-45% Note 2</td>
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<tr>
<td>Staff Salaries (SUBS)</td>
<td>$6,809,378</td>
<td>$7,188,557</td>
<td>$6,731,255</td>
<td>$6,633,387</td>
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<tr>
<td>General Assistance (temporary staffing)</td>
<td>$1,714,503</td>
<td>$1,421,711</td>
<td>$1,084,763</td>
<td>$929,976</td>
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<tr>
<td>Benefits</td>
<td>$2,130,167</td>
<td>$2,102,377</td>
<td>$2,234,275</td>
<td>$2,236,957</td>
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<td>O&amp;E&amp;E and Other</td>
<td>$1,931,830</td>
<td>$2,036,910</td>
<td>$1,548,475</td>
<td>$1,362,820</td>
<td>-29%</td>
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<td><strong>Sub-total General Funds and Tuition</strong></td>
<td>$13,490,053</td>
<td>$13,317,005</td>
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<tbody>
<tr>
<td>External and Other Funds</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academic Salaries (SBxx)</td>
<td>$138,905</td>
<td>$136,757</td>
<td>$78,959</td>
<td>$79,476</td>
<td>-43% Note 3</td>
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<tr>
<td>Staff Salaries (SUBS)</td>
<td>$3,806,980</td>
<td>$4,187,394</td>
<td>$3,930,256</td>
<td>$3,865,861</td>
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<td>General Assistance (temporary staffing)</td>
<td>$6,491,657</td>
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<td>$7,565,377</td>
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<td>Benefits</td>
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<td>$2,174,642</td>
<td>$2,144,204</td>
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<td>O&amp;E&amp;E and Other</td>
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<td>$9,168,862</td>
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<td><strong>Sub-total External and Other Funds</strong></td>
<td>$21,443,582</td>
<td>$22,577,133</td>
<td>$21,714,323</td>
<td>$22,697,187</td>
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<tr>
<td><strong>Total Uses</strong></td>
<td>$34,933,635</td>
<td>$35,894,138</td>
<td>$33,831,019</td>
<td>$34,355,685</td>
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#### FTE Employees (April Employee Snapshot as compiled by BIA)

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<tr>
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<th>2007-08</th>
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<th>Percent Change</th>
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<tbody>
<tr>
<td><strong>General Funds, Tuition and Fees--Base and Current</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>MSP and SMG</td>
<td>24</td>
<td>25</td>
<td>25</td>
<td>22</td>
<td>-8% Note 4</td>
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<tr>
<td>PSS</td>
<td>116</td>
<td>129</td>
<td>109</td>
<td>103</td>
<td>-11%</td>
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<tr>
<td>Academics</td>
<td>9</td>
<td>6</td>
<td>7</td>
<td>6</td>
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<tr>
<td><strong>Sub-total General Funds and Tuition</strong></td>
<td>149</td>
<td>160</td>
<td>141</td>
<td>131</td>
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<th>2009-10</th>
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<th>Percent Change</th>
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<tr>
<td><strong>External and Other Funds</strong></td>
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<tr>
<td>MSP and SMG</td>
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<td>PSS</td>
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<td>81</td>
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<td><strong>Sub-total External and Other Funds</strong></td>
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<td>90</td>
<td>90</td>
<td>89</td>
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<table>
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<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>Percent Change</th>
</tr>
</thead>
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<tr>
<td><strong>Total Employees</strong></td>
<td>245</td>
<td>250</td>
<td>231</td>
<td>220</td>
<td>-10% Note 5</td>
</tr>
</tbody>
</table>

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1 June Prelim
2 July 1 Base Budget less June Final Current Budget

Note 1: Before 2010-11 budget reduction. After reduction, base budget is $10M.

Note 2: The increase is a result of fewer FTEs with higher salaries, including executive management.

Note 3: This FTE count includes contract and seasonal employees. We do have many seasonal employees at the Mondavi Center. The FTE count, w/o contract is 184.