



**2010** ANNUAL PROGRESS REPORT  
A VISION OF EXCELLENCE

**UCDAVIS**  
UNIVERSITY OF CALIFORNIA



Maurice J. Gallagher, Jr., Hall is the home of the UC Davis Graduate School of Management. It is expected to be the first business school building in California to qualify for gold certification by the U.S. Green Building Council's Leadership in Environmental and Energy Design (LEED) program.



# EXCELLENCE

## A MESSAGE FROM CHANCELLOR LINDA P.B. KATEHI

*By any measure, UC Davis has had an extraordinary year, guided by its new vision for the future—a vision to be an engine of innovation, to create more sustainable technologies, to address pressing global problems, to foster learning and scholarship of the highest quality, to advance a culture of organizational excellence and to be rightfully recognized as one of the world’s top public research universities.*

In 2010, the entire UC Davis community joined together to develop and support a “Vision of Excellence” to help us reach our goals. I am pleased to say that, despite the financially difficult times in which we launched this vision, we have already made great progress, propelling this premier learning institution toward greater heights of distinction, scholarship and service.

As you will see from this report, the academic strength here has never been greater. UC Davis is now ranked ninth among the nation’s top 10 public research universities by *U.S. News & World Report*. We are among the top 10 public universities in research funding, with a university record of \$678.6 million for 2009-10. We enrolled the highest-scoring, most-competitive and most-diverse freshman class in our history.

In October we launched The Campaign for UC Davis, the university’s first-ever comprehensive fundraising campaign to raise \$1 billion from 100,000 donors by 2014 to support our students, faculty, staff and programs. This year, we also announced the appointment of our distinguished new provost, Ralph J. Hexter, a classics scholar and former president of Hampshire



College, and the appointment of 2010 Wolf Prize recipient and alumnus Harris A. Lewin to lead the Office of Research.

All these accomplishments have taken place while university personnel implementation measures to make the university a more efficient and effective enterprise in support of the academic mission. Already a global leader in many respects, we are restructuring to ensure that we bring even more of our scholarship to the outside world.

Although our vision is ambitious, it is one I know we can accomplish because of our 100-plus-year history of being a land-grant, academic powerhouse that has used its excellence in scholarship, research, interdisciplinary collaboration and public service to improve the quality of life in our state and around the world. My view of the future is optimistic because I believe in our stellar student body, our distinguished faculty, our skilled and committed staff, our innovative academic programs, our accomplished alumni and our unwavering supporters. As I said when we launched The Campaign for UC Davis in October, “Our foundation is strong. Our vision is bold. And our potential is great.” I believe in UC Davis—now and for the future.



## A VISION OF EXCELLENCE

The Robert Mondavi Institute for Wine and Food Science at UC Davis is home to the world's most environmentally sophisticated facility for making wine, brewing beer and processing foods.

*UC Davis is one of the nation's best public research universities. To continue to serve California and the world to its fullest potential, the university must boldly plan for the future.*

The entire UC Davis community—faculty, staff, students, alumni and other constituencies—recently joined together in this planning process, which was led by Chancellor Linda P.B. Katehi. The result is the “Vision of Excellence,” a new document intended to guide UC Davis forward.

Even in the first year of this framework, UC Davis is making great strides toward achieving its bold vision.

This report provides highlights of this progress based on the six vision goals. It also features the launch of UC Davis' first-ever comprehensive campaign—to raise \$1 billion for students, faculty, staff and programs—which supports all aspects of the Vision of Excellence.

Inspired by its land-grant heritage, UC Davis will continue to apply its academic excellence to create a brighter future for all.



# EXCELLENCE

## learning and scholarship

Yiyun Li, English professor and 2010 MacArthur Foundation fellowship recipient, was named by *The New Yorker* as one of the nation's top 20 young fiction writers.

