			Review of University of California Davis Documents					
				Status				
Vision Element	Theme: Recommendation	Action	Completed	In Process	Declined	Unclear	Comments	
Foster a Vibrant Community of Learning and Scholarship	Student Support: Expand and develop student mentorship, advising and faculty interactions	a.) Streamline/realign advising functions to develop a more cohesive, centralized model for delivering prompt, responsive and individually tailored yet consistent advising services (pg. 13)		X			1. Student Affairs and Undergraduate Education have been teaming up to address advising. 2. Student Portal complete. 3. BRC implementation phase beginning. 4. Hiring of Director of Academic Advising Complete. 4a. Also, The Law School's Dean of Student Affairs has revamped the law student course advising process. The hiring of a new Registrar will allow the school to further focus on law student advising changes. Next year, the Law School Educational Policy Committee will consider a student/faculty mentorship program.	
		b.) Train and support faculty, staff and peer advisers to maximize quality of advising and mentorship, and incentivize faculty to promote high-quality faculty-student interaction. (pg. 13)		X			5. Being addressed by the VC for Student Affairs and Vice Provost for Undergraduate Education under new Director of Advising. Also, Graduate Studies offers training for Graduate Advisers and is developing a series concept and comprehensive training program for graduate program advisers. GS also offers the Mentoring at Critical Transitions program to prepare faculty mentors. And GS Advisory Committee supports professional development of graduate program coordinators. SVM-Hired career counselor to support students & grads. SVM provides financial guidance and support to help student manage high debt load.	
		c.) Develop interventions to reduce the prevalence of Academic Probation (AP)/Subject to Disqualification (SD), particularly among vulnerable populations (pg. 13)		X			6. Being addressed under new Director of Advising and new Executive Director of SASC.	
		d.) Provide ample, high-quality resources for students to develop a sense of community and belonging so they can feel supported culturally, socially and academically (pg. 13)		X			7. Various capital projects being designed to foster community similar to Student Community Center, Walker Hall, MU renewal, new lecture hall, Health Science Expansion, etc. Also, Graduate Diversity Officers are working with student groups to promote community. SVM-Hiring dedicated mental health counselor (expansion of current services).	
		e.) Develop a digital communications plan to make support services more visible and remove stigmatization from student perceptions of these services (pg. 14)		X			8. Being done through new student advising portal, w/ increased outreach and training for its use.	
		f.) Increase collaboration between programs providing support to		X		X	9. To be reviewed under BRC subcommittees. Also, streamlining graduate student financial support activities across multiple offices. Plus, the University Librarian has organized a cross-departmental	

		student community (e.g. library partnership with campus educational support groups to improve the student learning experience on campus) (pg. 14)				initiative, the Academic Technology Coordination, to coordinate among the academic technology service providers at UC Davis, including the Library, IET, CETL and Extension.
	Faculty: Align faculty priorities with campus strategic priorities	a.) Be strategic in faculty hires (pg. 15)	X			SVM faculty hires coordinated with SVM Strategic Plan-broad consultation across depts./centers. Also, CAMPOS Initiative emphasizes hires based on mentorship and commitment to inclusion of under-represented minorities, especially Latinas and Latinos.
		b.) Encourage collaboration in recruitment, appointments, teaching and research (pg. 15)	X			10. Underway via HIP hiring, TOE, POP, etc.
		c.) Enhance faculty recognition, awards and incentives (pg. 16-17)	X			11. Overseen by the Director of National and International Awards. SVM-enhanced efforts to nominate faculty underway. SVM-Awards/honors web-site to promote faculty awards/expertise recently launched.
		d.) Develop creative solutions to expand teaching capacity (pg. 17)	X			12. Under CETL and Provost Hybrid Course Awards.
		e.) Support skill development of instructors, including faculty and teaching assistants (pg. 18)	X			13. Interprofessional Teaching Scholars Program.
	Graduate Students: Enhance environment of graduate student success as integral to UC Davis excellence	a.) Leverage additional human resources for graduate education and support (pg. 19)			X	14. Working on increasing student support for graduate students through development, new budget model and campus investment. Also, streamlining graduate student financial support activities across multiple offices. SVM grad group support staff centralized last year.
		b.) Foster graduate student community and recognition (pg. 19)	X			15. Preliminary planning underway for graduate student space in Walker Hall. Graduate Studies supports student groups that build community. Chancellor's Graduate and Professional Student Advisory Board also builds community.
		c.) Enhance and innovate graduate student education and training (pg. 19)	X			15a. New MBA curriculum prepares students with innovative, hands-on learning through unique Integrated Management Project capstone and Articulation and Critical Thinking course. Also, the Vice Provost for Academic Affairs is working with the Academic Senate to develop better accountability for quality of graduate mentoring in merits and promotions.
	Diversity of students and faculty: Diversify students and faculty	a.) Develop creative and aggressive student recruitment strategies (pg. 20)	X			16. Increasing international enrollment as we also work on domestic diversity. Also increasing efforts on yield Activities to increase acceptance by highest performing students. Graduate Diversity Offices working to recruit and retain diverse graduate students. 16a. Also, the Law School this year entered into a novel agreement with the California State Bar, community colleges, universities (including UC Davis), and law schools to help create a pipeline from the community colleges, which are socioeconomically and otherwise diverse, into college and ultimately to the law schools. The hope is to further diversify the law schools and the legal profession. Also, SVM recruitment efforts enhanced with scholarship funding to attract top national DVM candidates.
		b.) Recruit and retain faculty of color (pg. 20)	X			17. Making inroads with our ADVANCE grant and CAMPOS work on unconscious bias training.
		c.) Support programs and departments that draw diverse students and faculty. Ensure adequate funding for those programs that draw	X			18. Strategic high school and community college outreach, Medical School Prop, Pre-Health Conference, Postbac Program, Gear Up, Trio, Upward Bound, McNair Scholars, UC LEADS, Guardian Scholars and Guardian Professions, etc. Also, Graduate Diversity Officers work to build community, etc.

