

# State of the Campus

Chancellor Gary S. May  
Representative Assembly  
UC Davis Academic Senate  
March 1, 2018

# New leadership

VC – Finance,  
Operations and  
Administration



Kelly Ratliff

Chief of Police



Joseph Farrow

Chief Marketing &  
Communications  
Officer



Dana Topousis

## Recruitments:

- VC – Human Health Sciences
- VC – Office of Research
- Chief Campus Counsel
- VC – Student Affairs
- VC – Diversity, Equity and Inclusion (New)

# Strategic Plan: overview

- Where do we want UC Davis to be in 10 years and how do we get there?
- Creative, bold ideas
- University-wide engagement
- Led by Steering Committee
- Plan to be released by July 2018



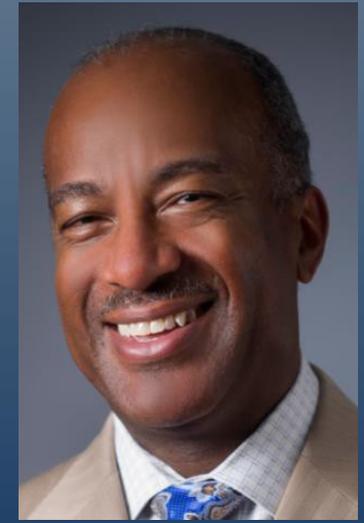
# Strategic Plan: Steering Committee

- 23 members – faculty, students, administrators – serving as the chief visionaries, architects and drafters of plan
- Promotes university-wide participation through multiple channels

## Co-Chairs



**Ken Burtis**  
Faculty Advisor  
Chancellor & Provost



**Gary May**  
Chancellor

# Strategic Plan: Steering Committee members

- **Kia Aliakbar** – Chair, ASUCD Committee on Committees
- **Nicole Baumgarth** – Professor of Pathology, Microbiology & Immunology
- **Ken Burtis** – Faculty Advisor to Chancellor and Provost
- **Eddie Bell** – Undergraduate, Managerial Economics
- **Anthony Bulaclac** – MBA student, Graduate School of Management
- **Fadi Fathalla** – Associate Vice Provost, Global Affairs
- **Dave Furlow** – Associate Dean, Undergraduate Education
- **Rachael Goodhue** – Chair, Academic Senate
- **Joel Hass** – Professor of Mathematics
- **Leah Hibel** – Associate Professor of Human Development and Family Studies
- **Alissa Magorian** – Executive Assistant, Enrollment Management

# Strategic Plan: Steering Committee members

- **Gary May** – Chancellor
- **Pat Randolph** – Academic Coordinator and Lecturer, Biological Sciences
- **Susan Rivera** – Chair of Psychology
- **Mabel Salon** – Interim Assistant Chancellor, Government and Community Relations
- **Rich Shintaku** – Director, Diversity and Inclusion
- **Elizabeth Spiller** – Dean, College of Letters and Science
- **Cecelia Sullivan** – UC Davis Foundation Trustee
- **Roy Taggweg** – President, Graduate Student Association
- **Dana Topousis** – Chief Marketing and Communications Officer
- **Deborah Ward** – Associate Dean, Betty Irene Moore School of Nursing
- **Maisha Winn** – Professor of Education
- **Jason Wohlman** – Associate Vice Chancellor, University Development

