Prologue

It has been my honor and privilege to serve as UC Davis Chancellor since August 2009. Given everything we have been able to accomplish together, I look forward to continuing to serve this great university and seeing UC Davis reach even greater heights. Before coming to UC Davis, I was affiliated with three outstanding universities—the University of Michigan, Purdue University and University of Illinois Urbana-Champaign. Among all these highly regarded institutions, UC Davis has the greatest potential to become the University of the 21st century and be among the handful of very top institutions in the world. Today, this potential is more real than ever. Given what we have already been able to accomplish together, our present and future plans and actions will pave the way for this to happen.

My arrival in 2009 coincided with the worst economic conditions in our state and nation since the Great Depression. The University of California system and UC Davis were dramatically affected by this downturn. We lost 40 percent of our state funding. Tuition for California residents grew 33 percent to help offset this reduction. We had to make many difficult decisions, which were felt across our campus, including furloughs, major layoffs, cuts in programs and elimination of four intercollegiate sports.

In 2009-10 and in the middle of this financial turmoil, we found it important to re-affirm the values that characterize us as a top public research university. We made a commitment to define excellence in ways that could guide us through tough financial conditions and into the future. The Vision of Excellence framework was the result of our efforts to create a compass for navigating the shifting financial landscape. This vision allowed us to balance our budgets without irreversibly compromising the quality of education provided to our students.

The dramatic and substantial loss of state funding required all of us—faculty, staff and students—to make many sacrifices. Those conditions, along with growing economic displacement and unemployment, contributed to political and social unrest across UC campuses. Protests at UC Davis and elsewhere during November 2011, including the pepper-spraying of students during a peaceful protest over increased tuition and the events following that incident, were a painful reminder that for UC Davis to continue to move forward and excel we needed to address our underlying deficiencies and reconsider the strengths required to build on for the future.

It became clear that our vision of excellence needed a substantive refinement to recognize and address the profound questions our community was asking: What is free speech and how do we protect the safe spaces where free speech thrives? What is the role of the University Police and what value does it add to our educational culture? Why are we privatizing the university? Is privatization a choice or a forced condition? How do we better engage with our students? Do we have the necessary practices and structures in place to maximize student success? How do we continue to provide access to an excellent education while achieving the more rigorous financial discipline required of the university? How do we embrace greater transparency and accountability, even if it means limiting our choices?

Since 2012, we have immersed ourselves in these conversations and dialogues. We recognize that our ability to succeed as a leading public research university depends on our willingness to answer these questions in ways that empower our entire campus community to create the University of the 21st Century that we want UC Davis to become.
Despite the challenges we faced during the past five years, our university has made enormous progress in a variety of ways. The most important accomplishments are summarized below, followed by an outline of my priorities and goals for the next five years.

Worldwide Recognition in Rankings

In the past five years, UC Davis has been recognized widely as one of the top 10 public research universities in the nation. The School of Veterinary Medicine is ranked number one in the U.S. and the College of Agricultural and Environmental Sciences is ranked number one in the world. For their continuous progress in increasing quality, many of the other departments, schools and colleges have become ranked among the top 10 or 20 in the U.S. Twenty-two separate UC Davis programs have improved rankings during the past five years, while our six professional and graduate school programs have all done well on national rankings for Best Graduate Schools. For the third time in a row, the Leapfrog Group placed the UC Davis Medical Center on its "Top Hospitals" list in December 2014. The hospital is only one of 12 hospitals in the U.S. and the only one in the UC system to receive this distinction for three consecutive years.

Faculty Awards and Recognition

Over the past five years, we have committed to nominating faculty for membership in professional academies and for various national and international awards and medals. Since 2011, 114 faculty have been recognized nationally and internationally by these prestigious organizations, which makes our success in such a short period of time phenomenal.

Specifically, since 2011 ten faculty were inducted into the National Academies; five were inducted in the National Academy of Inventors; thirty-nine faculty became fellows of the American Association for the Advancement of Science; seven faculty became members of the Academy of Arts and Sciences; four faculty were admitted to the American Law Institute (ALI), giving King Hall proportionally more ALI members than any law school in the United States; two faculty became members of the American Academy of Microbiology; one faculty became a member of the Academy of Behavioral Medicine Research. This is a total of 69 UC Davis faculty inducted into the most revered academies of their fields.