### LEARNING AND SCHOLARSHIP

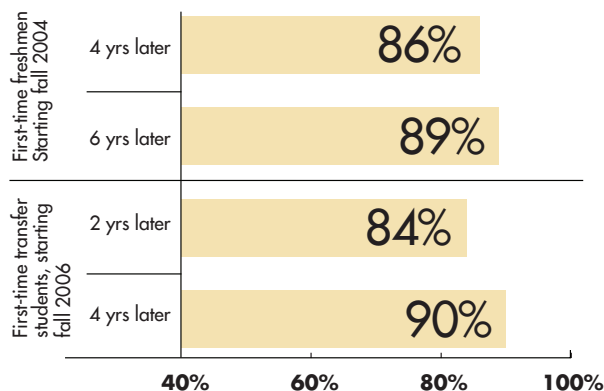
*Through transformative and diverse opportunities for learning, UC Davis will inspire and prepare its students, faculty, staff and alumni to lead and excel in solving the dynamic challenges of tomorrow's world.*

UC Davis has a unique and comprehensive academic profile, offering more than 100 academic majors and 90 graduate programs in four globally respected colleges. It is the only UC campus with professional schools in all of the following disciplines: education, law, management, medicine, nursing and veterinary medicine.

#### 2010 highlights in learning and scholarship:

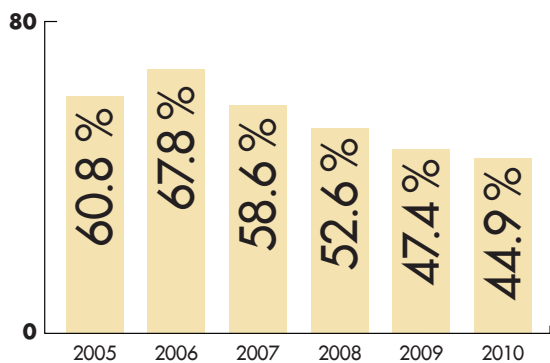
English professor Yiyun Li was awarded a prestigious MacArthur Foundation fellowship and was named one of the nation's best young fiction writers by editors of *The New Yorker*.

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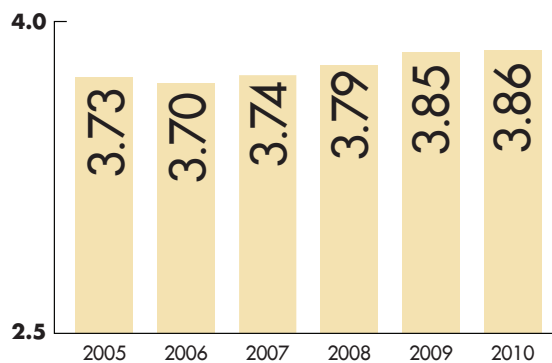


#### Undergraduate success and progress rate

Measured by percent of students, graduated from UC Davis or still enrolled in a higher education institution, at four years and six years after enrollment for first-time freshmen and two and four year intervals for transfer students.



Admission rate for new freshmen



Mean high school GPA for new freshmen



Andy Frank, mechanical and aeronautical engineering professor and plug-in hybrid pioneer, was presented with one of the first mass-produced plug-in hybrid vehicles.

Assistant professors Ike Arslan and Jeffrey Ross-Ibarra were awarded the Presidential Early Career Award for Scientists and Engineers—the nation’s highest honor for professionals in the early stages of their scientific research careers.

*U.S. News & World Report* ranked the Graduate School of Management among the top 10 percent of accredited U.S. business schools for the 15th consecutive year. Additionally, UC Davis was ranked among the top 15 percent of universities *worldwide* for life sciences and biomedicine, according to the QS World Universities Rankings.