# Strategic Plan: outreach

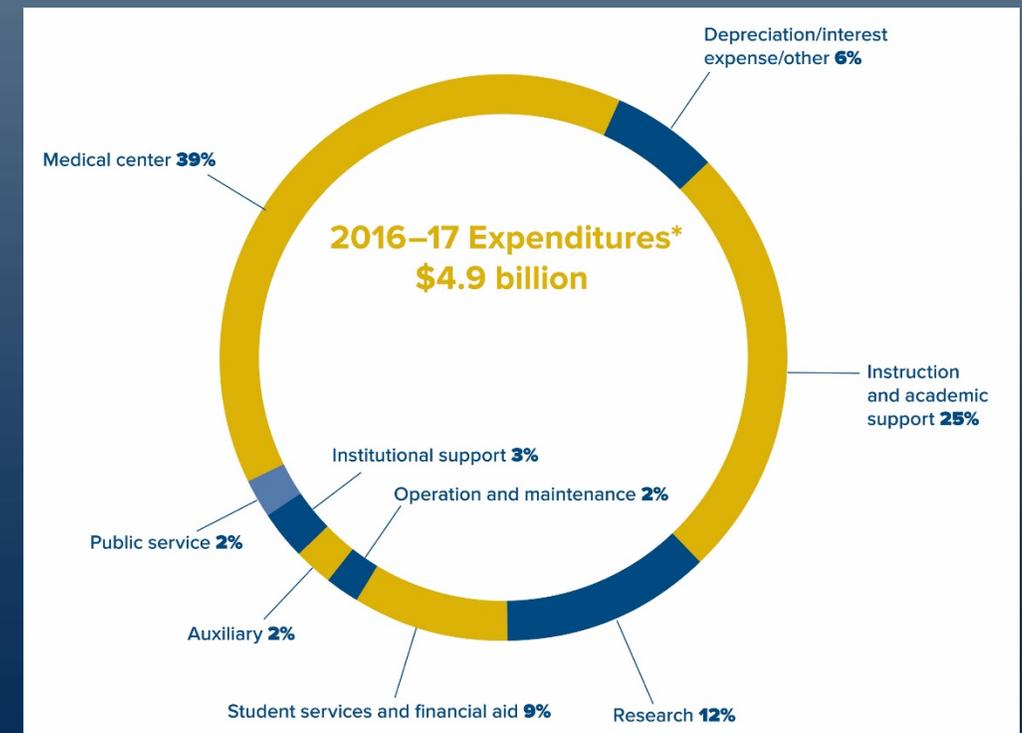
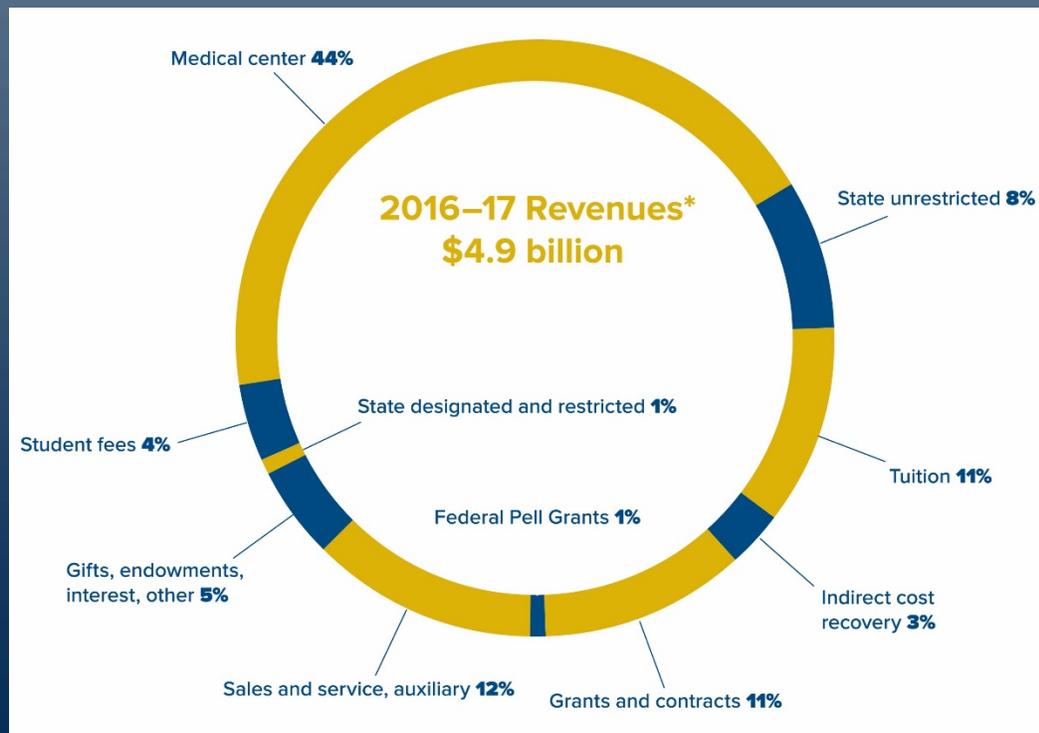
- We had many interactive brainstorming sessions January–February, with faculty, staff and students on both Davis and Sacramento campuses
- Steering Committee had its own sessions as well
- First draft to be released in April
- Please continue to share your ideas, strategies online: <https://toboldlygo.ucdavis.edu>