Category	Objective					Notes
	diverse students and faculty, and are in particularly close relationship with the needs of diverse communities, locally, state-wide, and nationally (pg. 20)					18a. Summer Institute for Emerging Management and Leaders, SEIML. UC Davis is hosting the third annual SIEML, drawing 50 undergraduates from HBCUs and HSIs. Sponsored by the 6 UC business school deans and funded by industry, SIEML provides a 2-week introduction to business and graduate management education opportunities.
	d.) Create a supportive atmosphere for students and faculty of color (pg. 21)	X				19. We are examining faculty development opportunities for URMs. Cultural Centers, AB 540 Student Resource Center. Work of Graduate Diversity Officers. Diversity Dialogues for Graduate Education provided many recommendations. Also, COACHE Survey and Faculty Workplace Satisfaction administered in 2012; analysis and dissemination of results in progress. Plans for college/school discussion of COACHE and UC Climate Survey results. Also, CAMPOS center is beginning as a nucleus for collaborative research, outreach and mentorship focused on under-served communities in California.
Curriculum, majors and departments: Revise current and develop new curriculum, majors and departments to better serve students and address world challenges	a.) Develop new and/or merged majors and departments (pg. 21)	X	X			20. Have added Coastal Marine Sciences, Ag Sustainability. Also, have completed new major in "Mathematical Analytics & Operations Research."Two others from MPS are in pipeline.
	b.) Consider changes in curriculum to better align student skills with what will be needed in graduate work and post-graduate employment (pg. 21)		X			21. Requires Academic Senate action. Also, Graduate Studies has developed the GradPathways professional development program to ensure students are prepared for a broad range of career opportunities. Also, faculty are continuously proposing new graduate programs in emerging areas of scholarship. Also, SVM implementing senior year of brand new DVM curriculum (all 4 classes).
	c.) Develop innovative ways of teaching and learning, and prepare students for lifelong learning (pg. 21)		X			22. ICC, development of new online courses, better use of internships and programs like QA. SVM new DVM curriculum supports this goal. Online hybrid Physics-7 series working with UNEX.
Financial Resources: Strategically direct financial resources and supports that undergird campus priorities	a.) Increase fundraising and financial support for graduate students (It was noted that fundraising for graduate students at UC-Davis is far below comparable institutions) (pg. 22)		X			23. New budget model for graduate students. Also, this is ongoing at DEVAR. Also, through support of faculty and staff in MBA program. An additional development officer is needed for graduate fellowships. 23a. The School of Law in a time of a challenging legal employment market combined with decreasing national law school applications (although UC Davis School of Law saw more than a 22 percent increase in applications in the 2013-14 admissions cycle) has strategically directed monies toward scholarships, grants, and employment opportunities for law students. SVM DVM and grad student scholarship/fellowship support a high priority for SVM Development team.
	b.) Address the economic impact of rising student fees (pg. 22)		X			24. Being done by Access and Affordability Study group. Also, including financial literacy information in financial aid brochures. SVM held PSSF/CMF fees flat for last 3-years. SVM DVM and grad student scholarship/fellowship support a high priority for SVM Development team. SVM providing financial management instruction to help students manage debt load.
	c.) Invest strategically; ensure adequate funding, faculty, space and support for programs (pg. 22)		X			25. Being done via 2020 Implementation Plan, campus master plan, capital facility plan.
Library: Transform the Library into an Academic Hub that promotes the	a.) Develop a compelling "virtual library' experience (pg. 23)				X	26. This is in progress, with the creation of a new Library division for Online Platforms, with a national search for its inaugural director to begin next month.

	effective and innovative use of digital information resources	b.) Increase UC Davis's research impact (pg. 23)					26a. Library is creating the Data Sciences Initiative, a Library data and software services program, a new partnership with AP to support MIV archives, initiatives for Open Access to research (including several research projects to investigate novel approaches).
		c.) Develop library spaces that serve a diversity of teaching, learning and research needs (pg. 23)		X			26b. Hired a Deputy University Librarian who is charged with leading a campus-wide planning effort to design a next-generation library facility (across all four library buildings) over the next year.
	Facilities: Increase facilities to maintain UC Davis as a top-ranked university and to support the expansion of student body	a.) Improve infrastructure to support student learning (e.g. classroom facilities and housing arrangements that encourage ongoing study and learning) (pg. 24)	X	X			27. Designed flexible learning spaces that allow for more active participation. Also, groundbreaking on new museum and recital hall, planning and construction of new classroom and housing facilities underway, MU renewal, Walker and Freeborn Hall work. 27a. In fall 2013, the School of Law completed the King Hall Expansion and Renovation Project. Planning for the project began more than a decade ago. The project improved the law school facilities, especially for students but also for faculty and academic programs. SVM planning underway for new VM Student Services & Admin Center. SVM renovated rooms in Valley Hall to better support small group instructional needs. Also, planned Health Sciences education renovation and expansion on Sacramento campus.
		b.) Develop a University-wide strategic plan for facilities development. (pg. 24)		X			28. ARM will have new campus master plan and facilities plan completed by end of 2014.
Drive Innovation at the Frontiers of Knowledge	Institutionalize support: Institutionalize support for collaborations, partnerships and interdisciplinary work	a.) Proactively identify potential new collaborations (pg. 27)	X				28a. Being done through OR's Office of Corporate Relations and Strategic Initiatives. 28b. Also through WFC. Also, units and central officers working to develop international partnerships for research and graduate education. Faculty also are continuously proposing new graduate programs in emerging areas of scholarship. 28c. The Law School in the last few years has created environmental law, international law, critical race theory, and science and innovation studies (with Letters & Science) centers that promote cutting edge interdisciplinary research. The center promotes faculty and student research. Also, SVM-proactively collaborating with SOM,Eng, GSM, CAES colleagues (oncology, Ophthalmology, dentistry-bone growth, seizures, autism, One Health, etc. Also, Engineering is developing partnerships with faculty in engineering and school of nursing to address research and design needs in health-care delivery in under-served communities.
		b.) Evaluate and strengthen existing collaborations (pg. 27)	X	X			29. Through RISE, IFHA, HIP, etc. Upcoming faculty hiring offers opportunity to strengthen graduate groups.
		c.) Create physical spaces that foster collaboration (pg. 28)		X			30. West Village energy hub. OCR helping develop Mars Advanced Research Institute (MARI). Also, IFHA and RISE research clusters. Venture Catalyst seeks to develop or obtain access to quality technology incubation space on or close to campus. SVM-VM3A & B labs open concept to promote collaborations,
		d.) Build structures and infrastructures that support innovation (pg. 28-29)	X	X			31. Faculty research was used at West Village zero net energy project. New Biodigester online utilizes faculty research per license to private company. 31a. Child Family Institute leads UCD's efforts in innovation through its entrepreneurship academies, BigBang! Business plan competition, business development certificate program and others. Also, High Performance Computing short-term funding provided through ACCD.

