

Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE AND THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:

DISCUSSION ITEM

For Meeting of January 20, 2022

STRATEGIC CAMPUS OVERVIEW, DAVIS CAMPUS

Chancellor Gary S. May is pleased to present a strategic overview of UC Davis, its strengths and challenges, financial position, capital projects, and progress toward implementing its strategic priorities. This document also provides a campus overview and a progress update on advancing UC Davis' mission and implementing the five priorities in its strategic plan, "To Boldly Go." The primary focus is the five strategic plan priorities:

- Preparing students to succeed in an increasingly diverse and global workforce
- Enabling research that helps to solve some of the world's greatest challenges
- Making UC Davis a role model for diversity, equity, and inclusive excellence
- Creating impactful partnerships that align with the university's mission
- Bolstering the university's innovative and entrepreneurial culture

Chancellor May spearheaded the creation of a ten-year strategic plan in 2017. It was a year-long effort that considered input from stakeholders across UC Davis, including faculty, staff, students and alumni.

Preface: Land acknowledgement

UC Davis pays homage to the indigenous people and land on which the university is located. That includes both the Davis and Sacramento locations.

For thousands of years, the land on which the Davis campus is located has been the home of Patwin people. Today, there are three federally recognized Patwin tribes: Cachil DeHe Band of Wintun Indians of the Colusa Indian Community, Kletsel Dehe Wintun Nation, and Yocha Dehe Wintun Nation. The Patwin people have remained committed to the stewardship of this land over many centuries. It has been cherished and protected, as elders have instructed the young through generations.

The history of the Sacramento area, and the people, is rich in heritage, culture, and tradition. This area was, and still is, the tribal land of the Nisenan people. Sacramento was a gathering place for many local tribes who have lived throughout the Central Valley and the foothills for generations and were the original stewards of this land. We acknowledge the Southern Maidu people to the

North, the Valley and Plains Miwok Peoples to the south of the American River. We also honor the Patwin Wintun Peoples to the west of the Sacramento River.

UC DAVIS CAMPUS OVERVIEW

UC Davis is perhaps the most academically comprehensive campus in the UC system, with more than 100 undergraduate majors and more than 100 graduate programs across four colleges and six professional schools.

UC Davis' four academic colleges invest in educating the next generation of leaders as much as they invest in cutting-edge research. The Colleges of Letters and Science, Agriculture and Environmental Sciences, Biological Sciences, and Engineering collaborate to make real-world impacts that span disciplines.

UC Davis is recognized worldwide for the expertise and innovation of its professional schools, including: the UC Davis School of Veterinary Medicine, which consistently ranks among the best in the world; the School of Medicine; Betty Irene Moore School of Nursing; School of Law; School of Education; and Graduate School of Management.

UC Davis enrolls more than 40,000 students annually in all of its undergraduate, graduate, and professional degree programs. In addition to top-ranked academics that are the hallmark of a UC education, UC Davis students have access to one of the largest internship programs in the nation, a dedicated undergraduate research center, a Global Learning Hub, and an alumni network with more than 280,000 members.

Graduate education is a major feature at the UC Davis campus, with more than 100 graduate and professional degree programs and a diverse student body of approximately 7,000 graduate students and postdoctoral scholars from around the world. UC Davis offers collaborative and interdisciplinary curricula through graduate groups and designated emphasis options—bringing students and faculty of different academic disciplines together to address real-world challenges.

In 2019–20, UC Davis hosted 7,919 international students, the 12th highest among public universities in the nation, according to Institute of International Education Open Doors. These students came from 109 countries, with top sending countries of China, India, Taiwan, South Korea, and Indonesia. The university also hosted 2,132 international scholars, fifth among public U.S. universities.

Our rankings



**Ranked 1st in the
nation in agriculture**



**Ranked 1st in the
nation in veterinary
medicine**



**Ranked 2nd in
affordability among
elite universities**



**Ranked 5th
nationally among
public universities**



**Ranked 1st in the
nation for campus
sustainability**



**Ranked 1st in the
nation for diversity,
inclusiveness and
internationalization**



**Ranked 12th among
the top 100
producers of minority
bachelor's degrees**



**Ranked 2nd in top
public university
performers on social
mobility**

UC Davis operates as a city within a university.

UC Davis is unique in the UC system because it owns and operates infrastructure and systems that a medium-sized city would operate. The campus has its own police and fire departments, as well as utilities. UC Davis owns and operates a wastewater treatment plant, electrical substation, central heating and cooling plant, water wells and surface water distribution, and public transit system in Davis, as well as a combined heat and power plant in Sacramento. Both campuses are pursuing electrification and other strategies towards the goal of carbon neutrality.

UC Davis has a number of outlying research facilities, including: the Tahoe Environmental Research Center; the UC Davis Coastal and Marine Sciences Institute and its Bodega Marine Laboratory; the Tulare and other labs of the California Animal Health and Food Safety Lab System; and the Department of Viticulture and Enology's 40-acre research vineyard, Oakville Station. The university also administers five nature reserves that provide secure sites for long-term environmental research, education, and public outreach: Bodega Marine Reserve, Jepson

Prairie Reserve, Donald and Sylvia McLaughlin Reserve, Quail Ridge Reserve, and Stebbins Cold Canyon Reserve.

UC Davis operates two complete campus locations that are separated by the Yolo causeway.

- **Sacramento campus:** Approximately 18 miles east of Davis, the Sacramento location is home to UC Davis Health, the region's only academic health center. The UC Davis health system includes the UC Davis Medical Center, School of Medicine, and Betty Irene Moore School of Nursing. The campus provides comprehensive, state-of-the-art medical care and is advancing health in the region and far beyond through groundbreaking research, innovative interprofessional education, and dynamic community partnerships. The Sacramento campus also houses the National Cancer Institute-designated UC Davis Comprehensive Cancer Center; the internationally renowned UC Davis MIND Institute; the Institute for Regenerative Cures, a hub for stem cell research; the nationally-ranked UC Davis Children's Hospital.
- **Davis campus:** The Davis location encompasses 5,300 acres and is among the largest of all UC campuses. It is home to the majority of the university's programs, including its four colleges and four of its six professional schools. The campus operates 23 residence halls that house about 11,000 students. The UC Davis Arboretum occupies nearly 100 acres and the campus also includes 42 miles of bicycle paths. The Davis campus also includes the Robert and Margrit Mondavi Center for the Performing Arts, which features world-class performers and lecturers throughout the year, and the Jan Shrem and Maria Manetti Shrem Museum of Art.

UC Davis is a global leader in sustainability and climate change research—on campus, in the classroom, and abroad.

For the sixth year in a row, UC Davis was ranked first in North America, and for the second year in a row, fifth in the world for sustainability in the 2021 GreenMetric rankings.

UC Davis takes a comprehensive approach to addressing and researching climate change. Both campuses are pursuing electrification through projects such as the Big Shift, as well as other strategies towards the goals of carbon neutrality. UC Davis has achieved a 40 percent reduction in business operations-related greenhouse gas emissions since 2007.

The Davis campus is using less energy today than 20 years ago, even though it has added 4.4 million square feet in new building space, and nearly 11,600 new students over that same time. UC Davis has the nation's largest solar installation on a university campus. Over the past decade, the campus invested almost \$9 million dollars in planning studies for renewable energy and infrastructure efficiency, and electrification scenarios. In addition, UC Davis invested about \$140 million in the Big Shift, a smaller central plant project, and other energy efficiency projects.

There is more work to do. The campus will further update its Climate Action Plan in 2022 and is looking at climate action and climate resilience through a diversity and equity lens. In addition to climate action, UC Davis is leading the way in other areas of sustainability. The university is:

investing in water conservation and reuse efforts; putting new waste infrastructure and equipment in place to capture organic wastes for biodigestion and composting; augmenting support for food security, while reducing food waste, through the campus chapter of the Food Recovery Network; implementing new parking rate structures to incentivize sustainable transportation choices; harnessing lessons from the pandemic through the Workplace Reimagined effort to offer remote work options; and engaging with the United Nations Sustainable Development Goals (SDGs).

UC Davis is the only campus—and one of just a handful in the world—to conduct a Voluntary University Review of its research, teaching, service, and operational efforts to advance the SDGs at UC Davis and through its global collaborations. The SDGs are vital because they connect social sustainability and environmental sustainability. The UC Davis Strategic Plan, “To Boldly Go,” aligns well with the SDG intersections of diversity, equity, inclusion, justice, and environmental stewardship.

UC Davis has entered a new era of partnership, nurturing strong town-gown relationships with the Cities of Davis and Sacramento.

The university is collaborating with city leaders, local communities, and organizations throughout the region to create long-term community benefits and advance projects related to housing, transportation, development, public health, and more. “Chancell-ing,” Chancellor May’s monthly column in the local newspaper, the *Davis Enterprise*, serves to build on the positive town-gown relationship. Davis highlights include:

- **Healthy Davis Together:** This joint initiative between UC Davis and the City of Davis is keeping the community safe through widespread testing, contact tracing, and vaccine clinics. The UC Davis Genome Center processes thousands of samples daily from the UC Davis community and Davis residents, along with other communities in Yolo County, with the goal of producing results within 24 hours. Public health messaging has also been critical. Through Healthy Davis Together, the university and town are national role models for how higher education, innovation, and civic leadership come together. In July, the Association of Public and Land-Grant Universities (APLU) recognized UC Davis with an APLU Research Response to a Community in Crisis Award for its work with Healthy Davis Together. The city of Davis was also recognized for its collaboration with UC Davis on the Healthy Davis Together program with a Beacon Leadership and Innovation Award by the Institute for Local Government.
- **UC Davis-City-County MOU:** In September 2018, UC Davis entered into a memorandum of understanding (MOU) with the City of Davis and Yolo County to collaboratively address issues affecting the region, including a historic shortage of affordable housing for students. Vacancy rates frequently fall below one percent in the City of Davis. UC Davis contributes \$25,000 per year to the City of Davis rental resources program to provide increased tenant and landlord education, dispute resolution, a registration program for landlord, and a complaint process for tenants. In implementing the Long Range Development Plant (LRDP) housing plan, UC Davis has made significant progress on housing, adding approximately 4,000 beds toward a total MOU target of 5,200 new beds and has 1,500 under construction for occupancy in fall 2023. As

part of its LRDP MOU, UC Davis also agreed to contribute \$2.3 million for local traffic improvement projects, including for the Richards/Interstate 80 interchange, County Road 98, Russell Boulevard, Russell Boulevard Corridor, and a bicycle path west of Highway 113.

On-Campus Student Housing Increases		
Project Name	Completion Year	Net New Beds
LRDP Baseline Total 2016-17		9,818
Tercero Student Housing – Phase 4	2016-17	320
Yosemite Hall (Webster Hall Replacement)	2019-20	140
Shasta Hall (Emerson Hall Replacement)	2021-22	300
The Green at West Village	2021-22	3,300
Orchard Park Replacement	2023-24	1,500
Student On-Campus Housing Projection Total for 2023–24		15,078

On the Sacramento campus, efforts to develop Aggie Square have resulted in a close partnership with the City of Sacramento and enhanced the university's collaboration with the mayor and city council, the Greater Sacramento Economic Council, community leaders and neighborhood groups. Aggie Square will be a cornerstone of regional identity and economic development and is projected to inject \$5 billion annually to the regional economy and support 25,000 ongoing jobs. City leaders have partnered closely with UC Davis on developer selection, a Community Benefits Partnership Agreement, and funding for transportation improvements and workforce development programs. In addition:

- The university is working with the city to promote localized benefits, including encouraging area businesses to utilize the UC Small Business First Program.
- A February agreement between UC Davis' Continuing and Professional Education (CPE) and the Sacramento Employment and Training Agency (SETA) will benefit economically disadvantaged Sacramento residents interested in training for Aggie Square jobs.
- The city of Sacramento approved an enhanced Infrastructure Finance District (EIFD), whereby city tax revenue will be designated for an Aggie Square Parking Structure and for external community benefits.
- The groundbreaking for the first phase of Aggie Square is expected in early 2022. The first phase of construction will include: two life sciences buildings with lab space; a classroom and office tower; a housing, food and health building; an open-air marketplace; and a public square.

A multidisciplinary approach is a hallmark of UC Davis.

One of the things that distinguishes UC Davis is its highly collaborative, multidisciplinary approach that focuses on the nexus of disciplines, combining the talents of researchers from

multiple fields to explore the links between them to advance solutions to complex, large-scale problems. UC Davis is one of few public universities in the nation with a breadth of expertise that spans human health, animal health, agriculture, and the environment. The university has a long tradition of collaborating with partners—across disciplines and geographic boundaries—to develop practical solutions to pressing social, environmental and economic challenges.