# Strategic Plan: timeline



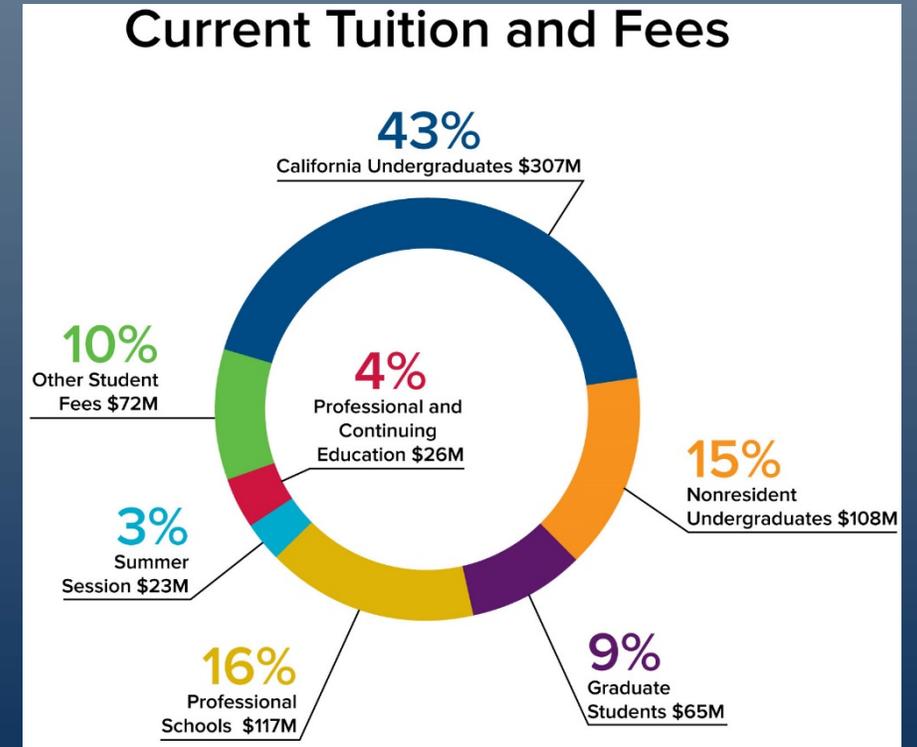
# Finances: overview

- \$4.9B budget, 2016-17
- Modest revenue growth, continued challenges



# Finances: tuition and student fees

- Regents' vote delayed until May
- Proposal:
  - 2.7% (\$342) increase for all students
  - Would bring \$7M in new revenue for UC Davis
    - One third would fund student financial aid
    - Remainder would support student services, academic programs
  - Students of families making < \$100K/yr. would unlikely have to pay for any of the increase



UC Davis Budget & Institutional Analysis

# Financial sustainability: challenges

- Governor's proposed funding increase is 1% less than expected = ~\$4M less for UC Davis
- Revenue growth flattening as we near 18% cap on nonresident UGs
- Higher costs to fund competitive/negotiated faculty and staff pay and benefits
- Substantial investment needs for deferred maintenance, new capacity
- High uncertainty on federal funding for research, Pell Grants, Medicare

# Financial sustainability: revenue strategies

- Generate new revenues
  - Masters programs, self-supporting degree programs
  - Rebalancing asset management strategies to maximize investment returns
- Continued fundraising success
  - Culture of philanthropy is growing
  - \$250M raised last year