Category	Item					Notes
	e.) Support innovative culture and practices to create novel interdisciplinary, and inter-professional programs, approaches and projects. (pg. 29)	X				31b. OR's Interdisciplinary Research and Strategic Initiatives Unit. Engineering is supporting new interdisciplinary courses that address Grand Challenges in energy supply and infrastructure.
Research: Incentivize and support innovative research and researcher excellence	a.) Provide supportive infrastructure and efficient services to facilitate research (pg. 30)	X				31c. Sponsored Programs Office recently reorganized to improve infrastructure and efficiency. Engineering is partnering with Development staff to identify and pursue opportunities to continuously improve research resources within the College of Engineering. Also, training graduate students to communicate their research to broad audiences and translate it for them. Also, want to make High Performance Computing a campus service for computer clusters.
	b.) Ensure the highest quality of leadership in research administration that supports collaborative and interdisciplinary initiatives (pg. 30)	X				Engineering works closely with faculty leading large center proposals to identify research and outreach collaborations that increase competitiveness of proposals.
	c.) Actively pursue trans-disciplinary research program support (pg. 30)	X	X			31d. Active role of WFC. SVM ongoing efforts though multiple centers – fundraising efforts to support trans-disciplinary approaches to addressing animal/human health issues.
Faculty: Align faculty incentives, hiring and recruitment to advance innovation	a.) Align faculty incentives and support with the priority of developing interdisciplinary initiatives (pg. 31)		X			32. Opportunities exist in new budget model.
	b.) Increase recognition for inventors, laboratories, departments and colleges that disseminate knowledge, form spinout companies, generate licensing income or otherwise bring returns to campus through innovation and entrepreneurship (pg. 31)					
	c.) Recruit and hire faculty to develop collaborative and interdisciplinary work (pg. 32)		X			33. HIP will address this.
	d.) Align faculty hires with large investments in high cost instruments, equipment and facilities (pg. 32)		X			34. OR incorporating.
Graduate Programs: Develop graduate programs that address issues of our time	a.) Develop a graduate-level public policy program and promote public policy applications of graduate education in both Sacramento and DC, appealing to the education needs of government employees and legislative staff (pg. 33)				X	35. Requires faculty initiative.

		b.) Partner between professional schools and academic programs in areas of emerging student and faculty interest, and of public concern (e.g. environmental law, law and technology) (pg. 33)	X			35a. Proposed programs in Energy and Environmental Policy and Management address this need. 35b. GSM's Proposed Business Analytics program would drawing upon faculty from GSM, L&S and Engineering to address the growing industry need for graduates who can analyze and use extremely large data sets. Also, masters entry into nursing program planning underway.
		c.) Develop graduate groups in areas of interdisciplinary strength in the humanities, arts and culture (pg. 33)			X	36. Study of Religion Graduate Group recently opened for admissions. Performance Studies Graduate Groups is also relatively new.
		d.) Develop new graduate programs that will be interdisciplinary in nature (pg. 33)			X	37. Faculty are continuously proposing new graduate programs in emerging areas of scholarship, all of which are interdisciplinary.
		e.) Expand the use of designated emphases (DE) and certificate programs so that students in both departmentally based Ph.D. programs and graduate groups can elect specific courses of study. (pg. 33)			X	38. The number of DEs has grown significantly in recent years (total 22).
	College, Department, and Classroom Innovations: Innovate to meet student and world needs	a.) Bring research into the classroom, creating collaborative courses with experts from around the world, and allowing truly global students to experience with their courses exceptional levels of collaboration that can't be duplicated in a single traditional classroom (pg. 34)			X	38a. Part of WFC's future role in China.
		b.) Develop innovative ways to produce and deliver a new generation of online and hybrid courses to meet student needs and increase availability of impacted courses (pg. 34)	X			39. We had Senate/ Administration online retreat and ongoing strategy is pending. Provost's Hybrid Course Awards promote innovative pedagogy.
		c.) Work cross-departmental and cross discipline to evaluate efforts to teach skills to majors (e.g. School of Education to design a study allowing biological sciences to measure pedagogical effectiveness of their new approach to teaching into biology) (pg. 34)			X	

	d.) Target and support programs that need attention in order to successfully fulfill potential and strategic collaboratives (pg. 34)				X	40. Our undergraduate program review process is being enhanced in partnership with the Academic Senate.
	e.) Enable students to effectively communicate both inside and outside of their disciplines, on campus and in communications with non-students (pg. 34)				X	
Partnerships: Foster relationships and partnerships between UC Davis, government, and the community, to solve economic, political, social and environmental problems in California	a.) Direct each college to develop a roadmap of what is required for the College to have state, national and global impacts; what are current strengths, weaknesses and strategic opportunities (pg. 35)				X	
	b.) Pursue links to national laboratories that have embarked on a major initiative in manufacturing sciences (pg. 35)	X			X	Strategic partnership created with LBNL. Institutional relationship with LLNL recast and redirected.
	c.) Enrich ties between colleges and departments, and their colleagues outside campus (pg. 35)		X		X	RISE and IFHA. OR's Interdisciplinary Research and Strategic Initiatives Unit. Also, SVM recently established Associate Dean-Global Programs to promote partnerships SVM Zoobiquity conferences with med schools (UCLA & UCSF).
	d.) Support visiting artist programs symposia and invited speakers that are cross departmental (pg. 35)	X			X	41. Mondavi Center Artists in Residence Program. Also RISE and IFHA Symposia. ICG Americas.
	e.) Provide students the opportunity to work with industry, government and community as part of their education (pg. 35)	X	X			41a. Graduate Studies has added new internship programs for students and postdocs. 41b. Every MBA graduate completes a strategic project, addressing a real business issue with a corporation, government agency or non-profit organization. Also, SVM community animal health programs – Sac Mercer Clinic & Knights Landing.
	f.) Incentivize and recognize research done in conjunction with community partners and research having a positive impact on region and state (pg. 35)		X			41c. Exploratorium partnership will address this area.
Address national and global challenges: Augment the strengths of current research and outreach to	a.) Build on our unique strengths, and connect to national issues to provide leadership in key areas (pg. 36)	X			X	41b. Goal of WFC. SVM PREDICT grant lead by J. Mazet – international health SVM Western Institute for Food Safety and Security.
	b.) Build on our scientific position of having facilities and extensive connections (pg. 36)	X	X			42. World Food Center and various research centers across campus are doing this. OR's Office of Corporate Relations, Venture Catalyst and the Strategic Initiatives unit engage with potential collaborators by promoting research and facilities.