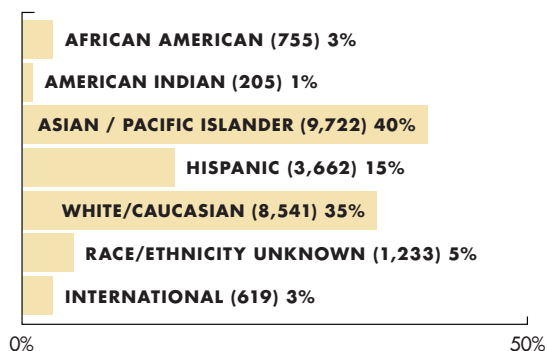
School of Education professors Jamal Abedi and Paul Heckman were awarded a \$3 million federal grant from the National Science Foundation to help K-12 teachers increase student success in math.

The School of Law opened a \$30 million expansion

of Martin Luther King Jr. Hall, the home of the nationally ranked law school.

UC Davis currently has one of the most dynamic, highest scoring and most diverse student bodies in its history. The mean GPA of admitted freshmen for the 2009-2010 academic year was 4.0, and 3.86 for enrolled freshmen.

UC Davis is accelerating its efforts to improve campus diversity and better reflect the population of the state, while also building a more inclusive community where all students can study and live in a safe and intellectually vibrant environment. In 2010, Chancellor Katehi launched the Hate-Free Campus Initiative to inspire the entire campus community to work together to raise awareness of the Principles of Community. In its first year, the initiative included the launch of a Distinguished Speakers Series, a collaboration with the Los Angeles-based Museum of Tolerance and a “Beyond Tolerance Tuesday” effort that includes free programming assistance to student groups sponsoring events in support of the initiative.



**UC Davis undergraduate student diversity**

## INNOVATION

*Building on the interdisciplinary strengths of its faculty, UC Davis will promote a collaborative environment that spurs innovations in learning and research by discovering ideas that take shape at the frontiers and intersections of academic disciplines.*

By capitalizing on UC Davis’ strength in cross-disci-



Pam Ronald, professor of plant pathology, created the world's first rice crops genetically engineered for disease resistance.



UC Davis oiled wildlife expert Michael Ziccardi, associate professor in the School of Veterinary Medicine, developed a new protocol for rescuing oil-contaminated sea mammals on-site in the Gulf of Mexico after the 2010 BP oil spill.

plinary collaboration, UC Davis faculty and staff and student researchers are continually pushing themselves to discover, develop and license groundbreaking innovative technologies and ideas. UC Davis also is driving those innovations out of the classrooms and laboratories and into the marketplace—generating licensing revenues—through its centers, institutes and programs, such as the Center for Science and Innovation Studies, Center for Entrepreneurship and the Office of Research.

#### 2010 highlights in innovation:

The U.S. Department of Agriculture honored UC Davis plant pathologists for their lead role in developing a national network designed to protect plants against significant pests and diseases that could be introduced accidentally or by bioterrorism.

Engineering Professor Andy Frank, regarded as the

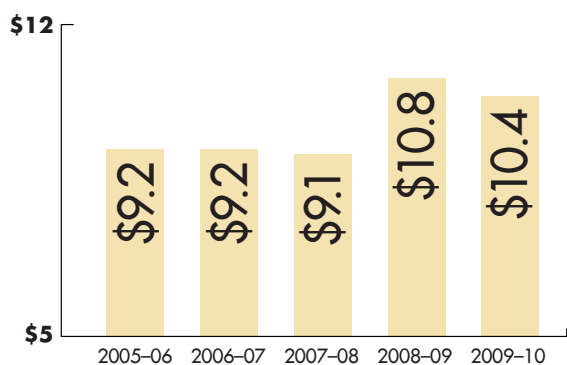
father of the plug-in hybrid by automotive publishing company Edmunds, was presented with one of the country's first plug-in hybrid Chevrolet Volts.

Two research teams led by College of Biological Sciences professors Stephen Kowalczykowski and Wolf-Dietrich Heyer discovered a key step in understanding the origins of familial breast cancer.

Biomedical engineer Alexander Revzin and colleagues in the College of Engineering developed a “lab on a chip” device that could make HIV testing more affordable in the developing world and other resource-poor areas.