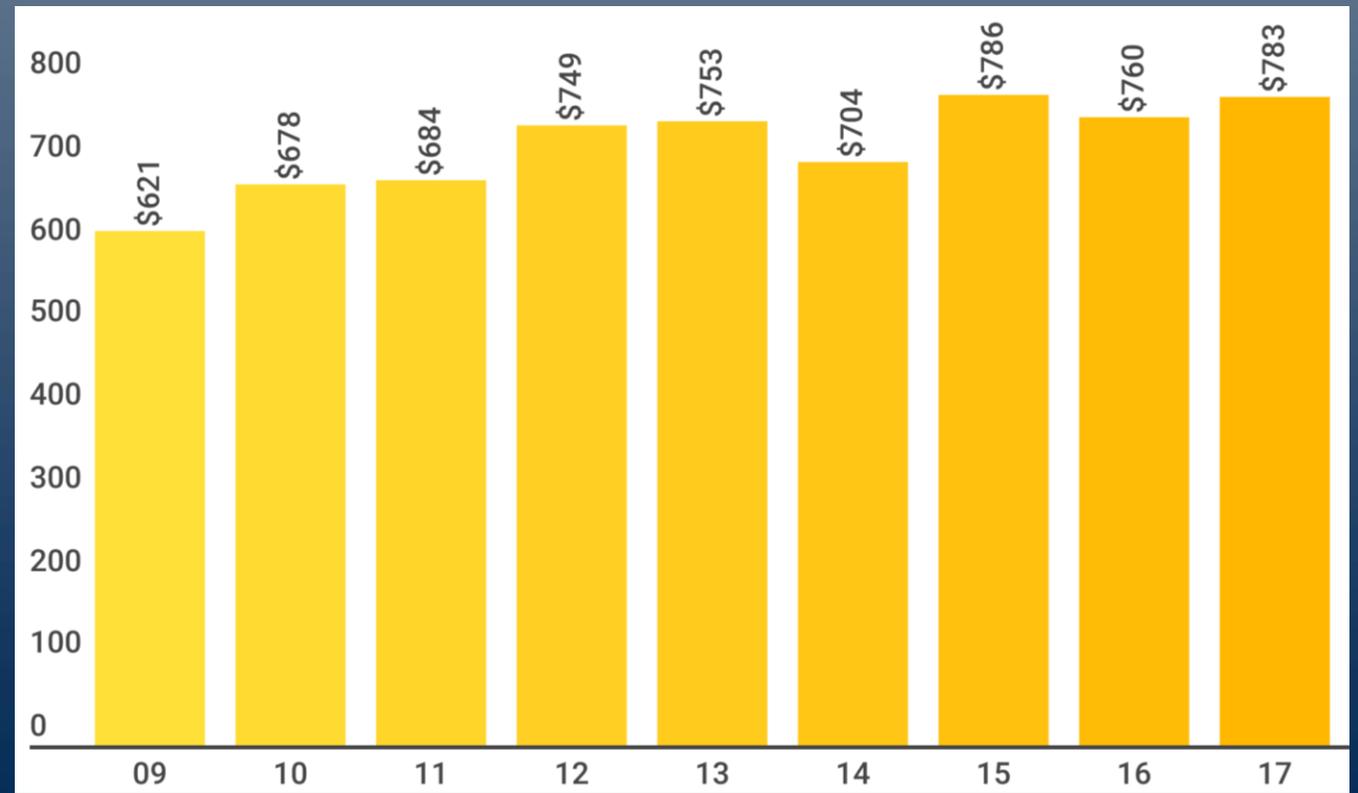
# Financial sustainability: cost strategies

- Expand shared payroll/HR functions across university
- Explore new cost-saving approaches to procurement
- More frequent internal audits of administrative units
- Explore “administrative benchmarking”
  - Process: Compare our business processes, performance metrics to best practices of peer institutions
  - Purpose: Identify cost-saving opportunities and strengthen our bargaining power with vendors of goods and services

# Sponsored research funding

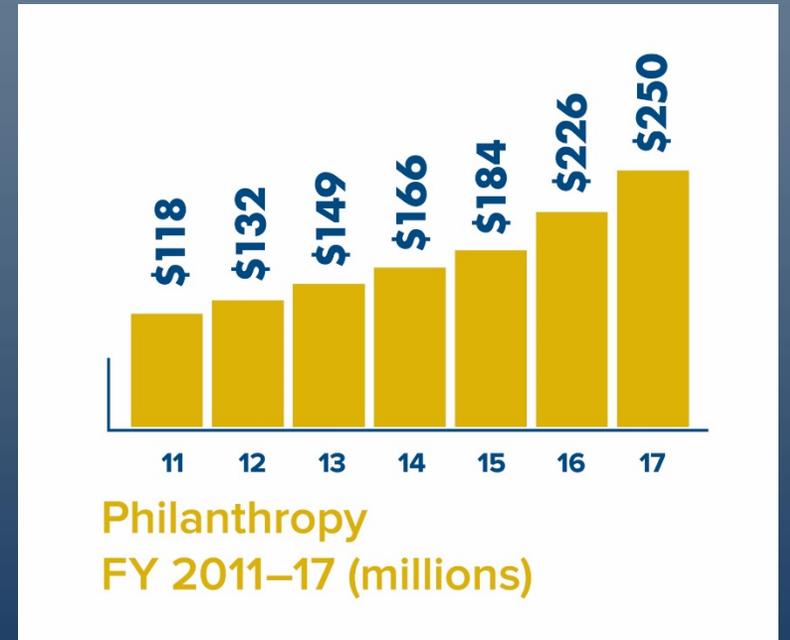
- \$783M in 2016-17
- 49% federal funding
- 21% state funding
- Top grants tackle public health, transportation