address specific grand challenges for the 21st century		c.) Build on our strategic geographical location (pg. 36)	X		X	42a. The GSM has a campus in the San Francisco Bay Area at Bishop Office Park in San Ramon. Chevron has its world headquarters there and several major corporations have significant facilities including GE and AT&T. This is a growing business region in the Bay Area.
		d.) Build collaboration across campus in areas of: energy, environment and sustainability; medical devices and biomedical engineering; information technology; telemedicine and imaging; food, health and agricultural life sciences; and One Health (integration of human, animal and environmental health) (pg. 36)	X			43. West Village Energy Hub, WFC, etc. SVM-multiple collaborations with Eng, CAES, SOM on health innovations.
		e.) Build on strengths that support the business community (pg. 36)	X		X	SVM Western Institute for Food Safety and Security – serves animal agriculture, plant agriculture business.
Embrace Global Issues	Undergraduate students who have an international experience: Increase to 50% the percentage of undergraduate students who have an international experience	a.) Communicate and mentor students about the importance and opportunities of study abroad (pg. 38)	X			44. UC Davis Study abroad programs.
		b.) Expand Study abroad programs (pg. 38)	X			44a. This will be attended to by the new VP-Global Affairs when hired.
		c.) Develop infrastructure and finances to support students' study abroad (pg. 38)	X			45. Need to raise more funds for study abroad opportunities. Design underway for Phase 1 of International Center w/groundbreaking in 2015.
	International undergraduate students: Increase diversity among international students and better integrate international students on campus	a.) Diversify international students and attract the highest caliber of students world-wide (pg. 39)	X			46. Being done via 2020 Implementation and graduate funding model.
		b.) Support international students early and throughout their study (pg. 39)	X			47. 2020 Implementation. 47a. GSM has developed a comprehensive program to support the integration and success of our international students in the classroom, in the community and in their careers. This includes focused evaluation, in-house training, targeted metrics and ongoing work. Also, Have begun Summer Start Program, intensive 6-week academic, language and orientation program established to give international students a strong academic, social and personal foundation at UCD.
		c.) Integrate students into UC Davis student community and broader community (pg. 39)	X			48. 2020 Implementation.
	Graduate students: Expand the number of international	a.) Expand recruitment and financial support of international graduate students (pg. 40)	X			49. New graduate funding model. Also, collaborative fellowship and articulation agreements with agencies and universities in other countries. 49b. In recent years, the School of Law has increased the size of its L.LM. (Masters of Law) program, a one year graduate program for foreign lawyers and judges. In 2000, the program had about 8-10 students a year. In 2013-14, the program grew to 54 students from around the

graduate students and national					world, including China, Dubai, India, Indonesia, Iran, Kazakhstan, Korea, Russia, Saudi Arabia, Thailand, and the United Kingdom.
	b.) Expand the number of international students in professional degree programs (pg. 40)	X			50. 2020 plan. GSM and Law in particular are increasing international enrollment.
	c.) Develop programs and curriculum to enhance the University's global reach (pg. 40)	X			51. Provost has ad hoc advisory group on global strategies.
	d.) Expand opportunities for national graduate students to study and research internationally (pg. 40)			X	52. Graduate Studies Dean and graduate implementation group.
Faculty international engagement: Increase faculty international research, teaching and engagement	a.) Value, recognize and reward faculty international engagement (pg. 41)			X	53. Vice provost academic affairs and Senate. 53a. Facilitated trips by the dean to Europe, South America, and Asia (this fall), the School of Law has expanded faculty research and law student exchange possibilities. Law faculty teach each summer at a joint UC Davis School of Law/University of Cologne program in Germany. This summer, the law school partnered with an Italian university for a summer program on environmental law in Italy; two law professors are teaching in the program. Faculty recently have traveled to India, Mexico, Brazil, and many other countries for teaching, academic conferences, and research. Also, new practice for allowing Professional Development Leave, instead of sabbatical, to be taken for prestigious international fellowships and extended, extramurally funded off-campus research.
	b.) Coordinate on information related to faculty international engagement (pg. 41)	X			54. New vice provost for global affairs. Plus, SVM new Assoc. Dean-Global Programs.
	c.) Invest in services that support faculty international engagement (pg. 41)	X			55. Vice provost for global affairs and Provost's ad hoc advisory group on global strategies.
	d.) Identify and cultivate current and emerging areas of research that have a global application and perspective (pg. 41)				56. OR and new VP-GA portfolio. SVM new Assoc. Dean-Global Programs will further enhance the ongoing/significant international faculty efforts.
Infrastructure and Resources: Integrate resources to support international students, study and research	a.) Reorganize structure that is currently uncoordinated and lacks authority. (pg. 42)			X	57. New VP-GA portfolio.
	b.) Revisit division of labor between UOIP and University Extension (pg. 42)	X			58. Leadership recruitments underway.
	c.) Identify, support and publicize programs that attract international students and/or have international components (pg. 42)	X			59. Part of 2020 Implementation and VP-GA portfolio. Also Provost's ad hoc advisory group on global strategies.