Successful examples include:

- The **UC Davis One Health Institute** collaborates across both locations and around the world to solve problems at the critical interfaces of people, animals and the environment. In 2019, the One Health Institute received a USAID grant of \$85 million to be awarded over a five-year period to help train the One Health workforce of the future. Working alongside a number of higher education and business consortium partners, they will help train the next generation of leaders to use a collaborative, systems approach to problem solving, with the goal of enabling health professionals to help prevent and quickly respond to global disease threats.
- **One Climate** aims to move beyond the politically charged dialogue of climate change and let the experts lead the way. The initiative blends UC Davis' strengths in cross-disciplinary research and problem-solving into worldwide networks of climate solutions. One of the most ambitious aspects of One Climate is focused on carbon farming, which builds on the agricultural roots of the campus to pull carbon dioxide out of the atmosphere.

Rankings and Recognition

UC Davis continues to rank in the top ten among public universities in the country. Several of the university's programs have been named among the best in the world for decades. UC Davis consistently ranks number one in the nation for agriculture, veterinary medicine, and campus sustainability. In addition, UC Davis is:

- Fourth among public universities in the nation by Forbes for “the most outstanding education to the broadest range of students at the most affordable price;”
- First in the nation for campus diversity, inclusiveness and internationalization, according to QS World University rankings;
- First in North America and fifth in the world for sustainability in the 2021 GreenMetric rankings;
- Tenth among public universities in the nation by *U.S. News & World Report's* Best Colleges for 2022;
- Seventh among public universities in *Washington Monthly's* 2021 National University Rankings, which rank colleges “based on what they do for the country;”
- Fifth among public universities in the nation, according to the 2022 *Wall Street Journal/Times* Higher Education College Rankings, which evaluated more than 800 universities on student outcomes, academic resources, student engagement and the learning environment.

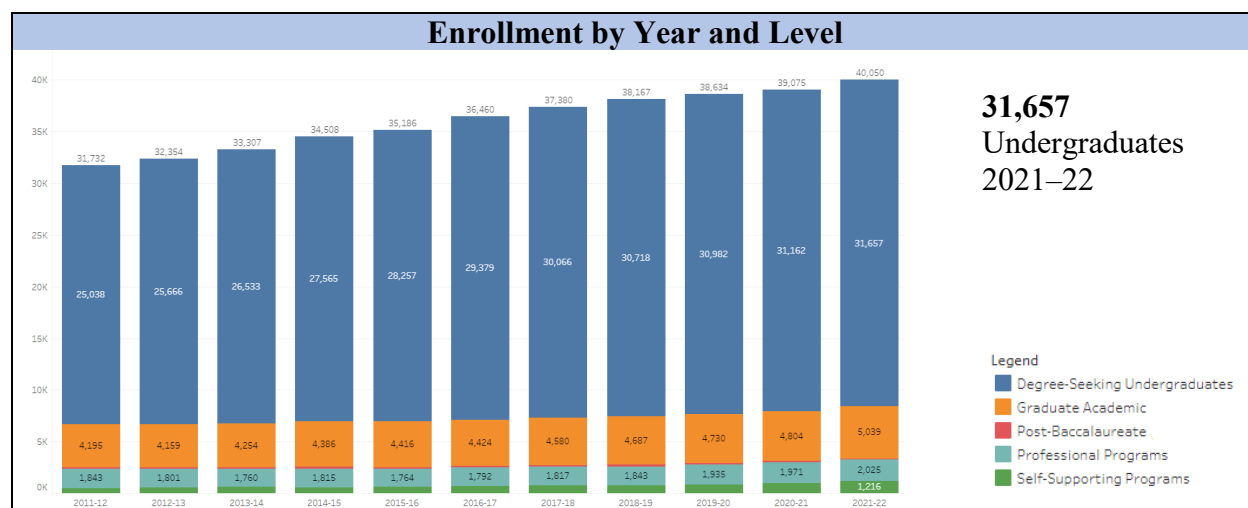
UC Davis' faculty members have received numerous awards and honors:

- 23 National Academy of Science members
- 14 National Academy of Engineering members
- 12 National Academy members - Institute of Medicine
- 30 American Academy of Arts and Sciences members
- Two American Academy of Arts and Letters members
- Three MacArthur Fellows
- Three Pulitzer Prize winners
- Five Royal Society members
- One Founding member of the National Academy for International Education

Student Snapshot

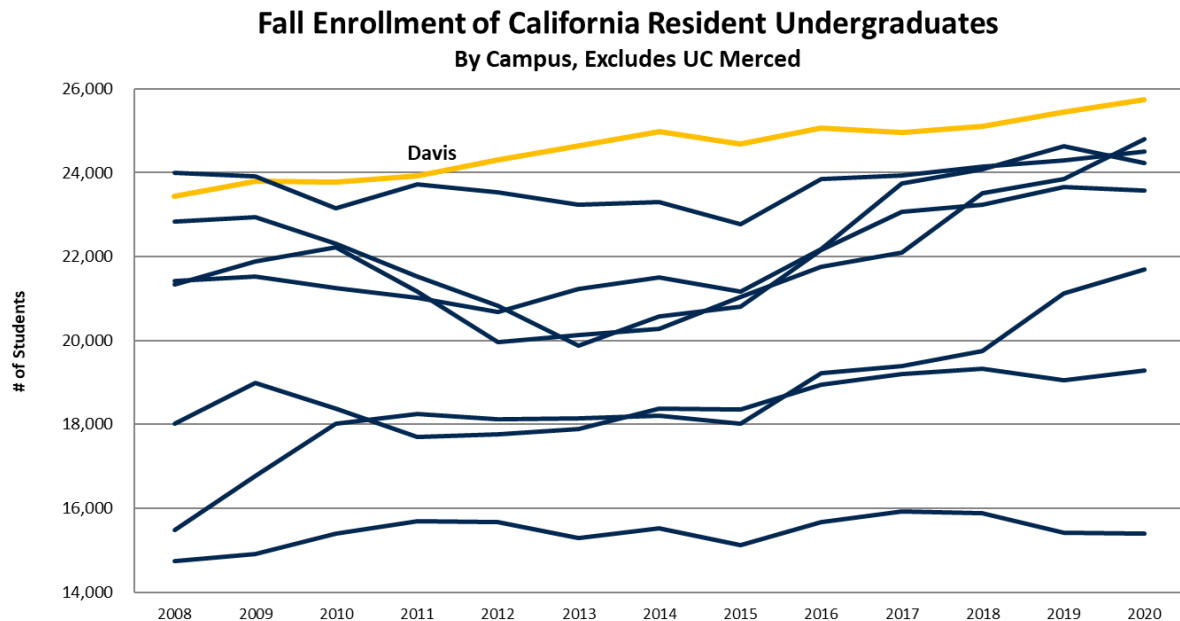
For the fall 2021 academic quarter, UC Davis enrolled 40,050 students, including undergraduate, graduate and professional students across all UC Davis locations. Students come from 57 of California's 58 counties; from all 50 states, Washington D.C., and three territories; and from 114 different countries. In addition:

- UC Davis will be below the 18 percent cap for nonresident undergraduates that the UC board of regents established for UC Davis and four other campuses in 2017.
- Undergraduate students, including transfer students, totaled 31,657. In fall 2021, UC Davis had a record number of freshman and transfer applicants—105,850.
- Nearly 92 percent of transfer students come from California Community Colleges.



Regarding enrollment growth, the Davis campus has steadily increased enrollment of California residents and national and international students. In 2011, the campus kicked off an ambitious enrollment growth plan called The 2020 Initiative, which includes ambitious increases to student housing and dining, investments in faculty, classrooms, and other support. The following are additional details about undergraduate enrollment growth:

- Every fall since 2010, the Davis campus has enrolled the most California resident undergraduates. For fall 2020, this number was 25,748, an increase of about 1,950.
- From fall 2011 to fall 2020, the campus increased its year-over-year enrollment of California resident undergraduates in eight out of those 10 years. For the two times when year-over-year enrollment decreased, it was by fewer than 300 students.
- Since fall 2010, the campus has met or exceeded the 2:1 freshman-to-transfer ratio, with the only exception being this year, fall 2021. While UC Davis met its target for transfer students, over-enrollment of freshmen caused us to be just short of the goal.



Graduate students and postdoctoral scholars are at the heart of UC Davis' preeminence as a public research university.

UC Davis' graduate community stands about 7,000 strong and includes more than 1,000 postdoctoral scholars. They help establish new directions in research and develop innovations that drive the state and national economies. Sharing their knowledge in the classroom, they translate UC Davis' research mission into a top-tier education for undergraduates by providing immediate access to interdisciplinary research and entrepreneurial enterprise. UC Davis Graduate Studies offers a rich variety of professional development services, financial resources, and community-fostering initiatives, supporting these scholars as they thrive and advance their research and creative scholarship. UC Davis Graduate Studies awards more than \$40 million in fellowships annually.

UC Davis graduate and professional programs earned prestigious rankings in *U.S. News & World Report's* 2022 Best Graduate School Rankings, including:

- Programs in the School of Law and the School of Education secured top 40 rankings.

- The College of Engineering’s biological program was ranked number three in the nation; civil engineering number 11; and environmental engineering number 14.
- In the College of Letters and Science, history and economics graduate programs were ranked number 24 in the nation; international economics number 14; political science number 25; and English number 26

UC Davis Athletics are rising in standings.

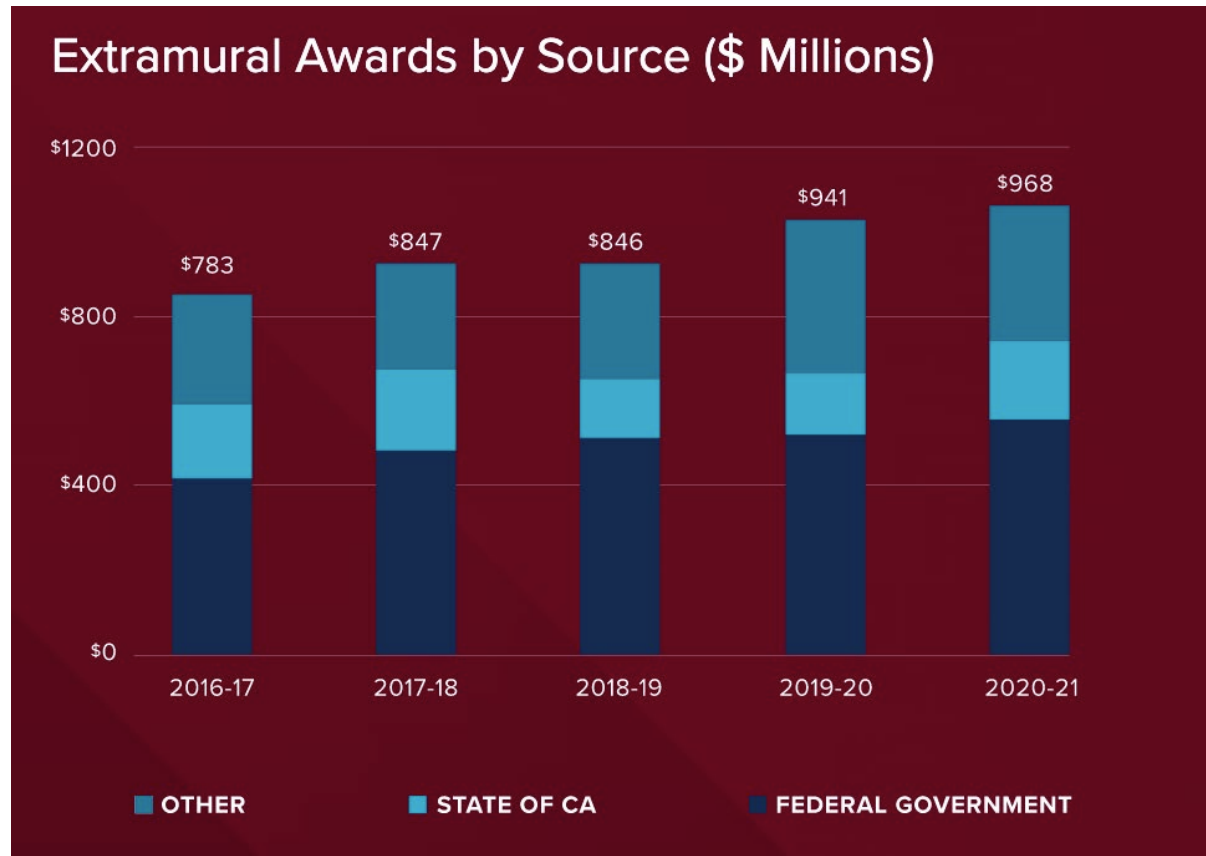
Athletics at UC Davis continues to raise the university’s national profile and support its student-athletes toward academic and career success. The university is home to 25 varsity teams and more than 600 student-athletes who participate in at least one sport. Seventeen of these teams compete in the Big West Conference, while the football team competes in the Division I Football Championship Subdivision (FCS). UC Davis excels in many sports, especially its women’s basketball team, which reached its second straight NCAA Tournament appearance in the spring of 2021. Additional highlights include:

- The UC Davis student-athlete Federal Graduation Rate (FGR) of 85.4 percent is among the highest in the nation for division 1 programs. The national average is about 69 percent.
- In July 2020, a record 90 UC Davis student-athletes were honored for winter and spring sports for maintaining a grade point average of 3.0 or higher. UC Davis student-athletes achieved record highs for academic all-conference awards in the Big West, Big Sky, MPSF and America East affiliations.
- The Aggie EVO program—shorthand for “evolution”—successfully prepares UC Davis student-athletes for their futures, with 86 percent of the 2018–19 senior class having “launched” into employment or graduate school.