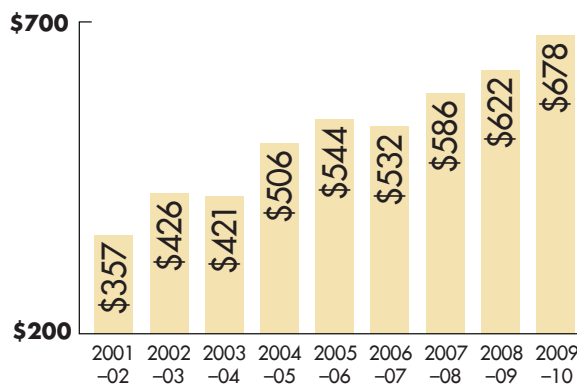
Additionally, UC Davis received \$678.6 million in research funds during the 2009-10 fiscal year—a record for the campus and double what the campus received a decade ago—which will help UC Davis drive future innovations.

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#### Patent licensing income to campus

(In millions) Sum of fees and royalties plus certain reimbursements received by UC Davis.



#### Annual research awards (In millions)



UC Davis researchers are leading an international effort to end childhood malnutrition in Africa with the help of a \$16 million grant from the Bill & Melinda Gates Foundation.

Interior courtyard of the Robert Mondavi Institute for Wine and Food Science, home of a complex that received official LEED Platinum certification—the highest environmental rating. The building strives to achieve standards equivalent to LEED Gold certification or higher whenever possible.

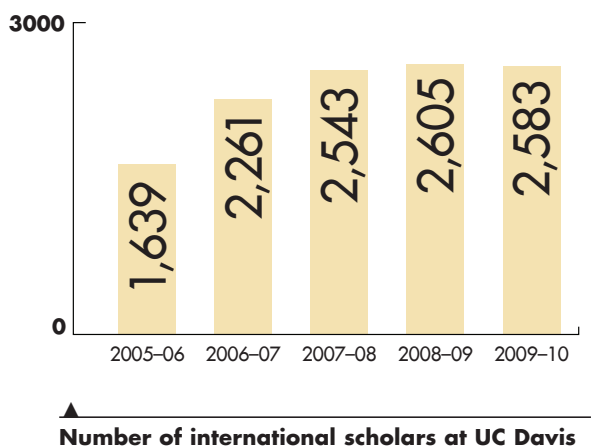
## GLOBAL ENGAGEMENT

*UC Davis will be the university of choice for international students, post-doctoral scholars, faculty, prestigious international and governmental exchange programs and research enterprises that have trans-national and global applications.*

International students and scholars have been studying at UC Davis almost since its founding a century ago. Additionally, UC Davis has a long history of engaging with the outside world to bring viable, groundbreaking technologies, expertise and scholarship into practice to help solve some of society's most pressing problems.

### 2010 highlights in global engagement:

UC Davis has had a profound impact on global initiatives such as the development of agriculture in Chile.



The university is currently involved in collaborative programs and projects in 91 countries throughout the world. From leadership in developing innovative “green” transportation technologies to ending childhood malnutrition in Africa, UC Davis’ talented faculty and students are utilizing the university’s strength in interdisciplinary collaboration and working with other scholars nationally and internationally to solve these challenges.

For example, on the night of April 20, 2010 when BP’s Deepwater Horizon oil and gas well erupted, Michael Ziccardi, associate professor in the School of Veterinary Medicine and a veteran of more than 30 oil spills, was quickly called upon to establish and lead the Marine Mammal and Sea Turtle Unit as part of the oil spill’s clean up effort. Ziccardi led a team of veterinarians in saving the lives of dolphins, whales, manatees and sea turtles impacted by the worst environmental disaster in U.S. history.