		d.) Develop and international center - physical or virtual - to bring all component parts of "international community" together (pg. 42)		X			60. Design underway. Completion anticipated in 2016.
	Reputation: Strengthen UC Davis' international reputation	a.) Enhance international profile through websites and staff-supported marketing to an international audience (pg. 42)		X			61. 2020 Implementation, w/ communications strategy. 61a. The Law School, through addition of a top flight Marketing Director, has improved its web presence, enhanced the visibility of the faculty and students in international and national news outlets (BBC, NPR, CNN etc.). Its international academic and student exchange programs have expanded as well. SVM Assoc. Dean-Global Programs will enhance this effort SVM communications team promotes international stories/impacts.
		b.) Expand, coordinate, support and better publicize and focus already existing international programs (pg. 42)		X			62. 2020 and communications. SVM communications efforts ongoing.
		c.) Enhance awareness of UC Davis programs that have international components (pg. 42)		X			63. 2020 and communications.
		d.) Enhance and expand participation of international scholars at UC Davis (pg. 42)		X			64. VP-GA and Provost's ad hoc group on global strategies. 64a. The GSM hosts the IGNITE Conference which introduces student participants to the innovative technical companies of the SF Bay Area and Silicon Valley.
Nurture a Sustainable Future and Propel Economic Vitality	Geographic Identity: Build on UC Davis' geographic identity to contribute to the Bay Area's ecology of innovation	a.) Introduce science, health, and engineering students into biotech, IT and pharma research networks through internships, summer schools and conference at Bay Area industries and universities (pg. 44)					64b. New Graduate Studies Internship programs (CETI and FUTURE). Also, new partnership with Exploratorium. Plus, SVM Assoc. Dean-Global Programs promotes international exchanges/collaborations for faculty and students. SVM MOU with China for research and teaching exchanges.
		b.) Identify pedagogical complementarities to establish opportunities for teaching and training collaborations between UC Davis and Bay Area universities (pg. 44)			X		
		c.) Increase interaction and collaboration between arts and humanities graduate programs and museums, galleries, art schools and artistic community of the Bay Area (pg. 44)			X		65. New art museum will help this.
		d.) Aggressively explore corporate partnerships in vital Northern California realms of IT, healthcare, agriculture and biotechnology (pg. 44)					66. SARTA partnership.

			1	2	3	4	
		e.) Expand partnerships with state government agencies and with the UC national laboratories; consider IT collaboration for mutual benefit (pg. 44)					
	Partnerships with business: Deepen partnerships with regional entrepreneurial and business organizations	a.) Align campus investment and support with successful programs that have a demonstrated or known potential to build economic partnerships with industry and community groups (pg. 45)	X			X	66a. Collaboration with Bay Area Science and Innovation Council. Also, OR's Technology and Corporate Relations unit, which includes the Office of Corporate Relations Innovation Access and Venture Catalyst. 66b. WFC to co-sponsor SARTA innovation meeting in Fall 2014.
		b.) Leverage UC Davis' resources, including faculty, alumni, and programs, to build partnerships and enhance our brand (pg. 45)		X		X	TM&CR and the Strategic Initiatives unit.
		c.) Provide greater focus and support in the area of manufacturing, in response to the U.S. administration's emphasis in this area (pg. 45)		X		X	67. COE providing new opportunities in manufacturing.
		d.) Build on UC Davis Extension programs that fit into the University's priorities (pg. 46)		X			
	Dissemination: Maximize the dissemination of the knowledge, practice and products generated within the UC Davis	a.) Build an organizational culture to support innovation and dissemination (pg. 47)	X				OR develops infrastructure and policy that promotes creativity and an entrepreneurial culture. SVM partnering with GSM, Eng, SOM to offer faculty/grad students training through Biomedical & Engineering Entrepreneurship Academy.
		b.) Develop structures and training to support innovation and dissemination (pg. 47)	X	X			67a. The MBA and MPAc curriculum and programs include broad-based content and methods that raise students' awareness of the impact their actions have on their organization, their community and the world.
		c.) Improve the campus's technology transfer and commercialization structure and culture (pg. 48)	X				OR's TM&CR.
		d.) Improve the campus's technology transfer and commercialization processes (pg. 48)	X				OR's TM&CR.
		e.) Improve processes for Material Transfer Agreements/Innovation Access (pg. 48)	X				Innovation Access reorganized; dedicated FTE and revised processes.
		f.) Enhance the structure for Innovation Access (pg. 48)	X				Additional FTE added. Processes improved. Interdepartmental negotiation team established.
	Collaborations: Build strong collaborations	a.) Strengthen collaboration within the University of California in all mission areas (pg. 49)		X		X	OR continually seeks collaborative opportunities.

				X			
across UC Davis and other academic, government, agricultural and business partners	b.) Collaborate with industry and agriculture (pg. 49)		X			68. CAES dean is focusing on building and strengthening relationships with industry leaders and business partners. New collaborations are in development. One example is Seed Central. WFC is also doing. Plus, OR's TM&CR and Interdisciplinary Research and Strategic Initiatives unit. Plus, SVM Western Institute for Food Safety and Security active collaborations. SVM CA Animal Health and Food Safety Lab, active collaborations. SVM 100K Genome Project.
	c.) Increase/enhance interactions with non-governmental and non-profit organizations (pg. 49)		X			68a. WFC doing. Plus, OR's Strategic Initiatives unit supports research development through the creation of partnerships, primarily with private foundations and global organizations.
	d.) Strengthen relationships with other academic institutions (pg. 49)		X			68b. OR's Strategic Initiatives unit supports research development through the creation of partnerships with other academic institutions.
Curriculum and Training: Re-design curriculum and training programs to meet current and future society needs and better prepare students for careers in a changing global economy	a.) Prepare professionals who are trained to address the requirements of the their profession, as well as broad societal needs (pg. 50)		X			68c. New Graduate Studies Internship programs (CETI and FUTURE. Grad Pathways professional development program. Also, SVM DVM innovative curriculum – addressing animal health. SVM joint program with SOM to promote animal/human health in Knights Landing.
	b.) Ensure that all educational programs offer interdisciplinary experiences (pg. 50)				X	Requires faculty initiation.
	c.) Provide career development support and training for all (pg. 50)		X			69. Student Affairs and ICC.
	d.) Regularly evaluate and improve curriculum to ensure that it produces the desired result (pg. 50)		X			70. Ongoing, part of WACS process and Senate review. Steps taken to develop more robust programmatic review. SVM DVM curriculum – system of outcomes assessment in place.
	e.) Invest in programs that are relevant to local, state and global developments (pg. 50)				X	71. OR does this now. WFC will, too.