Sponsored Research Funding, 2009 – 2017 (millions)



# Fundraising

- Record \$250M in FY 2016-17
- Raised \$114M so far in FY 2017-18
- In quiet phase of 2nd comprehensive campaign
  - Working goal: \$2B over 8 years
  - Driven by “Big Ideas,” Strategic Plan
  - Faculty proponents to pitch ideas to donors this spring



# Planning for the next campaign: Big Ideas

- Criteria: single-concept, multidisciplinary, transformational, build on our strengths
- 13 chosen to advance



# The 13 Big Ideas



- Advancing Pain Relief
- Chemistry Discovery
- Climate Neutrality
- Global Education for All
- Healthy Aging
- Healthy Brain Aging
- Innovation in Autism
- Institute for Global Human Rights
- Precision Medicine
- Smart Farm
- Veterinary Medical Center
- Violence Prevention Research
- World Water Initiative

# Managing growth: overview



- We're almost at enrollment capacity
  - **38,369** total student population 2017-18
  - **39,000** planned capacity through 2027-28
- We're more popular than ever
  - **95,207** applications to enroll in fall 2018 as first-year or transfer students—a jump of 7,550—8.6% over last year

# Managing growth: more room for TA's, teaching

- Walker Hall
  - To house new Graduate and Professional Student Center
  - Opens fall 2019
- California Hall
  - To be largest lecture hall on campus, with 600 seats
  - Opens fall 2018
- Classrooms upgrades
  - More than midway through 6-yr, \$25M renovation/modernization of classrooms across campus



# Managing growth: bicyclists, pedestrians

- Wider walking and biking paths
- 600 more bike parking spaces

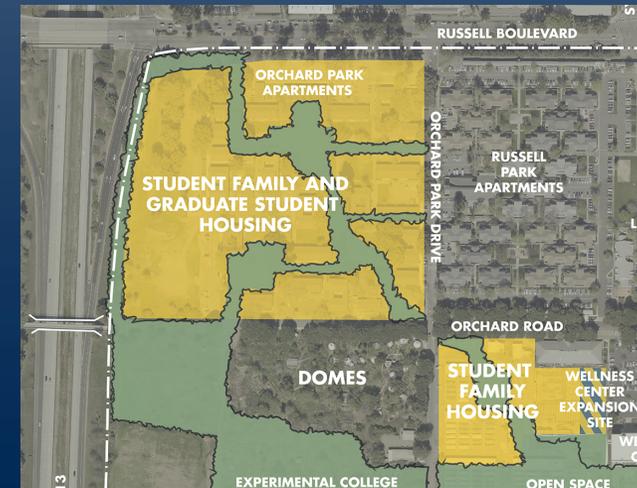


# Managing growth: student housing

- Raising our student housing goal from 6,200 to 8,500 additional beds through 2030
  - 1,800 for West Village
  - 500 for redeveloped Orchard Park graduate student/student family housing
    - Orchard Parks rents to be capped at \$1,000/mo. for family units, ~5% below market rate for other units



West Village



Orchard Park

Russell Blvd. &  
Hwy 113

# Top priorities

- Encouraging excellence in all that we do
- Maintaining student wellness
  - Housing
  - Mental health
  - Food security
  - Campus safety
- Accelerating diversity
- Telling our story well
- Partnering with Sacramento: Aggie Square

# International excellence



#1

Veterinary Science



#1

Plant and Animal Sciences



#1

Environmental Sustainability



#1

Agricultural Economics and Policy

# International excellence



**#2** Agriculture and Forestry

**#1** Agriculture, nationally  
*(U.S. News & World Report)*

**#13** Environmental Sciences

**#26** Anatomy and Physiology

**#29** Biological Sciences, Earth and Marine Sciences

**#31** Developmental Studies

# National excellence



**#6** Best public university



**#1** Best value college for women in STEM



**#9** Contributions to the public good

# Faculty excellence



California Hall of Fame

**Gary Snyder**



Forbes List of 27 Top Cardiologists (U.S.)