## SUSTAINABLE AND PROSPEROUS FUTURE

*UC Davis will be the pre-eminent university partner in advancing the economic prosperity of our region, fostering the burgeoning life-science, agricultural and “clean energy” industries of California, and in investigating and sharing socially, politically, economically and environmentally relevant solutions to global problems.*

UC Davis is the leading producer of environmentally related scientific research in the nation, according



the of UC Davis' new winery, brewery and food-processing  
al rating awarded by the U.S. Green Building Council. UC Davis  
er possible.



The UC Davis Health System is home to the nation's largest telehealth program, which uses managed broadband access to connect public and nonprofit healthcare providers with rural and urban locations.

to *Science Watch*, Thomson Reuters. In 2010, UC Davis expanded its influence as the academic leader in every aspect of sustainability through its research, innovative solutions, environmental stewardship and campus commitment to sustainable practices.

#### 2010 highlights in creating a sustainable and prosperous future:

UC Davis was the host and cosponsor of the Governors' Global Climate Summit 3. At the event, Gov. Arnold Schwarzenegger declared UC Davis "the environmental capital of the world." Additionally, Chancellor Katehi was the sole academic representative to join the world leaders and notable attendees in signing the new R20 public-private alliance to confront climate change and build a global green economy.

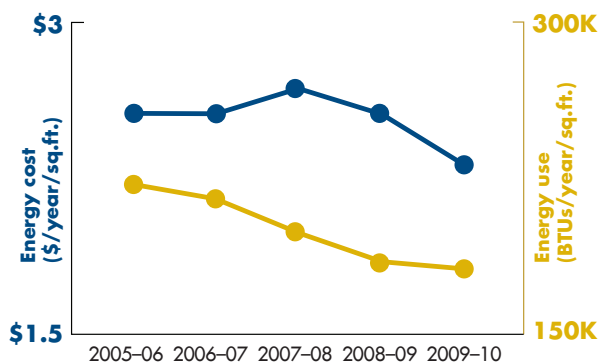
UC Davis opened the world's "greenest" winery,

brewery and foods facility—the Teaching and Research Winery and the August A. Busch III Brewing and Food Science Laboratory. All funding came from donor support.

UC Davis became the first large institution in California to act on a state mandate to reduce lighting energy by 2020 and launched its Smart Lighting Initiative to reduce campus energy use by 60 percent by 2015.

The U.S. Environmental Protection Agency named UC Davis the "Diversion Rate Champion" above 76 other colleges and universities; *Fiske Guide to Colleges* listed UC Davis as on of the top 10 environmental studies undergraduate degree programs; Greenopia named UC Davis a top 10 campus, awarding it the organization's highest rating with four out of four leaves; and the *College Sustainability Report* awarded UC Davis an "A-" grade.

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#### Energy use vs. energy cost per square foot

Efficiencies in energy use have resulted in a net drop in energy costs per square foot.

#### HEALTHY COMMUNITIES

*Guided by its commitments to social responsibility and community engagement, UC Davis will support and sustain healthy, equitable communities, in which all will have access to the benefits of education and discovery.*

UC Davis is a champion of health for humans, animals and the environment. The university is home to one of the nation's top medical centers, has one of the country's preeminent schools of veterinary medicine and is a leading research university in biological sciences and engineering. Together, these resources drive

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## healthy communities

UC Davis' School of Medicine recently launched a program called Rural-PRIME to train medical students for careers in rural primary-care medicine.

innovation and ensure that the benefits of health and education are accessible to all.