	Strategy	Actions				Comments
	Leadership: Provide leadership in the fields of life-science, agriculture and "clean energy"	a.) Share educational expertise and best practices locally, nationally and internationally (pg. 51)	X			72. One example is CAES bridging information through faculty extension and global outreach. Also, the CAES website has been strengthened. Additional engagement has occurred via alumni. SVM Western Consortium Teaching Academy (5 vet schools).
		b.) Support centers and programs that establish UC Davis' leadership in these fields (pg. 51)	X			73. West Village Energy Hub, WFC, One Health and many others do this.
		c.) Integrate research, teaching and service across programmatic areas (pg. 51)			X	SVM as an applied profession does integrate research, teaching and service.
		d.) Support research that builds sustainability (pg. 52)				
		e.) Build on UC Davis' reputation as a sustainable campus (pg. 52)	X			74. Ongoing communications efforts to promote Cool School status, West Village zero net energy, new Biodigester, greater water efficiencies, reduction of energy consumption to 1990 levels. SVM- species specific and discipline specific centers to support inter-disciplinary research, promote expertise, enhance fundraising/grant funding.
		f.) Promote collaboration across life-science, agriculture and environmental science (pg. 52)	X		X	74a. WFC doing. Also, SVM working with CAES, SOM on multiple collaborative projects.
Champion Health, Education, Access and Opportunity	Health Care: Provide outstanding care for animals and people in an efficient, compassionate and service-oriented manner, centered on the needs of individuals, families and communities	a.) Strengthen the teaching hospital and clinical programs. Reorient operations to meet market needs (pg. 54)	X			SVM completed a reorganization of small animal clinic operations. Will work with new large animal director to enhance operations to meet societal needs once hired. Also, Patient Flow Initiative allows us to reduce patients' average length of stay while providing an opportunity to lower costs, reduce clinical variation to improve quality, strengthen margins, protect patient safety, enhance patient access to in-patient care and provide higher value care. This also reduces the over-utilization of intensive care beds that affect patient flow throughout the hospital, which may result in reduced admissions, surgical case cancellations or the ability to accept transfer patients.
		b.) Pursue community-wide solutions to ensure care to the communities and populations we serve (pg. 54)				Center Point collaboration for mental health patients; electronic health record exchanges with other health care systems.
		c.) Develop a regional care network of hospitals, clinics and physician groups through partnerships and affiliations (pg. 54)	X			75. The Regional Affiliations Officer for the Health System is working on this. UCDMC strategic plan, Cancer Care network. 75a. A team of GSM students is working with UCDMC, Sutter Health and the Sacramento MedZone group to determine UC Davis' role in the creation of this innovative medical innovation zone that would focus on high-tech medical research. 75b. Our most recent affiliation with a large rural health system provides academic-level high quality specialty and subspecialty services that would otherwise be unavailable to those rural communities.
		d.) Lead in designing and implementing best practice to assure quality care (pg. 54)	X			76. Health Care Quality forum. 76a. Telehealth programs have provided over 40,000 consultations and have collaborated with over 100 different community sites.

					The 4th Annual Healthcare Quality Forum was held in March 2014. The forum raises awareness about the importance of quality with an interprofessional perspective. The 13 podium presentations and 65 poster presentations represent quality initiatives at many different clinical operations throughout UC Davis Health System and our partners such as Kaiser and the VA.
	e.) Explore effective models to expand clinical program outreach (pg. 54)	X			77. Through regional affiliations, UCDMG strategic plan. 77a. Our most recent affiliation with a large rural health system provides academic-level high quality specialty and subspecialty services that would otherwise be unavailable to those rural communities. Telehealth programs have provided over 40,000 consultations and have collaborated with over 100 different community sites.
	f.) Remove financial barriers and improve access to preventive health services (pg. 54)	X			78. Patient Access Initiative is well underway with the immediate metrics that a patient be seen within 14 days of receipt of the referral and that they be contacted within 2 days of the referral coming in.
Leadership: Provide leadership in areas that support and sustain healthy, equitable communities	a.) Play a leading role in designing, implementing and evaluating interdisciplinary and inter-professional health care for the future (pg. 55)				78a. The School of Nursing is administering four interdisciplinary and collaborative degree programs in partnership with the Nursing Science and Healthcare Leadership Graduate Group.
	b.) Provide leadership to advance social justice and ensure health equity (pg. 55)	X			79. Institute for Population Health Improvement, LGBT in EMR. 79a. Proposed Public Health Sciences PhD program will focus on Central Valley. 79b. UC Davis School of Medicine is now a member of the Hispanic-Serving Health Profession Schools (HSHPS) organization whose mission is to address the mounting public health issues of providing quality and culturally competent health care to Hispanics living in the US.
	c.) Prioritize team science and interdisciplinary projects that significantly improve health care delivery and health outcomes (pg. 55)				79c. UCDHS Office of Research has formed an interprofessional Clinical Trial Advisory group this last year. Membership includes colleagues from Vet Med, Finance, Compliance, Dean's office, Cancer Center, CTSC, OVCR and Contracts. We have also studied best practices in Clinical Trials within the other UC SOMs and we have begun project analysis on the UCSD Velos model for potential implementation later this year.
	d.) Be a national leader in informatics and health-care technology (pg. 55)				SVM is a leader in animal health technology innovations and application. SVM national leader in veterinary clinical trials.
	e.) Identify pressing societal problems where UC Davis can make an impact and align efforts to develop meaningful solutions (pg. 55)				
	f.) Launch a new, online Health Information Exchange Professional Concentration (pg. 55)				
Teaching: Foster excellence in teaching in the health sciences	a.) Foster excellence in clinical teaching (pg. 56)	X			80. The Academy of Master Clinical Educators has expanded from 7 to 16 faculty. Master Clinical Educators support curricular development and innovation in clinical skills teaching and provide direct observation and supervision of student's history taking, clinical reasoning and physical exam skills. The Interprofessional Teaching Scholars program, a year-long weekly faculty development program in teaching and educational scholarship for health professionals, begins