**Ezra Amsterdam**

# Faculty excellence



National Academy of Inventors

**Laura Marcu**

Biophotonics

National Academy of Sciences

**Jodi Nunnari**

Cellular Biology



National Academy of Engineering

**Jay Lund**

Water planning and management

**Gary May**

Semiconductor manufacturing research and engineering programs for URM students

# Faculty excellence



*Forbes* “30 under 30”  
Young Stars of Science

**Zhou Yu**  
Assistant professor  
Computer Science



*CNET en Español*  
Top 20 Most Influential  
Latinos in Technology

**Katia Vega**  
Assistant Professor  
Design



E.O. Wilson Award for Outstanding  
Science in Biodiversity Conservation

**Rebecca Hernandez**  
Assistant Professor  
Earth System Science



Eli Gold Prize

**Kristin Hoffman**  
Assistant Professor  
Neonatology

# Student excellence



**Janelle Hope**

Graduate Student Assistant to the  
Dean of Graduate Studies and to the  
Chancellor



**Kelechi Ohiri and Gopika Mavalankar**  
Undergraduate Assistants to the Chancellor

# Excellence: student-athletes

- Women's basketball team won Big West conference again this year!
- Football's Keelan Doss in spotlight
- High NCAA academic honors
  - Eight teams posted highest Graduation Success Rates in their conferences this past year
  - Four teams placed in top 10% of their sport in Academic Progress Rate



**Pele Gianotti**

Top 20

UC Davis' all-time scoring list



**Keelan Doss**

Finalist

Walter Payton Award

# Aggie Olympic medalist



Sarah Brunson/U.S. Ski & Snowboard

**Brita Sigourney**, Aggie alumna and U.S. freeskier won the bronze in the halfpipe at the Pyeongchang Olympics on Feb. 20.

# Responding to students' concerns

- 3 task forces formed in February
  - Affordable housing – **David Campbell**
  - Mental health – **Cameron Carter**
  - Food security – **Francene Steinberg**
  - Findings and recommendations due June 30
- Bolstering campus safety



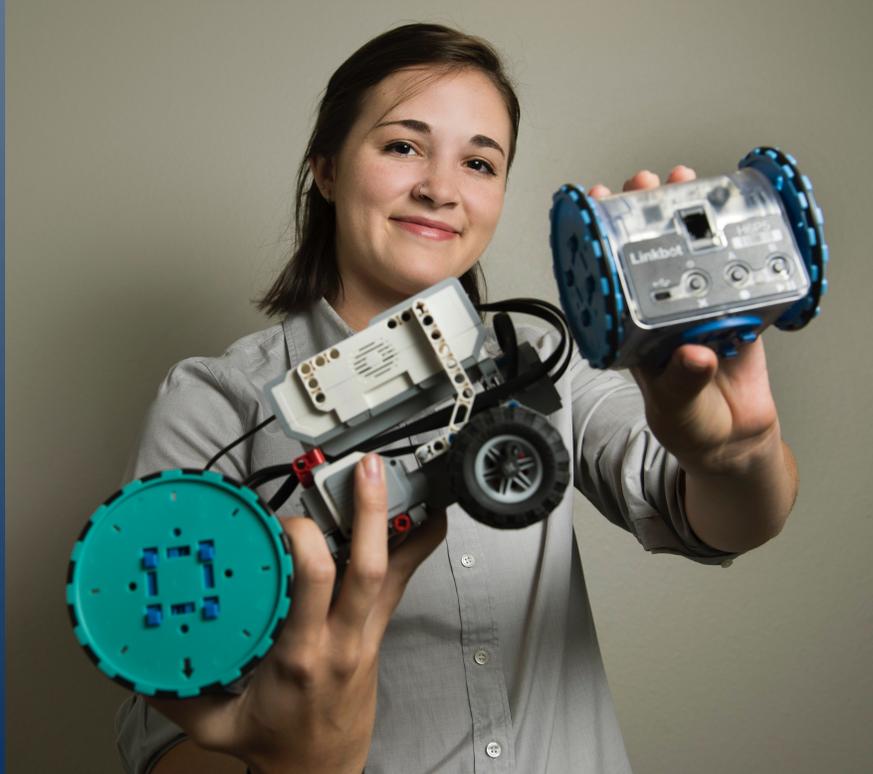
ASUCD's Aggie Pantry

# Diversity: new undergraduates

- 9,257 first-year/transfer students enrolled in fall 2017
  - 44% first generation
  - 27% URMs – African American, American Indian, Chicanx/Latinx
  - We now meet numeric threshold for becoming a Hispanic Serving Institution