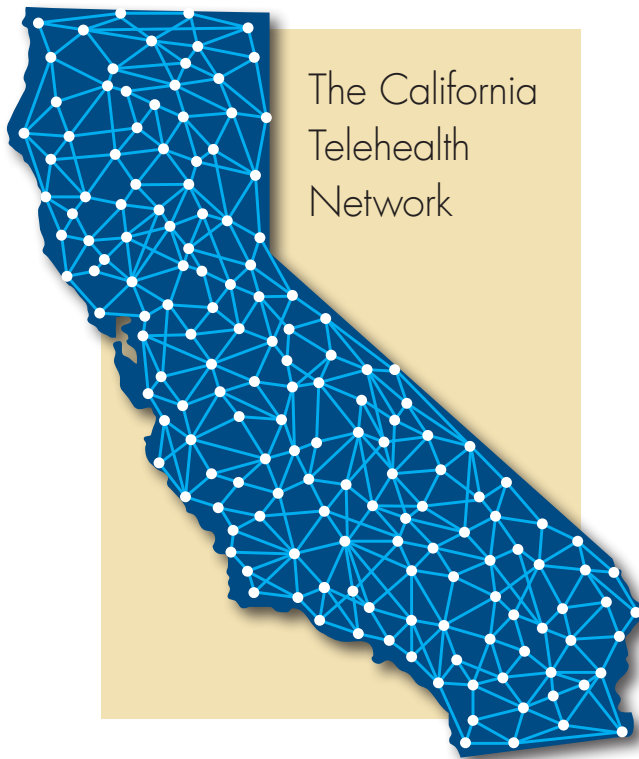
### 2010 highlights in creating healthy communities:

The Leapfrog Hospital Survey ranked UC Davis Medical Center among the top 65 hospitals in the country.

The Betty Irene Moore School of Nursing, the university's newest professional school, opened its doors and welcomed its inaugural classes of 33 students.

The UC Davis Medical Center opened its new \$484 million Surgery and Emergency Services Pavilion, the largest construction project ever undertaken by UC Davis.

UC Davis broke ground on the new California Telehealth Resource Center on its Sacramento campus. The center expands UC Davis' telehealth program, in which high-speed telecommunications are used for medical consultations, distance education, critical care, emergency services and health-care training.



**The California Telehealth Network** will connect more than 800 California healthcare providers in underserved areas to a statewide and national broadband network dedicated to health care.

Region	Employment	Labor income	Output
Sacramento County	17,792	\$1,416m	\$2,786m
Sacramento region	20,047	\$1,537m	\$3,057m
Northern California	20,345	\$1,652m	\$3,449m

### UC Davis Health System economic impact

By region, direct and indirect/induced combined. Calculations by the Center for Strategic Economic Research, 2010.



UC Davis and the City of Davis have merged fire protection services to achieve cost savings and greater efficiency.

## ORGANIZATIONAL EXCELLENCE

*UC Davis will provide an efficient, professional administrative organization that is committed to serving and advancing the university's academic mission.*

UC Davis announced the Organizational Excellence initiative in 2010 as a strategic approach to improve the efficiency and effectiveness of its administrative processes, thereby creating a better future for the university.

The initiative is systematically improving services the campus community depends on and, when appropriate, re-thinking some of the fundamental assumptions under which the university has been operating. With the state fiscal crisis continuing, the Organizational Excellence initiative is setting aggressive goals for process improvement and organizational change.

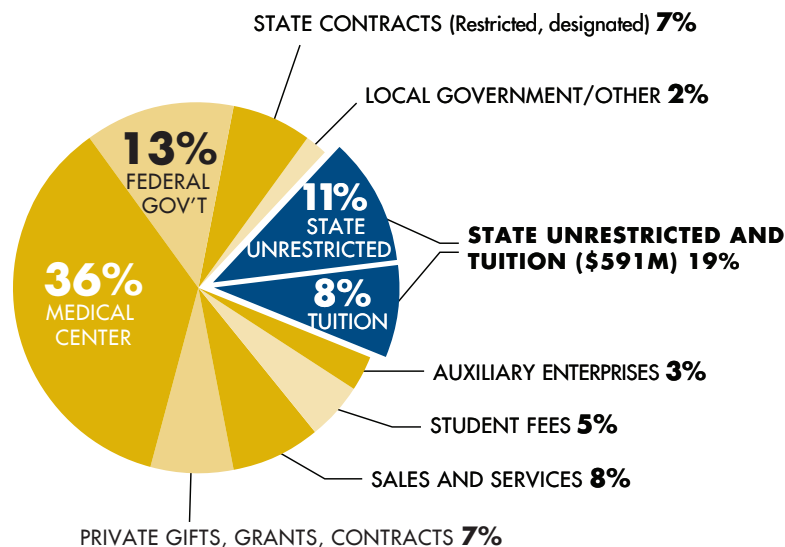
This involves implementing a shared service center for select activities in finance, human resources, information technology and payroll. Through this system, administrative service delivery will be consolidated, streamlined, re-engineered and standardized. The system, along with the implementation of enabling technologies, will improve customer service, increase the quality and consistency of information delivery, better manage and control risk, and reduce administrative costs by up to 20 percent annually. Those administrative savings can then be spent on student support and the academic mission.