						with its first class of 12 faculty (SOM and SON faculty) in the 2014-15 academic year. SVM as part of development of new DVM curriculum, significant effort has been made to bring in speakers and share new teaching methods and modalities. 80a. Interprofessional Teaching Scholars Program.
	b.) Initiate the planning process for supporting the prelicensure program in the new School of Nursing (pg. 56)	X				Planning for this is done/proposal has been submitted to Board of Nursing and Graduate Council.
	c.) Increase the proportion of undergraduate classes taught by tenure track faculty, including an increase in the number of freshman seminars and seminars for transfer students (pg. 56)		X			81. Incentive based budget for undergraduate teaching. 81a. In support of the 2020 goals related to undergraduate teaching, School of Medicine leadership has held informational sessions with both chairs and managers to increase undergraduate teaching engagement, opportunities and rewards. Additionally, the School of Medicine is passing the Student Credit Hour remuneration directly to the departments which teach the undergraduate courses so as to further incent this behavior, in support of our One UC Davis goals.
	d.) Align faculty incentives with priorities in the health sciences (pg. 56)					
Research: Capitalize on large and diverse clinical caseload to support excellence in translational and clinical research	a.) Promote a culture that recognizes and encourages clinical and translational research (pg. 56)					81b. The Clinical and Translational Science Center has established a culture based on team science and encourages participation of faculty, staff and trainees in all aspects of the program. The CTSC is well recognized nationally for its achievements in this area.
	b.) Establish a comprehensive clinical trials program (pg. 56)					Through the CTSC and its Regulatory Knowledge program, a comprehensive effort has been launched to establish a fully developed clinical trials office. To optimize resources, the CTO proposal integrates the Clinical Trial Management System and other clinical trial processes used by the Comprehensive Cancer Center. Achievements to date include assistance with budgeting and billing procedures, IND/IDE applications, compliance and audits, IRB applications and education of clinical trial staff. Proposal submitted and awaiting review. Also, SVM established Vet Center for Clinical Trials 2013.
	c.) Develop a translational research core as a shared resource within the hospital (pg. 56)					The CTSC and the Health System leadership has stimulated partnership between hospital clinicians and researchers to address implementation and quality research. Actions include Quality symposia, designated pilot grant opportunities and involvement in joint committees.
	d.) Establish a high level committee including appropriate faculty to deal with the issue of company-sponsored clinical human and animal trials (pg. 56)					The Health System Translational Research Integration and Compliance Committee (TRICC) serves this purpose and has been in place for more than 10 years. Membership includes hospital leadership, IRB Director, UC Davis and School of Medicine Office of Research leadership, Information Technology leadership, Health System Compliance Director, Health System contract office leadership and CTSC leadership.
	e.) Establish and nurture client relationships that enhance philanthropic support (pg. 56)					SVM strategic planning goal 3.4 – on-going on multiple fronts including grateful client giving program.
Access: Encourage access to higher education and the many resources of the university,	a.) Support outreach, preparatory programs and curriculum that prepare students for higher education (pg. 57)		X		X	82. SMASH, Gear UP, EAOP, Upward Bound, MESA, COSMOS, Fresno Foundation, McNair Scholars, UC LEADS and Guardian Scholars. 82a. The School of Law joined a novel pipeline program with community colleges, universities, law schools (including UC Davis), and the California State Bar to improve access to legal education. SVM participates in COSMOS program.

	across all communities and socio-economic levels					SVM offers a Summer Enrichment Program for HS students interested in sciences & vet med.
		b.) Target disciplines that have particularly low representation of members of under-represented minority (URM) communities (pg. 57)				83. BUSP, Howard Hughes, etc.
		c.) Support research in the area of equity (pg. 57)				
		d.) Maximize community access to University resources (pg. 58)				
	Partnerships: Support partnerships of UC Davis students, faculty and programs with the community	a.) Align faculty and student efforts in the community (pg. 59)	X			SVM student run clinics with faculty oversight: Mercer Clinic, Knights Landing. Also, Masters students in Nursing Science and Health Care Leadership complete one year of field work in community agencies addressing a strategic priority identified by the agency.
		b.) In partnership with UC Extension and public service entities, provide training, consultation, research and other professional services for organizations and agencies (pg. 59)				
		c.) Support collaborations on campus and with other institutions to support equitable communities (pg. 59)				
Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship	Decision Making: Make key decisions based on campus-wide priorities	a.) Provide central funding based on campus-wide priorities (pg. 61)		X		84. We continue to evaluate and refine the new budget model. Also, 2014-15 budget process includes extensive data metrics based on input from CPB.
		b.) Align campus research expertise (i.e. faculty hires, existing groups of faculty and administrators) with societal needs and current, or upcoming funding priorities (pg. 61)		X		85. HIP and budget model process.
		c.) Develop a university-wide strategic plan for facilities development (pg. 61)		X		86. Underway, to be completed by end of 2014.
		d.) Make strategic faculty investments (pg. 61)		X		87. Through HIP, TOE, general hiring process. Also, campus levering OP financing program (STARS and Cap Equipment) to assist with select start-up packages.
		e.) Emphasize strategic hiring of faculty members who are the "best" for the university as a whole, in addition to enhancing the excellence of the individual unit (pg. 61)		X		88. Through HIP, TOE, general hiring process.
		f.) Endorse the "Target of Excellence" approach to hiring a small number		X		89. TOE are leaders in their areas but others are involved in campus strategic initiatives.

		of senior faculty who will be expected to lead campus research strategic initiatives. (pg. 61)				
	Transparency and Accountability: Facilitate decision-making transparency and accountability through campus-wide strategic planning and reporting	a.) Identify groups of faculty and administrators who are charged with developing a strategic plan (Vision, strategies and implementation), a framework for faculty growth, and a list of key infrastructure enhancements to increase research excellence (pg. 62)	X			90. HIP, CPB, VC Lewin and CORE. SVM-has a strategic plan being implemented by school leaders and faculty.
		b.) Charge deans, department chairs, and faculty to work together to create a unit-specific transparent policy that appropriately allocates workload (pg. 62)			X	90a. The Law School in 2013-14 unveiled the Student Budget Advisory Committee that allows students to receive budgetary information about the school and how student tuition monies are spent. This committee, which meets regularly and chaired by the Senior Assistant Dean of Administration, is the first of its kind among UC law schools.
		c.) Increase institutional support for successful departments and individuals to staunch the loss of minority faculty from UC Davis, to private universities, and even similarly ranked public universities (pg. 62)	X			91. Being addressed through our ADVANCE grant, unconscious bias training, One Community initiative.
		d.) Assess and optimize the campus decision-making approach to allocation of research funds (pg. 62)	X			92. Initial budget model parameters have been established. Ongoing assessment of efficacy.
		e.) Engage in campus-wide strategic planning for research that connects national needs and interests (pg. 62)			X	93. Part of the HIP process.
		f.) Charge the Office of Graduate Studies to create a plan that sets graduate group teaching load expectations and provides mechanisms for 'trade-out' or buy out between schools, or to recommend a suitable alternative (pg. 63)			X	94. Graduate Studies Dean discussing with Provost's Implementation Advisory Committee on Graduate Education.
		g.) Develop, with faculty input, a facilities strategic plan that links academic planning with priorities for new facilities and renovations,	X			95. To be incorporated within work of committees charged with developing scope for new lab and office needs.