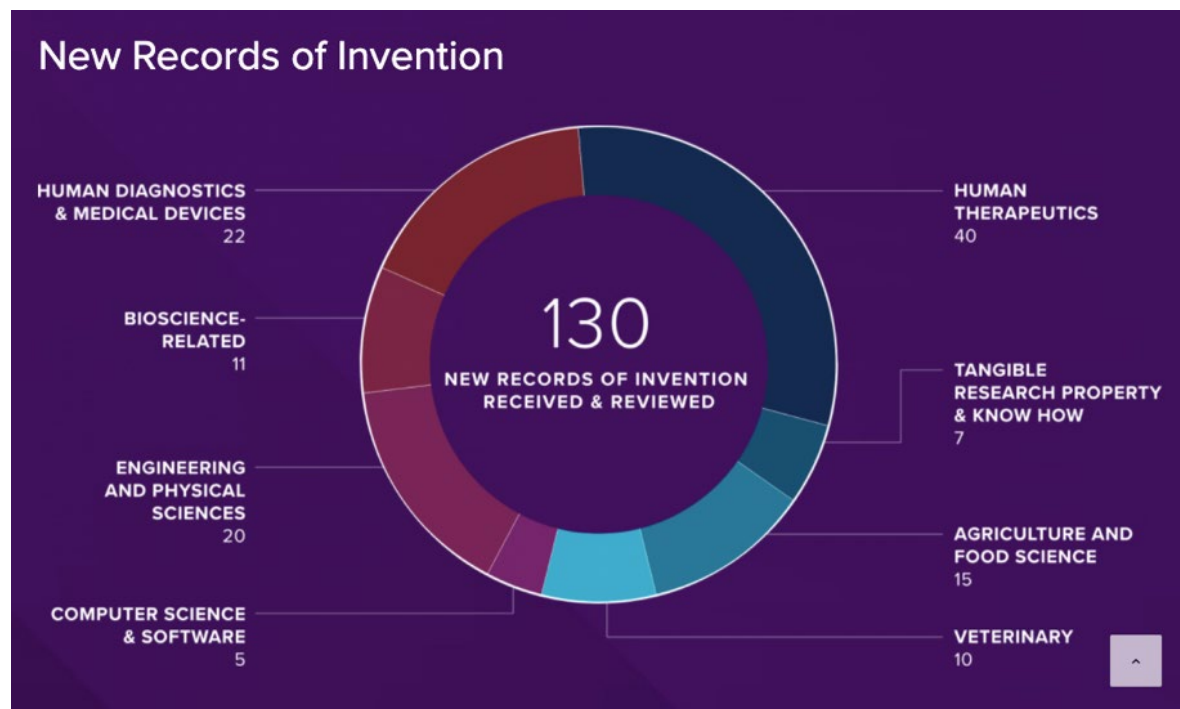
Research Accomplishments

UC Davis achieved a record year in research funding and is making significant progress toward its goal of \$1 billion in annual research awards. In fiscal year 2020–21, the university secured \$968 million in external funding for research.

Research at UC Davis addresses a diverse range of needs, often bringing together experts from multiple disciplines to collaborate on groundbreaking discoveries for some of the world’s most complex challenges. UC Davis researchers played a critical role in responding to the COVID-19 pandemic by providing important insight into vaccine effectiveness, therapeutic outcomes, risk of infection, food security, and social behavior. They also furthered research in the areas of advancing animal and human health, protecting the planet and global food supplies, and empowering a safer and more resilient society.



UC Davis has more than 1,500 patents on record and is focused on innovating new technologies.



From life-saving medical treatments to clean energy breakthroughs, innovations from UC Davis impact everyday life in California communities and around the globe. In the 2020–21 fiscal year, the university’s technology transfer office, InnovationAccess, received 130 records of invention, submitted 240 patent applications and secured 121 patents and plant certificates.

Financial Profile

UC Davis revenues total over \$5.7 billion from many sources that are generally aligned with the overall mix of funds for the entire UC system. UC Davis Health (UCDH), including the medical center and the academic programs, accounts for more than half of UC Davis’ budget. UCDH has shared a robust multi-year growth plan to support significant capital investments over the next ten years.

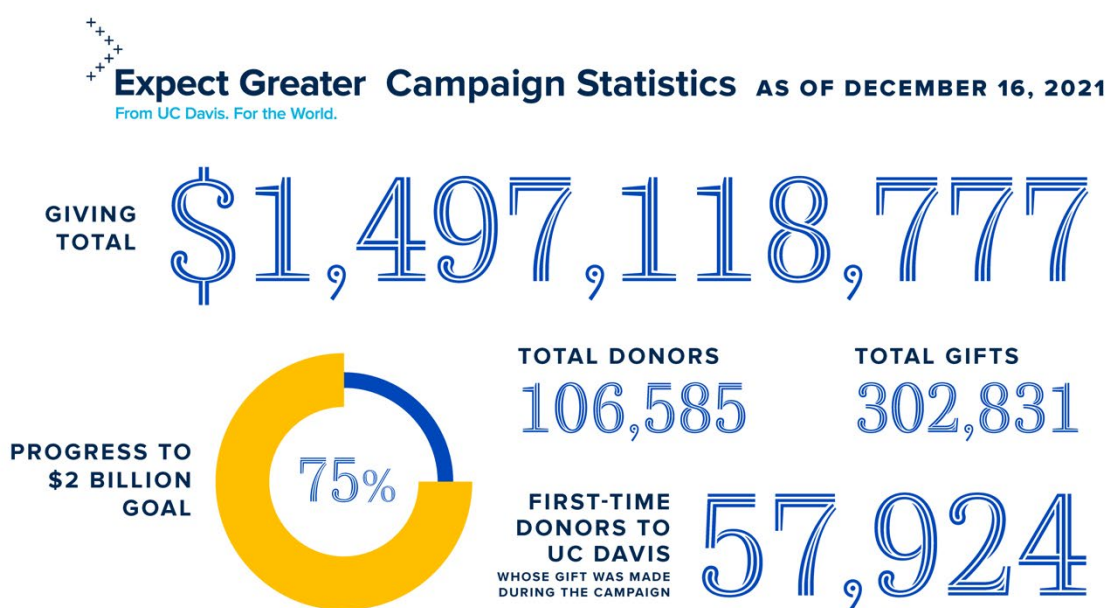
- **State funds and tuition account for about 18 percent of all sources.** In January 2020, the campus identified the need to reduce reliance on these funds by \$100 million by 2025. The shortfall is largely driven by increases in compensation and costs of growth that are not fully funded. Schools, colleges, and other units have been assigned core fund budget savings targets, and the campus is identifying new resources and strategic cost savings to address portions of the gap.
- **Financial impacts from the COVID-19 pandemic** has been profound on the healthcare industry overall, though UC Davis Health has maintained solid financial performance consistent with pre-pandemic performance. This was possible with support from the Coronavirus Aid, Relief, and Economic Security (CARES) Act Provider Relief Funds of \$176.4 million, as well as smaller grants from state agencies and private parties. Clinical activity is currently at or near capacity on a daily basis placing significant demands on our workforce who have sustained excellent patient care. Rising labor and supply costs due to resource shortages are increasing at a rapid pace, which may negatively affect future performance.
- **UC Davis also experienced COVID-19 financial impacts of about \$225 million outside of UCDH.** The campus received \$97.5 million in federal institutional relief funds and are pursuing Federal Emergency Management Agency (FEMA) claims for over \$10 million. The campus is using one-time funds and multi-year bridging strategies to address the remaining gap.
- **Revenues have increased steadily over the last 10 years,** from \$3.4 billion in 2010–11 to \$5.7 billion for 2020–21. The largest increases have occurred at the medical center and with other restricted funds. State funds and tuition has decreased from 22 percent to 18 percent of all sources. Private funds from gifts and investments have increased from five percent to seven percent (more about fundraising below).
- **Research funding is growing.** We set a new record for research awards in 2020–21 with \$968 million, reflecting about a 30 percent increase over the last ten years.

Fundraising and Philanthropy Highlights

UC Davis recently recorded the greatest fundraising year in its history. For fiscal year 2020–21, the university raised a record \$269.4 million from more than 36,000 donors, with an

all-time high of 63,650 gifts and pledges—all in the midst of a global pandemic. The university is also making significant progress toward its comprehensive fundraising campaign goal of \$2 billion. Now in its sixth year, the Expect Greater Campaign continues to transform lives and the UC Davis community in amazing ways. As of January 2022, about 106,500 donors will have contributed more than \$1.5 billion toward the goal of raising \$2 billion by 2024, representing 75 percent to goal.

Successful fundraising is helping to advance major campus initiatives, such as the undergraduate career preparation program Aggie Launch, which has received more than \$11 million in philanthropic support, and the Ernest E. Tschannen Eye Institute at UC Davis Health, made possible by a \$38.5 million gift from the donor.



Strengths and Challenges

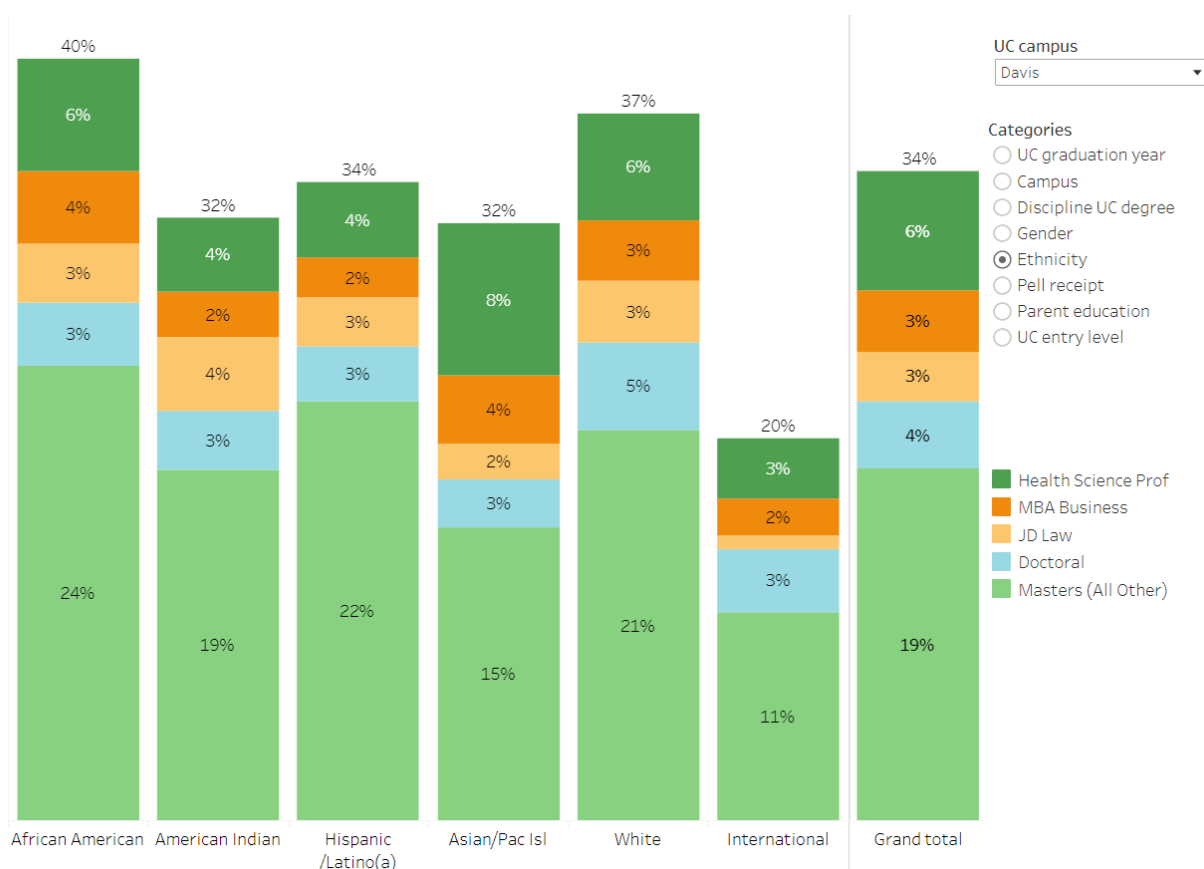
Balancing the benefits of being a research university that educates students primarily in person, while managing the associated costs required to do so.