Other goals of the Organizational Excellence initiative include, but are not limited to, assessing the effectiveness of several administrative organizations

through administrative unit reviews, aligning staff as closely as possible to academic programs and initiating strategic energy-efficiency programs.

The Organizational Excellence implementation is based on recommendations from the Organizational Excellence Steering Committee and the Budget Advisory Committee, with the goal of supporting and enhancing the university's academic mission through the strategic and creative reinvention of administrative services.

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### ▲ UC Davis revenues by source 2009-10, \$3.1 billion

The Organizational Excellence initiative is helping ensure that UC Davis is using its revenues, including declining state funding, effectively and efficiently.



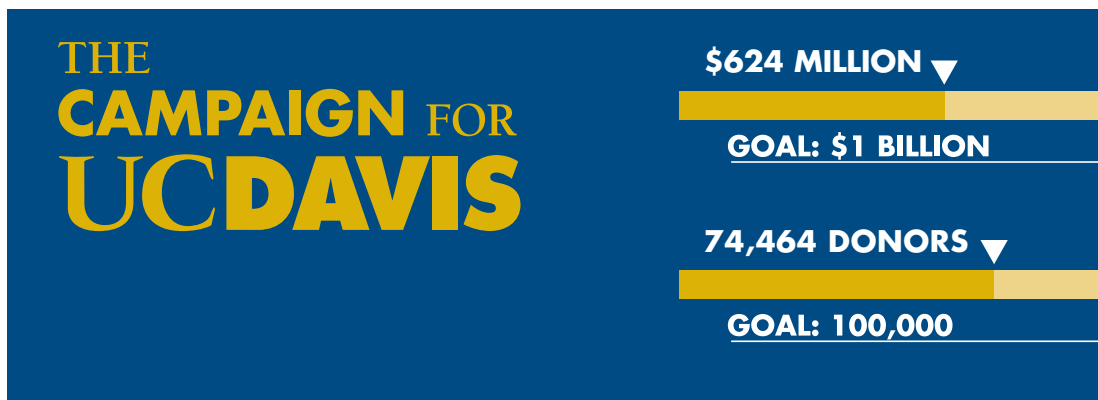
## THE CAMPAIGN FOR UC DAVIS

*The Campaign for UC Davis—a universitywide initiative to raise \$1 billion in philanthropic support from 100,000 donors to further the university’s vision—was launched publicly on Oct. 22, 2010.*

The campaign is UC Davis’ first-ever comprehensive fundraising effort, in which all private gifts and grants to the university count toward the campaign goals. By advancing excellence, innovation, public service, opportunity and quality of life, the campaign supports all aspects of the university’s Vision of Excellence.

“The Campaign for UC Davis presents us with an

unprecedented opportunity to further our bold vision for this university,” said Chancellor Linda P.B. Katehi at the campaign launch. “We will advance among the nation’s top public research universities and take the lead in identifying and addressing the globe’s most critical challenges. We appreciate every gift and thank every donor who joins us in this effort.”