		including particular attention to common facilities (pg. 63)				
Fund Development: Develop and support change and innovation in fund development	a.)	Align research priorities with emerging funder priorities (pg. 64)		X		96. DEVAR is doing this. SVM, also.
	b.)	Use communications to ensure that our research influences stakeholders' perceptions and decisions (pg. 64)		X		97. DEVAR is doing this. SVM, also.
	c.)	Reduce dependence on State of California public funding (pg. 64)		X		98. Campus budget process using all funds approach, including 2020, state, tuition and non-state resources.
	d.)	Continue to expand and improve university development capacities (pg. 64)		X		99. DEVAR is doing this.
	e.)	Increase and support faculty involvement in development (pg. 64)		X		100. DEVAR is doing this. SVM engages faculty in development, sends faculty to development training opportunities.
	f.)	Institute policies on campus that support research infrastructure and cover departmental expenses associated with acquiring research funding (pg. 64)	X			Budget model allocating more ICR to deans and directing central portion to research infrastructure.
	g.)	Target grants to research priorities (pg. 64)				100a. Sustainable Ag-Tech Innovation Center and Child Family Institute have secured grant and private funding in excess of $1 million each to support their research activities.
	h.)	Invest and support Campus programs that have demonstrated success in building economic partnerships with industry and community programs. (pg. 64)				
Communications: Strengthen communications	a.)	Improve communication (i.e. telling the story) about successes in research, teaching, and community partnerships to UC Davis campus community, as well as to the public and key external stakeholders and constituencies (pg. 65)		X		101. This is the ongoing mission of Strategic Communications. 101a. The Law School hired a Marketing Director who has expanded, and significantly improved, the marketing and public relations of the School of Law.
	b.)	Coordinate all advancement offices (public relations, government and community relations, alumni, development, etc.) to assign responsibility for and coordinate messages about research at UC Davis (pg. 65)		X		102. Ongoing mission of Strategic Communications.

		c.) Develop a "UC Davis brand" that is unique and distinct from that of other UC campuses and benchmark institutions. (pg. 65)	X			103. Part of Strategic Communications' integrated marketing plan and implementation.
		d.) Improve communications between colleges and departments about policy changes, service positions and opportunities (pg. 65)				
	IT: Make strategic investments in IT	a.) Link IT investments with program, facility, and research planning and priorities (pg. 66)			X	IT Investments considered as part of annual budget process.
		b.) Centralize decision-making about IT (pg. 66)	X			104. This is part of the new CIO's charge and portfolio to increase oversight and coordination with UCDHS. SVM recently hired IT Director to oversee and integrate school wide and VMTH IT operations.
		c.) Establish and communicate clear objectives and priorities (pg. 66)	X			105. New CIO charge and portfolio.
		d.) Assess IT needs, and invest adequately (pg. 66)	X			106. New CIO charge and portfolio.
		e.) Ensure that all planned capital projects and programmatic expansion include IT planning. (pg. 66)	X			107. To be reflected in new facilities master plan.
		f.) Integrate technology into SPO research administration processes (pg. 66)				
		g.) Identify technology solutions that streamline and expedite operations (pg. 66)	X			108. New CIO charge and portfolio. 108a. Graduate Studies developing tools for broad campus use.
		h.) Remove recharge mechanisms; invite and encourage use of the cyber infrastructure (pg. 66)			X	
		i.) Establish shared "community good services" including initial implementation of the data intensive and computation management facilities and an integrated data center strategy (pg. 66)	X			109. Data Center planning underway.
		j.) Create the financial basis for these changes and remove barriers (pg. 66)			X	
		k.) Establish leadership and governance for the overall effort (pg. 66)	X			110. New CIO charge and portfolio.

University Culture: Help make and support cultural change	a.) Foster a culture of success; sustain a campus environment in which research excellence is supported and risk taking, entrepreneurship, transparency, collaboration, and success are valued (pg. 67)		X			111. This is the ongoing mission of entire leadership team.
	b.) Develop and strengthen a culture of faculty appreciation (pg. 67)		X			112. Ongoing mission of entire leadership team.
	c.) Create a space within the culture on campus to enable faculty to increase their involvement in and commitment to technology transfer and commercialization (pg. 67)	X				112a. Venture Catalyst was created to promote and support new faculty start-ups. Office of Corporate Relations and Innovation Access seeks to improve effectiveness in corporate partnerships in technology transfer.
	d.) Improve partnerships and customer service (pg. 67)	X			X	See above, along with OR's Strategic Initiatives unit, which seeks to support research development through creation of campus and external partnerships.
	e.) Create a culture and practice of continuous improvement through careful assessment and data-driven decision making (pg. 67)		X			113. New Budget Model and Provost's Dashboard.
	f.) Create a culture of a 'learning organization' (pg. 67)		X			114. Mission of entire leadership team.
	g.) Create a culture that is less bureaucratic, more willing to take risks, and less focused on compliance with rules and constraints (pg. 67)	X	X			115. Mission of entire leadership team.
	h.) Foster a culture where risk taking, entrepreneurship, transparency, collaboration and success are valued, both individually and interdisciplinary (pg. 67)	X	X			116. Mission of entire leadership team.
Administration: Improve administration	a.) Improve authority and access/geography for priority areas (pg. 68)		X		X	
	b.) Ensure appropriate administrative staffing for programs and colleges (pg. 68)		X			117. Part of annual budget process.
	c.) Update structures (pg. 68)		X			118. Addressed as part of continuous assessment of organizational effectiveness.
	d.) Increase efficiencies (pg. 68)		X			119. Ongoing process of leadership team and campus units.
	e.) Reform/improve indirect cost recovery process (pg. 68)	X	X			120. New ICR rates approved.

		f.) Facilitate faculty researchers' contracting processes (pg. 68)	X				120a. The Sponsored Programs Office established a "Negotiation Team" with membership from Innovation Access and Business Contracts that achieves high efficiency in completion of research non-disclosure agreements, research agreements and agreement modifications.
		g.) Improve administrative processes (pg. 69)		X			121. Addressed as part of continuous Assessment of organizational effectiveness.
		h.) Make systems transparent and flexible (pg. 69)				X	122. Part of annual budget process.
		i.) Improve tech transfer (pg. 69)	X				122a. To improve effectiveness of corporate partnerships and technology transfer, the Office of Corporate Relations was moved into OR to more closely integrate with Innovation Access. Venture Catalyst was created to promote and support new faculty start-ups.