In terms of national and international recognitions, one faculty received the Blue Planet Prize for environmental sciences; one received a Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring; two received the Wolf Prize in Agriculture; two received the Jefferson Science Fellowship; one faculty received the AAAS Lifetime Mentor Award; three received the American Society of Agricultural and Biological Engineering medal; one received the J. Allyn Taylor International Prize in Medicine; six faculty were recognized as NAE-Frontiers of Engineering-select participants; one received the National Book Critics Circle Award; one received the Guggenheim Fellowship; two received faculty awards from the Howard Hughes Medical Institute and one received the MacArthur Fellowship for a total of 21. Twenty-two faculty have received National Science Foundation Early Career Development awards since

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1 US News & World Report
2 QS World Rankings
3 NRC Rankings
2010. Together, these comprise the largest set of national and international recognitions for our faculty over any comparable time period.

**Student Quality**

We successfully launched our [2020 Initiative](#) to add 5,000 undergraduates and 300 new faculty by 2020. UC Davis already enrolls more California resident undergraduates than any UC campus. Since the 2011 launch of our 2020 Initiative, ongoing tuition and supplemental tuition have increased by $55 million from the international and national student cohort. These additional revenues have been invested in core academic programs and financial aid to students.

Due to substantial efforts in student recruiting through multiple visits to high schools and many diverse recruiting activities by our alumni clubs, undergraduate student applications in the past five years grew by 46.5 percent, from 54,567 in 2010 to 79,950 in fall of 2014. Also during this time period, we invested heavily in student scholarships. Student financial aid grew by 52 percent, from $353,280,737 disbursed in 2008-09 to $538,318,953 in 2013-14. More than half of our undergraduates—55 percent—have all their tuition and system-wide fees covered by grant aid. Forty-five percent of our students receive Pell and Cal Grants.

Student academic quality has also risen. In the fall of 2014, enrolled freshmen had substantially increased their mean ACT, SAT and G.P.A. over the past five years to the average value of 27, 1809 and 4.0 respectively. Our extensive efforts to recruit high-quality, diverse students also resulted in substantial increases of underrepresented students. Freshmen enrollment of underrepresented minority undergraduates grew by 38 percent from 20.1 percent in fall 2009 to 27.8 percent of incoming freshmen in 2014 and for transfer students by 52 percent, from 17.5 percent in fall 2009 to 26.6 percent in 2014. Overall, we are a minority-majority institution, as 71 percent of our undergraduates are African-American, Hispanic, American Indian, Alaska Native, Asian-Pacific Islander or characterized as ethnicity unknown. Due to our strong efforts to recruit outstanding students and provide them with access to a world-class education, we are now ranked sixth in the nation for Social Mobility by CollegeNet and PayScale in 2014, a measure of how well universities advance social and economic mobility for their students. Also, we were ranked 16th in the U.S. for contributions to Our Society by Washington Monthly in 2014.

To further support and mentor our incoming students and to improve student success, we built and opened a $22 million, 43,000 square-foot Student Community Center in 2012 that instantly became one of the most popular sites on campus for students. A variety of student-life programs are now housed there. Since 2013, we have also invested more than $19 million for additional advising staff and made time-to-graduation improvements by adding classroom and lab capacity. This has removed bottlenecks in critical courses in chemistry, math, physics and writing. We also invested heavily in student health services, and according to The Princeton Review, in 2014-15 we were ranked 3rd in the U.S.

**Graduate and Professional Programs**

To improve the quality of the Graduate Program, we have increased the number of graduate student fellowships by 65 percent since 2009-10, to $25 million for 2015-16. We expanded the daycare program and introduced a family leave program for graduate students. The new campus budget model provides incentives for programs to admit the best applicants by effectively
reducing the cost to faculty and programs of non-resident tuition for international doctoral students. Now it is equal to the non-resident cost of national doctoral students. In addition, we identified Walker Hall as a place to create a Graduate and Professional Student Community Center. We launched a $31.5 million capital improvement project presently under design and expected to be completed by 2017.