▲  
The Campaign for UC Davis—Dollars raised and new donors as of December 2010



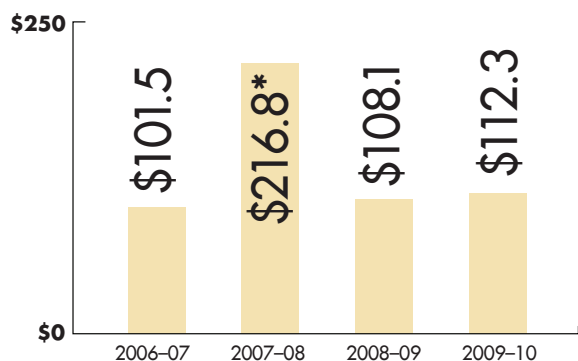
Philanthropist and honorary campaign co-chair Margrit Bieber Mondavi speaks in support of The Campaign for UC Davis at the campaign kickoff event Oct. 22, 2010. For more information on the campaign, visit [campaign.ucdavis.edu](http://campaign.ucdavis.edu).

A billion-dollar campaign target is ambitious. Nationwide, only 26 other colleges and universities are currently in campaigns of that scale.

The campaign seeks to inspire gifts for student support, including Project You Can; endowed chairs and professorships; student and faculty scholarship, research and instruction; programs and patient care; the university environment; and emerging opportunities across the university.

As of December 31, 2010, more than \$623 million had been raised from more than 74,000 donors in support of the campaign. The campaign launched publicly after a four-year quiet phase that began in July 2006. It is expected to last through 2014.

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#### Private support totals, FY 2006-07

through 2009-10 (Year-end totals in millions)

\*Includes a \$100 million philanthropic grant from the Gordon and Betty Moore Foundation

## PRIVATE SUPPORT

*Philanthropic support to UC Davis totaled \$112.3 million in fiscal year 2009-10, topping the previous year's total of \$108.1 million and marking the fourth consecutive year that private support to the university has surpassed \$100 million.*

More than 41,000 donors collectively made 48,228 contributions to the university during 2009-10. These donors included alumni, faculty, staff, parents, students and other supporters, as well as corporations, foundations and other organizations.

Private contributions to UC Davis included support for students, faculty, research, programs, campus improvements, patient care and other purposes. Contributions came in all sizes; more than 38,000 were for less than \$1,000.

Each of UC Davis' 10 colleges and professional schools benefited from private support. The UC Davis Health System received the most philanthropic support at \$29.8 million. The College of Agricultural and Environmental Sciences received the second highest amount at \$25.2 million, followed by the School of Veterinary Medicine at \$23.1 million.

Private support for UC Davis is used for the purposes designated by the donors. Gifts to UC Davis are accepted both through the UC Davis Foundation and the UC Regents. In addition to accepting philanthropic contributions on behalf of the university, the foundation exists to help promote philanthropy for UC Davis and invests and manages private contributions. It is led by a volunteer fundraising board of trustees.

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# UC DAVIS

## SELECT 2010 DISTINCTIONS

**First** among national research universities in number of papers written in fields that reflect our strength in sustainability: environment and ecology. Also, **first** in number of papers in peer-reviewed journals on food science and technology; and **first** in number of citations in peer-reviewed journals on agricultural sciences and related fields

—*Science Watch*, Thomson Reuters, 2010

**Sixth** among U.S. universities based on their contributions to society

—*Washington Monthly*, 2010

**Ninth overall** among U.S. public research universities and 39th among all U.S. research universities

—*U.S. News and World Report*, 2010

**Fourth** among U.S. universities in the number of international scholars

—“Open Doors 2008 Report on International Educational Exchange”



Aerial photo of the UC Davis Medical Center in Sacramento, which, in 2010, was ranked among the top 65 hospitals in the country by the Leapfrog Hospital Survey.

EXCELLEN

# VISION

# OF



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#### ON THE COVER

Andy Frank, professor of mechanical and aerospace engineering, is 'the father of the plug-in hybrid,' according to automotive publishing company Edmunds.