As a residential Research 1 (R1) institution, UC Davis provides numerous opportunities for undergraduate students to engage in research. Graduate students and postdoctoral scholars also contribute to the research enterprise, making important discoveries that move the campus, region, and the world forward. While this provides great benefit for students across the university, there are substantial costs involved with operating the state-of-the-art research facilities and productive laboratories required to be a world-class R1 institution. Fundraising does not cover capital needs, deferred maintenance or other infrastructure costs.

Working to close the gaps between URM/non-URM student graduation rates

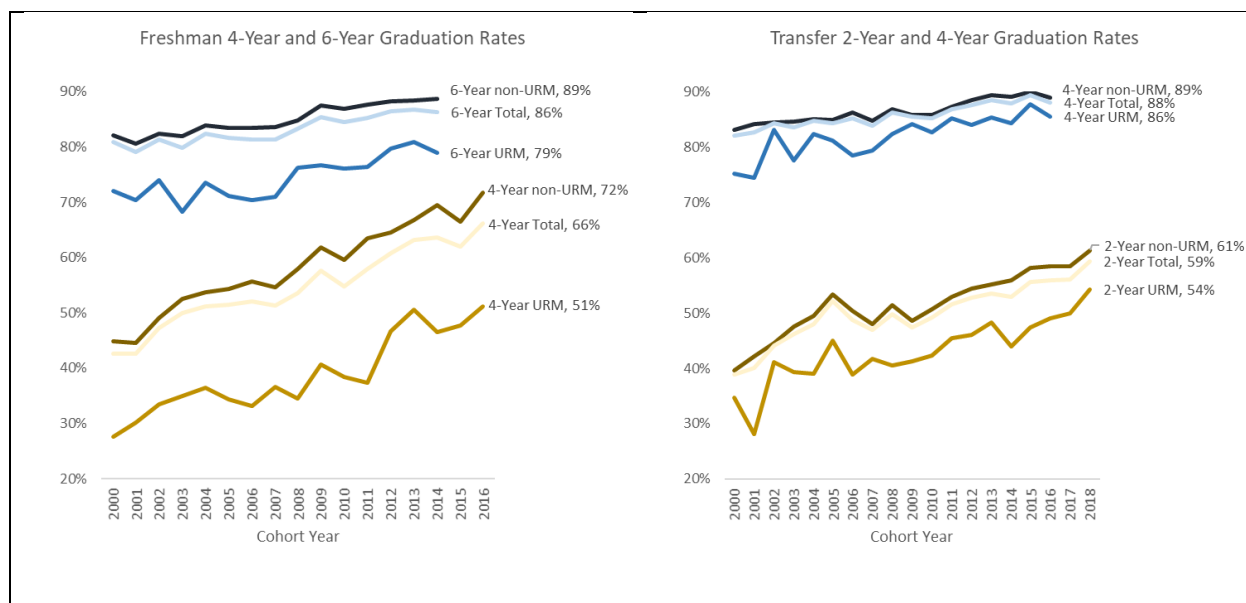
UC Davis is working to meet UC 2030 targets for freshman and transfer graduation rates and to close the gaps between underrepresented minority (URM)/non-URM freshmen and transfer student graduation rates. Though steady progress in on-time degree completion has been made by all demographic groups over the last 15 years, the differences between groups have remained steady. The gap between URM and non-URM freshman entrants in on-time degree completion is of particular concern. Over the past two years, UC Davis made curricular changes in response to recommendations by the university's 2019 Working Group on Closing the Preparation Gap to help students finish on time.

Graduate degrees received as of Spring 2020, 2000-2013 graduating cohorts



In 2022, UC Davis expects to adopt additional strategies, including: early interventions with students experiencing academic difficulty; new methods of faculty engagement; and improved connections for students with campus resources.

Graduation Rates—Trends and Gaps



Supporting students' basic needs for food security, affordable housing and mental health care.

Providing students with equitable access to food and housing security, along with mental health care resources, is a vital aspect in making sure that they can reach their highest potential. In February 2018, Chancellor May charged three task forces with evaluating these basic needs of students and identifying available resources. Survey data collected by the task forces and from the UC Undergraduate Experience Survey revealed that:

- 44 percent of UC Davis students experience low or very low food security and 18 percent experience some form of housing insecurity over the course of their college careers.
- 64.8 percent of undergraduates reported feeling “overwhelming anxiety,” and 49 percent were so depressed they had trouble functioning.
- A 47 percent upsurge of enrollment in UC Davis campus programs between 2000 and 2017 had outpaced local housing supplies and helped drive up rents in the City of Davis by over 31 percent in recent years.

UC Davis has since made significant progress supporting basic student needs, implementing many of the recommendations of the Food Security, Mental Health, and Affordable Housing task forces. Significant actions included:

- Creating a Basic Needs Advisory Committee;
- Developing the Aggie Compass Basic Needs Center to serve as a comprehensive resource to assist students with food security, housing, mental health, and financial resources;

- Embedding a Yolo County Health and Human Services CalFresh Specialist at the Basic Needs Center and posting a dedicated CalFresh outreach team on campus to assist students in signing up for this State food program; and
- Creating a mobile food pantry and satellite pantries/food closets around campus through a collaboration between the Associated Students of UCD (ASUCD) Pantry and the Aggie Compass Basic Needs Center.
- Developing the Emergency Basic Needs Grant (EBNG) for students with financial hardships caused by job loss, accidents, homelessness, and other unexpected living expenses. Last year, these grants helped nearly 300 students with over \$500,000 in grants.

UC Davis also enhanced mental health services, adding four new counselors to provide direct clinical services and securing three years of funding for “gatekeeper training,” wherein staff and faculty learn how to assist distressed students in obtaining appropriate resources. In addition, police officers underwent training in mental illness response and nonviolent crisis intervention and the campus developed a Postvention Protocol to help the campus respond to untimely deaths of students, and to support students through the grieving process.

Leadership Engagement

Chancellor May encourages campus participation and input on important issues, including campus safety and basic needs. He is actively engaged with students, staff, and faculty and promotes transparency, open communication, and accessibility among leadership.

- **Student engagement:** The Chancellor’s engagement with students includes: regular meetings with the ASUCD, a weekly Instagram video called Thursday Thoughts, which includes answers to student-provided questions, and a Leadership Job Shadow Program that allows students to spend a full day alongside a member of campus leadership.
- **Staff engagement:** Chancellor May fosters positive working relationships with staff through monthly meetings with UC Davis Staff Assembly, staff Breakfasts with the Chancellor, supporting staff scholarships and annual staff Citation of Excellence awards. His “That May Be The Chancellor” video series features visits with different units and showcases staff at work across campus. “Face to Face with Chancellor May” is a talk show-style video series through which the Chancellor engages with students, faculty and staff, having conversations and learning about many people and programs happening across the university.

Advancing the five priorities of “*To Boldly Go*”, UC Davis’ strategic plan

UC Davis released its ten-year strategic plan, titled “*To Boldly Go*,” in September 2018. It was the result of a nine-month process coordinated by a steering committee comprised of faculty, students and staff, with input and feedback solicited from the entire UC Davis community. The plan is designed to build on UC Davis’ strengths as a top-ranked public university while remaining responsive to new ideas for growth in an ever-changing world. UC Davis is working to implement and track progress on the strategic plan’s five priority goals. That work is documented herein.

Strategic Plan Goal 1

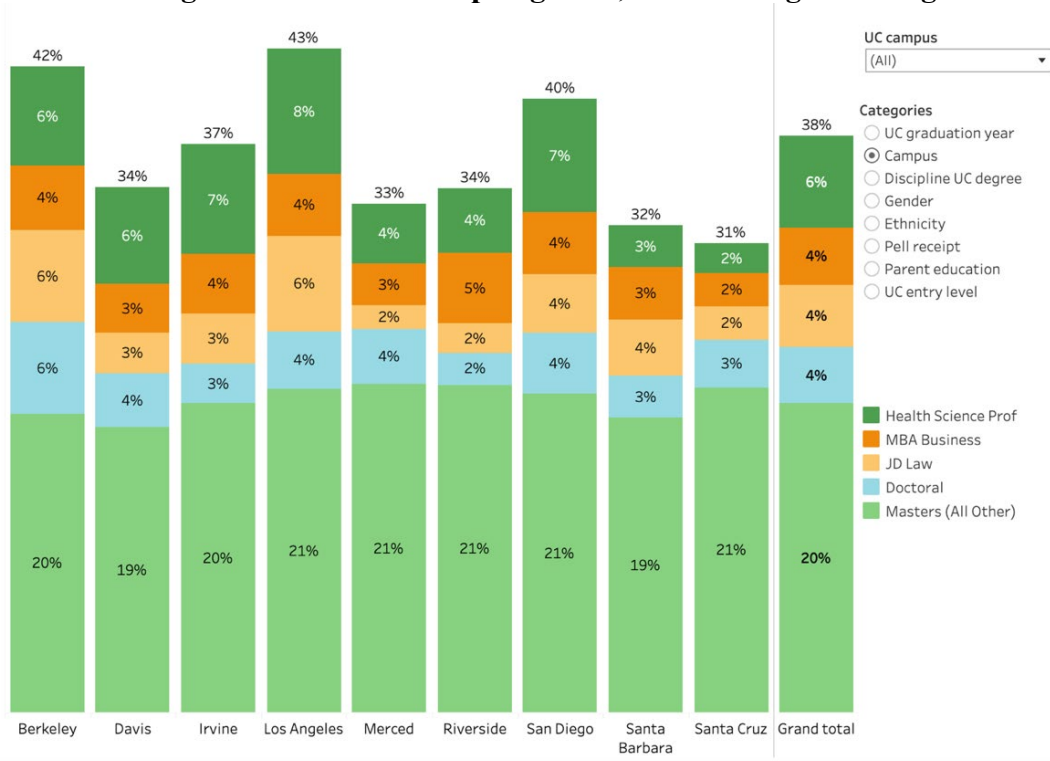
Provide an educational experience that prepares all of our students to address the needs and challenges of a diverse and changing world.

UC Davis is preparing students of all backgrounds to succeed in an increasingly diverse and global workforce. The university's foundation of academic excellence is enhanced by opportunities for experiential learning. UC Davis has one of the largest internship programs in the nation. Close to 80 percent of students take part in internships, hands-on research or experiential learning. As a result, UC Davis graduates are entering the workforce with better skill sets and they are more competitive in the job market.

Aggie Launch is a novel approach to career preparation.

UC Davis is breaking new ground in career preparation in public higher education through a bold new initiative called Aggie Launch. Through an integrated approach, Aggie Launch will make career-exploration curricula and phased professional development part of every UC Davis student's experience. Aggie Launch will take students beyond the classroom through targeted mentorship with alumni and employers committed to preparing tomorrow's leaders. Campus data show that the earlier an undergraduate becomes involved with the UC Davis Internship and Career Center (ICC), the more likely they are to graduate with a career-track job in place. By advancing all students along highly personalized professional paths, the university will equip all graduates with a lifelong competitive advantage.

Graduate degrees received as of Spring 2020, 2000–2013 graduating cohorts



Building on the Internship and Career Center's decades of experience and the program's initial success in Intercollegiate Athletics, Aggie Launch will work with partners at UC Davis and the community to prepare every Aggie for optimal post-graduation paths.

- 34 percent of recent UC Davis graduates have received graduate degrees (including professional degrees).
- UC Davis graduates earn \$90,248, on average, ten years after graduation.

We're creating spaces on campus for enhanced educational opportunities.