# Diversity: undergraduate women in STEM

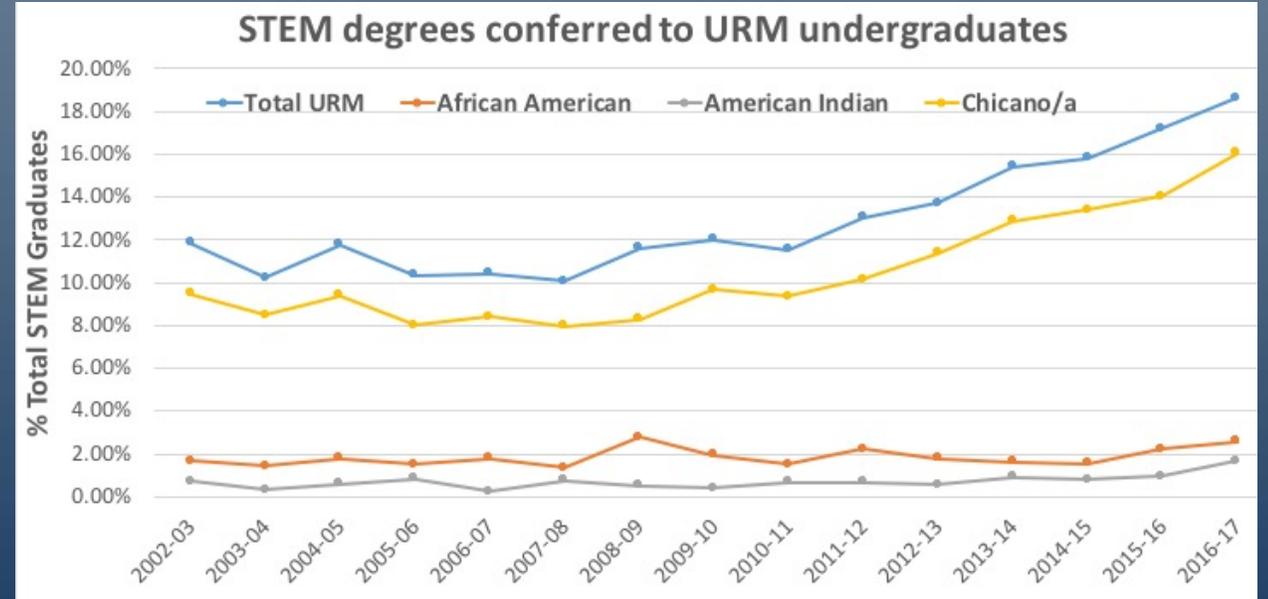


Fall 2016

- 9,152—most of any UC campus
- 56%—highest ever in STEM
- 2,383—most URM women ever in STEM

# Diversity: URM students earning degrees in STEM

- Significant climb in Chicano/Latinx undergraduates earning degrees in STEM since 2010



UC Davis Budget & Institutional Analysis

URM = Underrepresented minority

# Telling our story: doing my part

- Touting UC Davis' points of pride almost daily on my chancellor and personal social media channels
- Writing newspaper op-eds regularly
- Started a monthly "Chancell-ing" column in *The Davis Enterprise*



# Telling our story: raising UC Davis' profile

- 2017 partnership with Washington Post was highly successful
- Articles and videos
- Stories showed nation UC Davis is a powerhouse of innovation in addressing climate change
- Results far exceeded expectations



Metric	UC Davis results	Washington Post benchmark
Page views/story	4.3M	7K–9K
Avg. minutes/story	2–3	1–1:30

# Telling our story: example

- Our tilapia fish skin treatment story last month went viral on social media and national/international media
- Played to our strengths
  - Global preeminence in Vet Med
  - Linking animal and human health
  - Innovation
  - Public service
  - Passion and power to do good in the world



California Dept. of Fish and Wildlife

# Aggie Square: linking with Sacramento

- Live/work/learn/play environment for collaborative, cutting-edge projects
- Home for key academic/research programs
- Housing for students, faculty, staff
- Incubator/accelerator space for start-ups



# We're on an upward trajectory



Brita Sigourney/Instagram

Faculty, students and  
staff helping us get there!