- **Graduate Center:** In October, UC Davis completed renovation on one of the oldest buildings on campus, Walker Hall, which is now home to a new Graduate Center. This gives graduate and professional students a home of their own for the first time—and, in fact, it's the first center of its kind in the UC system. The Graduate Center houses myriad programs in UC Davis' support system for graduate students' academic, professional, and personal well-being, including mentoring and advising, as well as financial and mental health services. The building houses the Postdoctoral Scholars Association and Graduate Student Association, meeting and conference rooms, a collaborative studio and quiet writing lounge, graduate commons and kitchen, and a lactation room and parent study lounge.
- **Teaching and Learning Complex:** UC Davis undergraduates will also have a new state-of-the-art, four-story facility designed to serve thousands of students each class period. UC Davis' Teaching and Learning Complex (TLC) is scheduled to open in spring 2022. It will help meet current demand for classroom space, accommodate future growth, and provide faculty with the cutting-edge tools and technologies to respond to a variety of teaching styles and enhance educational research.

Additional work underway on this goal includes:

- **Global Education for All:** UC Davis is making progress on its goal to provide 100 percent of undergraduate, graduate, and professional students with global education, international, or intercultural experiences, whether on campus, in the region, or across all seven continents. The pandemic has made the need for Global Education for All more acute. The world is more connected than ever, the job market is more global, and knowledge crosses more boundaries. The education of students must reflect these realities. Through a focus on career preparation, experiential and global learning, students can engage with global diversity. At the same time, they will learn through experiences and actions that align with real-world issues.
- **Quarter at Aggie Square:** This immersive learning program for undergraduates launched in fall 2020 and is now in its fourth quarter at UC Davis Health in Sacramento. Leveraging its proximity to UC Davis Health, the State capital, and community activists, this program will address topics of societal concern from multidisciplinary perspectives. First year cohorts studied transformative justice, health inequities, multilingual education, and "bench-to-bedside" biomedical engineering.
- **Collaborative Leadership Program:** A Collaborative Leadership Program offered through the UC Davis Graduate School of Management's (GSM) MBA Program is a

pioneering, two-year program that helps students develop values-based leadership. The program focuses on accepting responsibility while delegating authority, building coalitions across stakeholders, and demonstrating values-based leadership. UC Davis MBA collaborative leaders inspire others to achieve, help others to succeed, build trust, and are willing to learn from others. Overall, GSM instills the idea that business can both do good and be responsible.

- **The Graduate Group Model:** This model is unique to UC Davis. More than half of UC Davis graduate programs are organized as interdisciplinary graduate groups, giving students freedom to explore their interests across disciplines, engage in various areas of research, and reach new heights of knowledge. Graduate groups combine the talents and skills of faculty and students from a broad range of research areas which allows students to contribute their expertise while learning from a network of scholars across campus. Students have the opportunity to take courses, conduct research, and explore epistemologies and research modalities outside of traditional department structures. For this reason, graduate group students represent diverse backgrounds, skill sets, focuses, and techniques. Unlike departmentally based programs, which house a core faculty from a single major, graduate groups include faculty from a variety of departments who affiliate with the group. Faculty affiliates are responsible for teaching graduate group courses, serving as advisors and student committee members, and participating in group admissions and administration.

Strategic Plan Goal 2

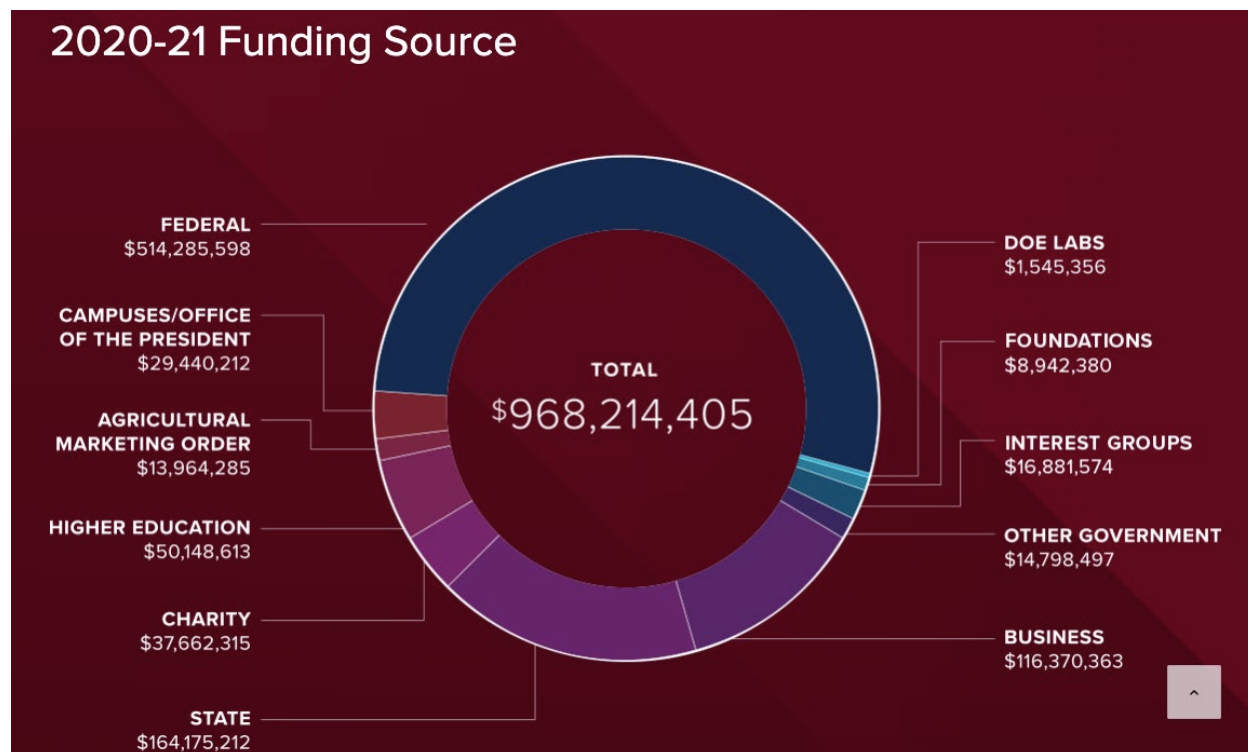
Enable and support research that matters at the frontiers of knowledge, across and between the disciplines, in support of a healthy planet and the physical and societal well-being of its inhabitants.

Multidisciplinary research is a hallmark of UC Davis. Collaborative research bringing experts together from different fields of study continues to attract significant funding. These joint efforts often focus on addressing complex, large-scale challenges that require expertise from many perspectives. UC Davis faculty and researchers are well represented through publication in leading academic journals. According to CiteScore, 41 percent of published articles appear in “top” journals.

FY 2020-21 was a record-breaking year for research funding.

The societal impact of UC Davis research is far-reaching, spanning geographical boundaries and catering to diverse populations and needs. Our research funding awards enable a broad range of research on topics including advancing human and animal health, protecting our planet and food supply, and enabling a more resilient society.

In fiscal year 2020–21, UC Davis set a new record for external research funding, receiving \$968 million in awards. That’s an increase of \$27 million over the previous record set last year.



Among the top five college/professional school recipients were: College of Agricultural and Environmental Sciences, \$153 million; School of Veterinary Medicine, \$83 million; College of Engineering, \$80 million; and College of Biological Sciences, \$58 million. However, a major reason for this year's growth was increased funding related to medicine and public health.

- The School of Medicine received the largest increase in funding, up \$92 million from the previous year, for a total of \$368 million.
- Funding related to COVID-19 research totaled \$42 million for the year.
- The largest award, \$51 million, from the Department of Health and Human Services' Centers for Disease Control and Prevention, went to Marc Schenker, distinguished professor of Public Health Sciences, to improve public health outcomes for all Californians by providing proper disease surveillance and prevention.

These achievements reflect the unwavering commitment of the UC Davis research community and their passion to address important societal needs—during a year when operations were constrained due to the COVID-19 pandemic. Other highlights include:

- **Record number of NSF CAREER Awards:** UC Davis researchers also set a record for the number of National Science Foundation CAREER awards received in a single year. A total of 16 faculty members received the prestigious grants that are offered to early-career faculty who have the potential to serve as academic role models in research and education and to lead advances in the mission of their department or organization.
- **APLU award for "Research Response to Community Crisis:"** In June 2021, the Association of Public and Land-grant Universities (APLU) recognized UC Davis as one

of two inaugural winners of the Research Response to a Community in Crisis Award. The award recognizes universities that demonstrated flexibility and responsiveness by rapidly and effectively applying the campus' research expertise to meet community needs in a time of crisis. UC Davis was honored Healthy Davis Together, a joint initiative with the City of Davis. The program uniquely integrated epidemiologic infectious disease control measures with health behavior change strategies and extended its reach to improve the health and wellbeing of the entire community, beyond the campus boundaries.

- **UC Davis Chile Life Sciences Innovation Center:** UC Davis launched this center of international excellence—the only UC location in Chile—in 2015. The center carries out applied research and executes innovative initiatives focused on the agri-food sector and on environmental challenges for the purpose of transferring top-level technical knowledge and best practices to producers and businesses. The center also has expert capabilities to support technology transfer and intellectual property issues. In its first five years, the UC Davis Chile Center has carried out over 100 projects, generated more than \$6 million in contracts, created links to more than 30 Chilean and Latin American companies, engaged more than 90 UC Davis faculty, produced three patents and two licensing agreements, and generated more than 30 scholarly articles related to the center's projects.

UC Davis experts and researchers are involved in collaborative, multidisciplinary research with fellow UC Davis faculty, as well as others across the country and around the world.

The campus is home to a number of major collaborative research centers. These include the John Muir Institute for the Environment, UC Davis Energy Institute, Center for Biophotonics Science and Technology, as well as:

- **Institute of Transportation Studies (ITS-Davis):** This internationally recognized program has more than 60 affiliated faculty and researchers and 80 graduate students. The Institute is the only research program in the UC system that hosts a matching graduate education program.
- **UC Davis Cancer Center:** This collaborative, multidisciplinary partnership unites UC Davis physicians and scientists with biomedical researchers and engineers from Lawrence Livermore National Laboratory. The center has nearly 300 scientists working full time to make the breakthroughs that will offer cancer patients fresh hope.

In 2019, the campus launched the Impact Centers program, investing \$4 million over three years to launch four new research centers that align campus strengths with unique opportunities for global impact. These include:

- **The Center for Data Science and Artificial Intelligence Research (CeDAR)** will address societal challenges by advancing data science foundations, methods and applications in a concerted effort. Among initial areas of focus are: improving health care through data-driven methods and understanding of health processes; using quantitative biology to improve agriculture; and combating climate change and environmental damage via sustainable resource management.

- **The Gene Therapy Center** will create a center of excellence to target genetic diseases through multidisciplinary research, education and manufacturing. The center brings together a growing network of expertise and equipment at UC Davis, including a dedicated Good Manufacturing Practice Facility.
- **The Global Migration Center** is a focal point for interdisciplinary and multimethodological research focused on migrants, understanding the new challenges of global migration that affect climate migrants, refugees, and vulnerable and at-risk migrants, and developing research-based action. The new center combined research from existing programs, including the Migration Research Cluster, Comparative Border Studies, and “Humanizando la Deportacion.”
- **The Perinatal Origins of Disparities (POD) Center** investigates why and how some groups of people are more likely to be sick than others, and then develop ways to prevent those disparities when they often begin—pre-conception to infancy. The POD Center brings faculty together from a wide range of fields, including genome sciences, human development, epidemiology, biomedical engineering, social welfare policy, and health economics.

Strategic Plan Goal 3

Embrace diversity, practice inclusive excellence, and strive for equity. Make UC Davis a place of excellence for learning and working by supporting a culture that values the contributions and aspirations of all our students, staff and faculty; promotes wellness and a culture of sustainability; and cultivates the open interchange of ideas.

UC Davis is situated in one of the most diverse regions in the nation. As a public land-grant University, it's imperative that UC demonstrates a strong commitment to values of diversity, equity and inclusion in its student body, staff, and faculty. UC Davis can only be successful if it remains committed to diversity. As a public institution of higher learning, it is also committed to the moral and social principles of advancing a diverse and inclusive society. In that sense, diversity, equity, and inclusion are embedded in everything we do.

The campus has made strategic investments to implement goals set forth in three plans, a Diversity and Inclusion Strategic Vision developed in 2017, the Hispanic-Serving Institution (HSI) Task Force Report issued in 2019 and UC Davis' overall strategic plan, “To Boldly Go”, developed in 2018. To further those goals, UC Davis created the Office of Diversity, Equity and Inclusion (DEI) in 2019 to lead efforts across all campuses. UC Davis' leadership has engaged the campus to make progress by investing in: student recruitment and support; faculty and staff hiring and development; opportunity gaps and campus climate; research, teaching, public service and training; and community and accountability.

Notable investments include:

- Hiring Associate Dean and other positions to address diversity concerns and the recommendations made in the School of Medicine's Racial Justice Report Card 2020 Report, which was produced by student leadership within the UC Davis chapter of White Coats for Black Lives.

- Expanding offerings of seminars related to DEI, including racial consciousness workshops and video series, as well as unit and department trainings focused on increasing awareness and sensitivity about diversity—resulting in a 311 percent increase in seminars and courses offered since 2017–18 and a 510 percent increase in attendance over the same period.
- Partnering with Student Affairs and Graduate Studies to fund graduate student researcher positions to specifically support graduate students in the LGBTQIA Resource Center, Cross Cultural Center, and Women’s Resources and Research Center.
- Establishing a new center, the Institute for Diversity, Equity, and Advancement (IDEA), to support collaborations and projects related to recruitment, retention, and advancement programs. By centralizing partnerships and conducting research to assess the impact of DEI interventions, IDEA seeks to ensure that programs in its hub are truly making a collective impact.

Working to close opportunity gaps

As an institution, UC Davis is committed to narrowing the equity gap in higher education, enabling its rising scholars and community members to thrive as the campus elevates its excellence in public service and scholarship. Two new positions will help advance this goal:

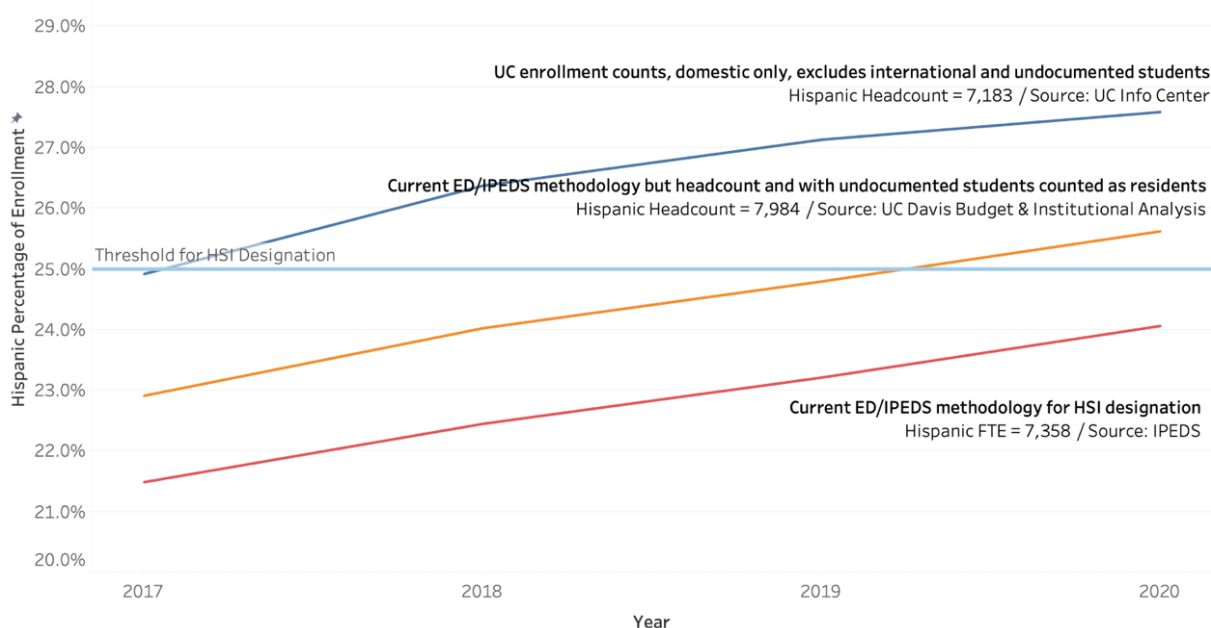
- **A new Faculty Advisor to the Provost on Closing Opportunity Gaps** will help develop and coordinate comprehensive strategies for building equitable opportunities for learning and success across colleges and schools and furthering the impact of UC Davis as an engine for social mobility. In this role, Kristin Lagattuta, a professor in the Department of Psychology and the UC Davis Center for Mind and Brain, will collaborate with stakeholders across the UC Davis community to facilitate the collaborative development of a comprehensive strategic plan for building more equitable opportunities for academic success. The process will involve: Undergraduate Education; Student Affairs; Office of Diversity, Equity and Inclusion; deans and associate deans; Academic Senate; Academic Federation; ASUCD; and others. The goal is to encourage innovative new initiatives, new pedagogical and mentoring practices, and the creative adaptation of existing programs. It will also determine effective metrics to create accountability and monitor progress.
- **A new director of Hispanic-Serving Institution (HSI) Initiatives** will further the campus’ progress toward becoming a federally designated HSI. Lina Mendez, former director of UC Davis’ Center for Chicana and Latinx Academic Student Success, was appointed to this position in October. She is focused on identifying resources and implementing the recommendations of the HSI Task Force Report and helping to guide the work of the newly-charged HSI Implementation Task Force, which is led by DEI Associate Vice Chancellor Lorena Oropeza, a professor in the Department of History, and Fellow of La Academia de Liderazgo of the Hispanic Association of Colleges and Universities (HACU). Recommendations include: engaging students to identify and solve problems; creating a collective of Research 1 (R1) HSIs to address issues specific to this class of institution; creating transformation grants to inspire innovation at all organizational levels; and launching a branding campaign to visibly celebrate and embrace UC Davis’ identity as an HSI. The task force also recommends convening with

community colleges, the California State University, school districts, local businesses, education leaders, and policy makers to identify aligned goals to better serve our rising scholars.

Achieving the designation as a Hispanic Serving Institution (HSI)

This fall, UC Davis was designated a Hispanic Serving Institution (HSI) by HACU. Note that students who are undocumented but identify as Hispanic (“DACAmended,” those who are provided protection against deportation proceedings by the Deferred Action for Childhood Arrivals program) can be included by HACU, which is different from the methodology used by the U.S. Department of Education.

UC Davis Status Toward HSI Designation based on different methodologies



When the different methodologies employed by UC and the federal government to count Chicano(a)/Latino(a) students, Assembly Bill (AB) 540 and undocumented students, and international students are accounted for, UC Davis is very close but has not yet satisfied the official federal designation as an HSI. The federal government figure of 23.7 percent Hispanic is less than two percent than the threshold required by the Department of Education. Even under federal government counts, an Excelencia in Education analysis of federal data shows that UC Davis serves more Hispanic students in absolute numbers of full-time equivalents (FTE) than 89 percent of designated HSIs and 99 percent of Emerging HSIs.

Chancellor May is also one of the “Presidents for Latino Success” designated by Excelencia in Education and the Excelencia Action Network.

The campus benefits from its HSI designation from HACU in the form of internships and scholarships for its rising scholars. The campus has already secured three HSI-related funding

opportunities, two from the federal government, and one from the UC Office of the President (UCOP), including:

- Advancing Diversity by Educating the Professors of Tomorrow (ADEPT), a UC-HSI Doctoral Diversity Initiative Grant to build an academic pipeline from Sacramento State University to UC Davis for students interested in biotechnology and related STEM fields;
- The HSI Strategic Innovation Summit for Advanced Research and Instruction in Artificial Intelligence and Quantum Information Sciences from the National Science Foundation for a two-day virtual meeting; and
- Visiting Innovative Scholar Research Program for Institutions Orienting to National Needs (VISION) from the National Science Foundation for placing early-and mid-career doctoral degree holders in STEM fields to teach and conduct research at minority-serving institutions.

UC Davis receives high marks for social mobility.

UC Davis has a proud history of supporting students from all backgrounds and increasing their social mobility. Among UC Davis undergraduates, 34 percent of students were Pell eligible in fall 2020. That's fourth among all UC campuses and another indicator of how UC Davis is making the best education available to students of all backgrounds and preparing them for upward mobility.

UC Davis ranked seventh among public universities and 14th among all institutions in *Washington Monthly* 2021 national ranking of universities "based on what they do for the country." Last year, *Washington Monthly* ranked UC Davis second only to Utah State University among national public universities for social mobility. The social mobility ranking factors in graduation rates over eight years, the number of Pell Grant recipients and other socioeconomic characteristics of students, affordability, the median income of graduates ten years after enrollment and student loan repayment.

This ranking, along with a number of other impressive standings related to diversity, equity, and inclusive excellence are a testament to the campus' commitment to advancing the third goal:

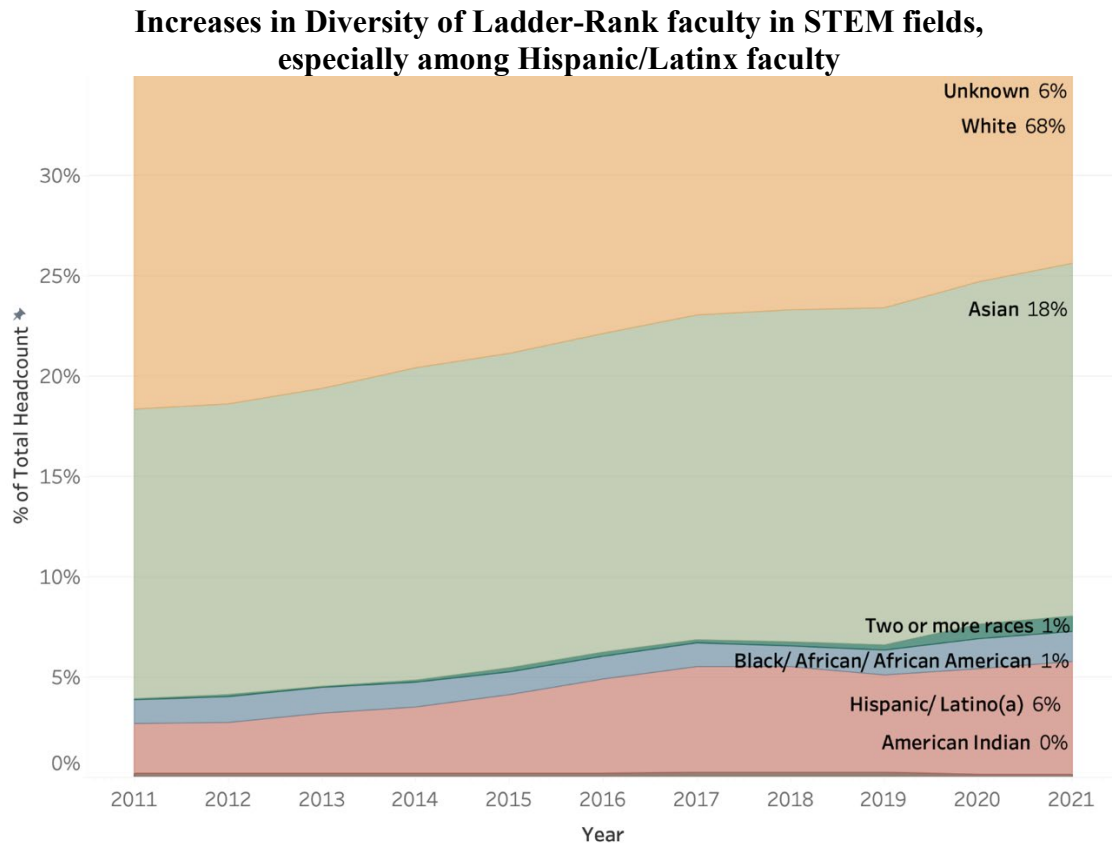
- **UC Davis is number one in the nation for campus diversity, inclusiveness, and internationalization**, according to the *QS USA University Rankings*.
- **Best Employers for Diversity:** *Forbes* named both UC Davis and UC Davis Health among the Best Employers for Diversity for excellence in cultivating diversity through inclusive practices.
- **The School of Medicine** is ranked number four for diversity among its student by *U.S. News & World Report*. In fact, it is the top-ranked medical school for diversity outside of the East Coast.
- **The Betty Irene Moore School of Nursing** received the 2021 Health Professions Higher Education Excellence in Diversity Award. It is one of only 50 health professions colleges and universities in the nation to receive this recognition by *INSIGHT Into Diversity* magazine.

- **The UC Davis Medical Center** has been recognized as LGBTQ+ Healthcare Equality Leader for ten years in a row. The award demonstrates commitment to equitable, inclusive care for LGBTQ+ patients and their families, who can face significant challenges in securing quality health care and respect.

Diversity among faculty, staff, and students

Race/Ethnicity Data Students, Faculty, Staff				
	Undergrad	Grad/Prof	Faculty	Staff
American Indian	0.1 percent	0.3 percent	0.3 percent	0.7 percent
Black/African/African American	1.9 percent	2.8 percent	1.7 percent	6.5 percent
Hispanic/Latino(a)	23.7 percent	13.3 percent	4.2 percent	15.1 percent
Native Hawaiian/Pacific Islander	0.3 percent	0.2 percent		0.1 percent
Asian	29.6 percent	16.0 percent	8.8 percent	17.0 percent
White	21.4 percent	37.5 percent	53.8 percent	43.9 percent
Two or more races	5.9 percent	5.3 percent	0.6 percent	1.5 percent
Unknown	1.7 percent	1.6 percent	3.8 percent	2.3 percent
International	15.5 percent	22.9 percent	27.0 percent	11.9 percent
Grand Total	100.0 percent	100.0 percent	100.0 percent	100.0 percent

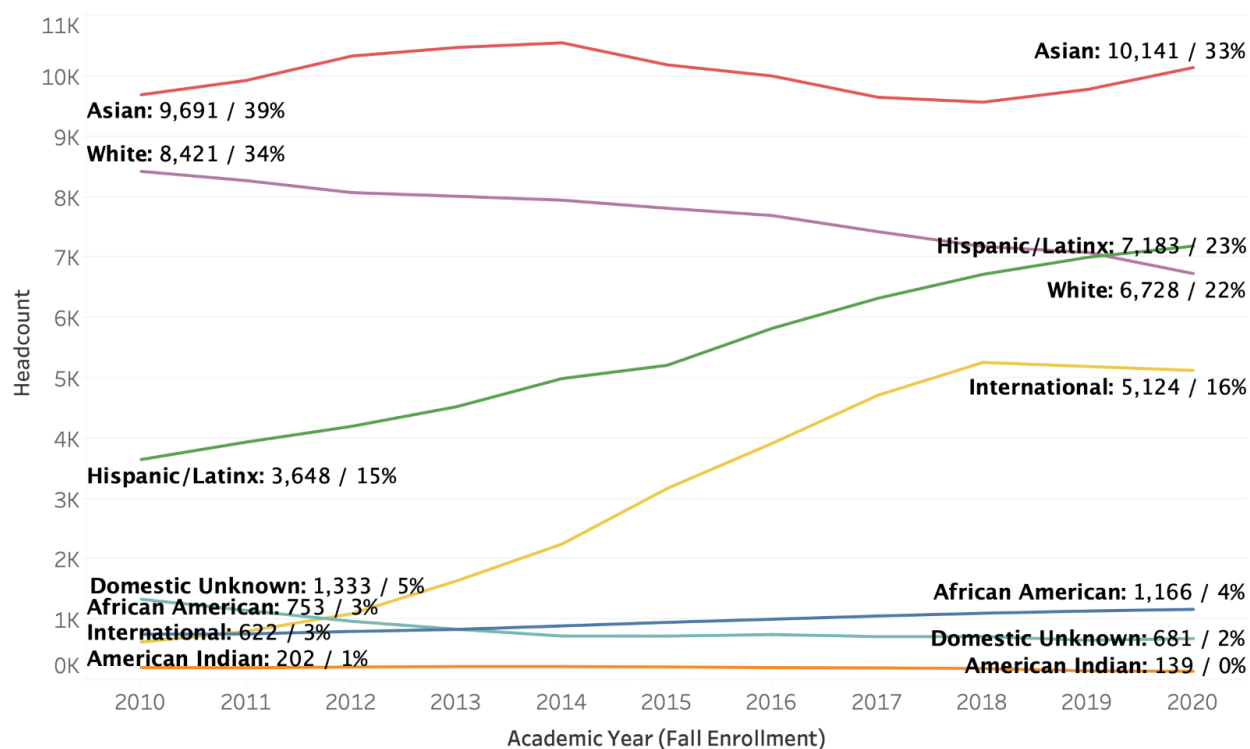
Between 2015 and 2020, UC Davis saw some gains in URM ladder faculty. For example, the Department of Civil and Environmental Engineering increased from one URM ladder faculty member to five, or from three percent to 14 percent of the department total. UC Davis conducted a faculty salary equity analysis in 2014 and did not find any meaningful differences in salaries between URM and non-URM faculty. A five-year review of the Step Plus program completed in 2020 showed that both URM and non-URM faculty have been more successful in obtaining merit actions of more than one step under Step Plus than under the previous system.



- **UC Davis received six grants from the UC Advancing Faculty Diversity Project.** Funded initiatives have encompassed innovative hiring strategies—open searches and guidance for understanding faculty contributions to diversity—that broadened the diversity of hiring pools as well as retention strategies focused on empowering faculty leaders to design and implement faculty-led solutions around inclusion and accountability. One project is tackling the difficult subject of how faculty can be supported to handle disruptive speech in learning environments, including politically provocative, harassing, or hate speech.
- **UC Davis’ Center for the Advancement of Multicultural Perspectives on Science (CAMPOS) for STEM and Center for the Advancement of Multicultural Perspecyive on Social Science, Arts and Himantities (CAMPSSAH) are unique** among academic diversity initiatives in that they focus on supporting the scholarship of faculty through networking, collaboration, mentorship, and development of leadership skills. CAMPOS received a \$250,000 grant from the Alfred P. Sloan Foundation for STEM faculty to help a diverse group of outstanding STEM faculty as they recover from the career disruptions caused by the COVID-19 pandemic.

From fall 2015 to fall 2020, the percentage of underrepresented undergraduate students increased by eight percentage points, from 26 percent to 34 percent, as compared to domestic non-URM students. Consistent with the definition used by the Office of the President, underrepresented includes those who identify as Black/African American, Hispanic/Latinx, and American Indian/Native American. The data are also limited to only U.S. citizens and permanent

residents. The following chart shows change over time for all undergraduates, including international students. UC Davis has also seen similar growth in its graduate diversity.



Additional progress on this goal includes:

- **The School of Medicine and Betty Irene Moore School of Nursing** focus on bringing health services to underserved communities in California and continue to diversify health professions through a variety of outreach, recruitment, and support programs in health undergraduate majors and minors. The UC Davis School of Medicine was noted as a model for its diversity efforts and featured in a cover story in *Insight into Diversity*, titled “Ushering in a New Wave of Physicians.”
- **The UC Davis School of Law** is one of the only leading law schools in the nation with a majority-minority faculty. It has a diverse student body and curriculum and works to provide equal access to a legal education. The most recent entering J.D. class is comprised of 56 percent students of color, 71 percent female-identifying students, and 19 percent LGBTQIA+-identifying. Twenty-one percent of the class are the first in their family to graduate from college. In addition, an outreach program helps undergraduates from underrepresented communities prepare for the law school admissions process.
- **UC Davis’ Graduate School of Management** ranks among the top ten programs for student diversity in Bloomberg Businessweek’s 2021–2022. It ranks eighth for percentage of female and nonbinary students (48 percent). The school has a Chief Diversity Officer on staff and created an Action for Diversity initiative, which included a school-wide 21-week Anti-Racism challenge.
- **Race Matters website:** The Department of Human Resources launched a new website in March to assist leaders and HR professionals in engaging with staff on matters of race.

With the spotlight on race matters, managers, and supervisors can no longer assume their employees will just “keep working” without being impacted by this sea-change. Because many managers and supervisors feel ill-equipped and even fearful of launching into what were previously mostly taboo topics of conversation, Human Resources has created this program to assist leaders in supporting and engaging with their staff on matters of race.

- **School of Law Racial Justice Speaker Series:** Created in response to the tragic killings by police of George Floyd, Breonna Taylor, and others, as well as the widespread protests that followed, UC Davis Law’s Racial Justice Speaker Series is now in its second year. Reaffirming the law school’s longtime commitment to racial justice, the series invites leading scholars from around the country to explore systemic racism as it pertains to all communities of color and areas of law. The goals are to inform, enlighten, and most importantly engage in meaningful conversation with the King Hall community and the larger public
- **Anti-Racism Syllabus:** The UC Davis Office of Diversity, Equity and Inclusion developed “11 Suggested Actions Toward Anti-Racism, an Anti-Racism Syllabus,” a “Resources for Racial Trauma” website, and other resources to help members of the campus community address racism and elevate awareness of racism. The syllabus is a compilation of activities across the Davis and Sacramento campuses to address bias, racism, and structural inequalities. The website provides links for action planning, anti-racism voices, statements and policies, and learning tools. Strategic Investments across campus are being tracked and elevated as the building blocks for future progress reports on the Diversity and Inclusion Strategic Vision.
- **DEI Committees and Climate surveys:** Following the release of ally statements from more than 52 entities on campus after the murder of George Floyd, more than 40 local DEI committees across more than 100 units, departments, and centers are participating in Implementing the Diversity and Inclusion Strategic Vision. At UC Davis Health, the I-DARE Initiative has surveyed more than 1,500 individuals across 26 departments/units on climate. A similar climate survey on the Davis campus was tested with more than 300 individuals participating in the initial pilot. In partnership with Institutional Analysis and Audit Management Advisory Services, the I-DARE (UC Davis Health) and 5x5 Action Planning (Davis Campus) projects are helping to develop a comprehensive picture of the department’s status with regard to DEI, assess best practices, and set benchmarks for the design and implementation of future activities.
- **Employee Resource Groups:** UC Davis sponsors nearly 20 cross-campus Employee Resource Groups, Administrative Advisory Committees, and DEI leadership groups concerned with issues related to diversity, equity, inclusion, and campus climate. With nearly 1,500 members, including faculty, staff, and students, these groups provide valuable insights and feedback to senior leadership. They also engage with the broader campus community through events, symposia, and other educational programming.

Strategic Plan Goal 4

Support our community, region, state, nation and world through mutually beneficial and impactful partnerships that reflect a firm commitment to our mission and increase the visibility and reputation of the university.

UC Davis continues to rise in visibility across the nation and the world due to its impactful research and innovations, along with concerted efforts to rebrand the university. COVID-19 demonstrated the value of having a highly ranked research university with a world-class medical center in the region. UC Davis Health made national headlines in the earliest days of the pandemic for treating the nation's first apparent case of COVID-19 that was acquired from community spread. In those early days, UC Davis Health was instrumental in prompting the Center for Disease Control to change its testing protocols and published an index study on that first patient. UC Davis demonstrated initiative in a number of ways:

- **COVID-19 vaccine:** In August of 2020, UC Davis became the first in Sacramento to receive a vaccine candidate for COVID-19. It was part of a major clinical trial headed by Pfizer Inc. and BioNTech, which involved 30,000 participants worldwide.
- **White House Panel:** Kelly Ratliff, Vice Chancellor of Finance, Operations and Administration, took part in a White House panel with Dr. Anthony Fauci on the topic of the COVID-19 College Vaccine Challenge.
- **Governor's testing task force:** Nam Tran, Associate Professor of Pathology and Laboratory Medicine and Senior Director of Clinical Pathology in charge of the COVID-19 testing at UC Davis Health, served on Governor Gavin Newsom's COVID-19 Testing Task Force. In addition, UC Davis served as a high-volume testing hub.
- **Health Equity:** UC Davis participated in national and international efforts to bring attention to health equity during the pandemic. Sergio Aguilar-Gaxiola, Director of the UC Davis Center for Reducing Health Disparities and Professor of Clinical Internal Medicine, has led more than 120 bilingual discussions in English and Spanish nationally on the topic. Renetta Tull, Vice Chancellor for Diversity, Equity and Inclusion has participated on panels and was part of the National Academies 2021 report on "Investigating the Potential Impact of COVID-19 on the Careers of Women in Academic Science, Engineering and Medicine."
- **Reducing Health Disparities:** The COVID-19 pandemic highlighted an issue that the Center for Reducing Health Disparities has been addressing since 2005: that racial and ethnic minorities are in poorer health, suffer worse health outcomes, and have higher morbidity and mortality rates than white cohorts. In addition to its ongoing projects focused on access to quality health care, the Center concluded a five-year joint project between Solano County Behavioral Health and other regional partners to implement an innovative mental health services model (Cultural Transformation Model—Achieving Health Equity/Solano County Interdisciplinary Collaboration and Cultural Transformation Model). In FY 2020–21, the Center was awarded six new grants/contracts, with funding sponsors including State, federal and philanthropic institutions. One project, Accountability Coordination, and Telehealth in the Valley to achieve Transformation and Equity (ACTIVATE), is a public-private pilot initiative to bring telehealth services to underserved rural residents in Merced County, California, and beyond.

UC Davis' reputation is also growing through its cutting-edge work to respond to challenges in climate change. Recent efforts making regional and national news include:

- **Oiled Wildlife Care Network (OWCN)** led the response in a wildlife rescue effort following a 25,000 gallon oil spill in Orange County. The OWCN is led and managed by the UC Davis School of Veterinary Medicine in partnership with the California Department of Fish and Wildlife – Office of Spill Prevention and Response (CDFW-OSPR). The network and its 44-member organizations spring into action any time an oil spill occurs in California.
- **California Veterinary Emergency Response Team:** UC Davis is leading a new statewide team that will help domesticated animals and livestock throughout the state that are injured by wildfires. This new team is based on the School of Veterinary Medicine's successful and tested model. The Veterinary Emergency Response Team and hospital teams triage, treat and rescue animals in the field. During the 2018 Camp Fire alone, the teams helped more than 1,500 animals.

Global engagement and visibility on the UN Sustainable Development Goals

This year, UC Davis published its first campus-wide Voluntary University Review (VUR) of the UN Sustainable Development Goals (SDGs) to better understand campus strengths, challenges, and progress within this globally recognized framework. It was only the second voluntary review conducted by a U.S. university. The effort was led by Global Affairs, the Office of Sustainability, and the Office for Diversity, Equity and Inclusion. UC Davis' review documents a broad range of activities that support the full scope of the 2030 Agenda and the core principle of Leave No One Behind. All 17 SDGs are represented in UC Davis research, teaching, service and operations.

- According to surveys conducted for the VUR, research, teaching and service activities are distributed across 82 countries, with about 50 percent of respondents indicating their SDG-related work takes place in the U.S. UC Davis commitment to SDGs builds upon an institutional history and culture that prioritizes inclusion, public service, and interdisciplinary approaches to solving local and global challenges.
- Since September 2021, UC Davis VUR has been featured prominently by a number of international networks of universities, including the University Global Coalition, the United Nations Academic Impact (UNAI), and the United Nations Sustainable Development Solutions Network (SDSN), and it has been used extensively in interactions with partner universities around the world.

Aggie Square cements Community Benefits Partnership Agreement

Aggie Square represents a significant investment in the Sacramento region and will generate an estimated \$5 billion in economic impact each year. A Community Benefits Partnership Agreement, adopted by the City Council in April, delivers on UC Davis' promise to consider neighborhood priorities and ensure that local residents are included in the success story of Aggie Square. The partnership agreement includes significant benefits for the Sacramento community, and in particular, the neighborhoods surrounding Aggie Square. Importantly, these investments reflect the priorities heard from residents and community leaders in numerous meetings throughout the public engagement process. They include:

- A \$50 million investment in affordable housing.
- Jobs for area residents: This includes 5,000 construction jobs and a goal that 20 percent of new jobs at Aggie Square will be for area residents.
- An annual Aggie Square Community Fund to support neighborhood priorities—like youth programs, workforce training and local entrepreneurial support. This will create a platform for community voices to help set investment priorities.
- UC Davis funding of up to \$1.1 million to help further the City of Sacramento’s vision for Stockton Boulevard to increase biking, walking, and transit use.

Additional highlights of progress on goal four:

- **Global Affairs programs:** In the past year, Global Affairs programs included more than 14,000 participants across more than 130 virtual events, programs, panels, workshops, and presentations. The university hosted about 125 international visitors as a part of delegations from more than 26 institutions across at least 17 countries.
- **Global Education for All:** UC Davis is making progress on its goal to provide 100 percent of undergraduate, graduate and professional students with global education, international or intercultural experiences, whether on campus, in the region or across all seven continents. The pandemic has made the need for Global Education for All more acute. Through a focus on career preparation, experiential and global learning, UC Davis students can engage with global diversity. At the same time, they’ll learn through experiences and actions that align with real-world issues. UC Davis, through its Global Affairs partnerships, created new academic global learning opportunities that engaged almost 10,000 students in 2020–2021.
- **Anchor Institution:** In 2019, UC Davis Health launched its Anchor Institution Mission (AIM) for Community Health as a commitment to better leverage its business operation and standing as the second largest employer in Sacramento County to advance the economic security and opportunity in surrounding under-resourced communities, ultimately improving health equity and the socioeconomic well-being of these communities. Health Equity means everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health, such as poverty and discrimination that leads to lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care. In collaboration with community partners, UC Davis Health seeks to implement these anchor strategies: hire locally, purchase locally, invest locally, and volunteer locally.
- **UC Public Engagement database:** The University of California Public Engagement (UCPE) database houses information about publicly engaged and/or publicly impactful programs and opportunities administered by UC Davis. The data collected will better enable UC Davis to demonstrate and visualize impact in local communities throughout the state and beyond on an ongoing basis. By using this centralized repository, information collection is standardized to improve the integrity of data—resulting in robust data that can serve multiple needs, from institutional analysis and reporting to award and grant applications and more.
- **The Public Impact Research Initiative (PIRI):** recognizes and supports research that is cogenerated with community partners, is of mutual benefit, and has a positive public

impact. This program is providing financial support for *new collaborations* or *sustaining relationships* that will support publicly engaged research with non-university partners.

Strategic Plan Goal 5

Create an intellectual and physical environment that supports the development of an innovative and entrepreneurial culture that extends the benefits of our research activities beyond the boundaries of the university.

Evidence of UC Davis' thriving entrepreneurial culture is visible across both campuses. UC Davis is well positioned to build on these successes, with numerous efforts underway to implement the objectives of this strategic plan goal. Over the past ten years, a total of 115 start-up companies have been formed with an emphasis on commercializing UC Davis technologies. About 73 percent of those are still active today. Many of these start up companies have to do with medical technologies and solutions for healthier living, companies focused on clean energy, plant breeding, and COVID-19 treatments.

FY 2019–20	
15 startups (3rd in UC)	138 patents (5th in UC)

Tackling the world's most challenging issues

UC Davis continues to expand its innovative and entrepreneurial culture, leveraging a number of new initiatives. Chief among these is the appointment of a new Vice Provost of Grand Challenges. UC Davis is now building on its history of leadership in addressing global problems, and on the many efforts across its colleges and schools, to create a collective response to global “grand challenges” that is better focused, coordinated, and resourced—and more effective—than it has ever been.

To lead this ambitious undertaking, the campus recently named Jonna Mazet—a highly distinguished professor of epidemiology and disease ecology at the UC Davis School of Veterinary Medicine—to the new position of Vice Provost of Grand Challenges. As the founder and former director of the UC Davis One Health Institute and a leading researcher on pandemics and other global health threats, Mazet has extensive experience in developing innovative and collaborative approaches to some of the world's most complex problems.

The new vice provost position comes with a multifaceted and challenging portfolio. It will provide dedicated leadership and new momentum for current and future research, education, and public service activities related to critical challenges in such areas as health and disease, climate change, environmental degradation, drought, wildfires, and food systems, among others.

As a part of the UC Davis Global Centers initiative, the Global Center for Latin America and the Caribbean builds on history of UC Davis engagement for learning, research, and service with the region, and the deep individual and institutional relationships that have developed from these collaborations. In both Chile and Mexico, UC Davis is building on existing faculty linkages, emerging research opportunities, and partnerships that are already established, including UC

Davis Chile in Santiago and Alianza UCMX in Mexico. Mexico is a spotlight country for the 2021–22 academic year, with a focus on strengthening connections, building on current efforts with collaborators in the country, and widely sharing joint projects between UC Davis and Mexican partners.

UC Davis supports undergraduate research.

UC Davis is unique in that it extends research opportunities to its undergraduate students. The 31st annual Undergraduate Research, Scholarship and Activities Conference was held in May with more than 600 student participants. Their projects focused on such fields as biology, chemistry, animal science and civil engineering. UC Davis also houses an Undergraduate Research Center to facilitate research opportunities for UC Davis students in all majors and class levels. The center is also a facilitator of the Chancellor's Award for Excellence in Undergraduate Research each year.

UC Davis has a long history of supporting undergraduate students' involvement in research, scholarship and creative activity. These experiences serve as a vehicle for understanding what it means to attend a premier research university, enhancing the quality of faculty-student interactions, and affording opportunity for a value-added undergraduate education. Examples of some of the numerous research opportunities include:

- President's Undergraduate Fellowship
- Biology Undergraduate Scholars Program
- Mentorships for Undergraduate Research in Agriculture, Letters and Science
- Sponsored Undergraduate Research Programs
- Mentorship for Undergraduate Research Participants in Physical and Math Sciences
- Mentorship Opportunities for Research in Engineering
- Annual Undergraduate Research, Scholarship and Creative Activities Conference
- Louis Stokes Alliance for Minority Participation
- McNair Scholars Program

UC Davis supports entrepreneurship on campus.

- **The UC Davis Office of Research**, led by Prasant Mohapatra, helps to facilitate the successful translation of research into commercial practice. In particular, the Venture Catalyst unit offers several innovative programs to help bridge the gap between early-stage research and commercialization by enabling and supporting robust university startups.
- **UC Davis has two programs for training entrepreneurs** and continues to expand its offerings through the Mike and Renee Child Institute for Innovation and Entrepreneurship. Entrepreneurship Quest: Undergraduate Internship Program—or EQUIP—is open to students in all majors and disciplines. The Leaders for the Future helps Ph.D. students and postdoctoral scholars differentiate themselves in the job market by supplementing academic accomplishments with innovation, communication, leadership, and business skills gained outside the university.

- **This year, UC Davis held the first National Innovators Forum, an Entrepreneurship Academy** focused on showcasing diverse entrepreneurs and venture capitalists, with efforts aimed toward broadening participation in entrepreneurship. The program was sponsored by the National Science Foundation with support from the Office of Diversity, Equity and Inclusion (DEI).

UC Davis is building the infrastructure where innovation can thrive.

UC Davis is also creating new spaces where innovation and entrepreneurship can thrive. On campus, these include:

- **A Student Startup Center**, which serves all UC Davis students who are interested in all stages of the entrepreneurial process. It's part of the College of Engineering's innovation ecosystem, with numerous design clinics and programs to encourage student innovation and support multidisciplinary teams working on real world projects in a variety of disciplines.
- **The Diane Bryant Engineering Student Design Center**, hub of the College of Engineering's innovation ecosystem. Named after a UC Davis alumna, the center will open in fall 2022 and we're excited about the possibilities it will bring. The student design center will provide a space to serve real clients through leading-edge prototyping, manufacturing and fabrication techniques. It will include a student start-up center for entrepreneurial ventures. Students will learn all phases of the design process, from project framing to creating business models. This unique environment creates a diverse and inclusive pipeline for engineers at all levels specializing in manufacturing, from the factory to the laboratory.
- **A new Coffee Center**, which will include more than 50 UC Davis faculty members from a range of academic fields. The center has received funding from a variety of corporate and individual donors in the coffee space. At 6,000 square feet, the multi-bay laboratory facility will help to expand existing research and create facilities for studying coffee comparable to those for wine and tea. Through its research, teaching and mentorship, the center plans to train the next generation of coffee professionals while improving the entire industry and making it more sustainable.

Aggie Square—the ultimate innovation ecosystem

Innovation and entrepreneurship are at the heart of this new campus, spanning our entire university and including business and community partners. Aggie Square will build partnerships to co-locate the many dimensions of an innovation ecosystem. It will be anchored by UC Davis research in life sciences, technology, engineering, food and health, social impact, and many more programs yet to be identified. It will be fueled by talent from UC Davis faculty, students, and graduates. It will also include spaces that will help related industries collaborate and scale inventions in the marketplace. That's the promise of Aggie Square—a dynamic hub, where leading-edge university research helps to power innovative companies and the academic side of UC Davis provides training for up-and-coming industries. For example:

- Aggie Square will provide space to expand the remarkable work of UC Davis' stem cell institute in Sacramento, which is funded by the California Institute for Regenerative Medicine. That's where researchers are working on new therapies and cures for diseases. With the right private industry partners to pioneer new bio-manufacturing and bioengineering methods, it will be possible to lower costs and make these new therapies available to patients.
- Aggie Square will also include a new makerspace—a vital component of innovation infrastructure that will bring industry, students, engineers, and doctors to work side by side. A project of the Biomedical Engineering Department, this makerspace will support undergraduates learning how ideas move from bench to bedside. It will support graduate students studying medical device development, doctors using 3D models to prepare for challenging surgeries, industry partners buying time on state-of-the-art prototyping equipment, and more. The makerspace will not only will drive diverse research at the intersection of medicine and engineering, but will also function as a kind of 21st century watercooler.

Attachment 1: UC Davis 2021 Financials

Attachment 2: UC Davis 2030 Goals