At the Medical Center, we earned Magnet® status, the nation’s highest form of recognition for nursing excellence, in 2014. The School of Medicine also gained national attention for launching the state’s first and only accelerated three-year medical degree program, a direct response to America’s primary care physician shortage. Also, the Betty Irene Moore School of Nursing graduated its first class of doctoral nurses in 2014. It continues to build its graduate programs that position students to lead change in America’s health system. All UC Davis Medical Group primary care clinics have achieved official status as patient-centered medical homes, a reform-minded designation that rewards efficiency, quality and innovation.

**Research Program and Technology Transfer**

During the past five years, substantial efforts have been made in support of our Research programs. Because of these efforts and the hard work of our faculty, students and staff, our research funding grew from $622 million in 2009 to $754 million in 2013 at a time when other universities experienced a substantial decline. To continue growing our research opportunities, in 2010 we appropriated $18 million to support breakthrough multidisciplinary research and scholarship with seed money grants for faculty research showing potential to result in transformative breakthroughs. These projects will lay the foundation for future excellence and attract significant funding from outside sources. The funds resulted in the creation of two new programs: Research Investments in the Sciences and Engineering (RISE), and Interdisciplinary Frontiers in the Humanities and Arts (IFHA). So far, 13 RISE teams have been funded, involving 90 faculty and 9 academic disciplines, as well as 7 IFHA teams involving more than 30 faculty. In addition, to improve faculty diversity in the STEM fields we sought and received a $3.7 million [NSF ADVANCE program grant in 2012](#) to add Latina STEM faculty and improve recruitment and retention of underrepresented STEM faculty.

In 2011, we established the [Child Family Institute on Innovation and Entrepreneurship](#) to provide our students, staff and faculty with support and training in starting their own companies. We launched the [Venture Catalyst](#) program in summer 2013 to support faculty entrepreneurs in forming new commercial ventures based on UC Davis intellectual property through collaborations, programmatic activities, and outreach efforts. Venture Catalyst helped launch 14 commercial startups last fiscal year, up from eight the previous year. Over the past five years, we’ve had 41 start-ups resulting from [UC Davis research](#).

In 2011, we also created a [partnership](#) with China’s BGI, the world’s largest genome sequencing institute, to conduct large-scale genome sequencing and functional genomics programs, focusing initially on the areas of food security, human and animal health and wellness, biodiversity and environmental health. The next year, we entered into a partnership between UC Davis, the FDA and Agilent to establish “[The 100K Genome Project](#)” to conduct whole genome sequencing on more than 100,000 food-borne pathogens, allowing quicker identification of food-related public health outbreaks. In 2015, we created the UC Davis-Chile Innovation Institute in Agricultural
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

Sciences with $12 million over the next three years to support innovations in Agriculture and Food.

We established the UC Davis World Food Center (WFC) in 2013, with a goal of raising $130 million in endowment and current funds to support inter-disciplinary faculty research on our campus related to food and health. The WFC will bolster the impact of research through increased positioning for visibility, funded partnerships, and by translating research into policy, strategy, and commercial activities. Under the auspices of the WFC in 2014, we signed an agreement with China’s Ministry of Science and Technology (MOST) to design and lead the first Chinese Institute in Food Safety, an effort to exceed $1.5B investment from the Chinese Government. Under the auspices of the WFC, in 2015 we also launched the UC Davis-MARS Institute for Innovation in Food and Health with $60 million to be dedicated in the next ten years to support our faculty and students with work on big-impact innovations in food and health.

Campus Climate

Following the November 2011 demonstrations, we undertook a comprehensive review of our campus police and, under the leadership of new Police Chief Matt Carmichael, the campus community began implementing a number of reforms to make our university police a national model. Through ongoing engagement with our faculty, students, staff and the greater UC Davis community, we addressed 100-plus recommendations in five separate reports (Reynoso, Kroll, Graduate Student Association, Robinson-Edley and Academic Senate). The Academic Senate drafted a new Policy on Freedom of Expression that was adopted in August 2014.

In 2014, we established the Police Accountability Board, a transparent and community oriented review board that allows our community to file complaints about police service without having to go to the police to do so. In addition, we established the UC Davis Police Cadet Program, which is unique in the U.S. and now in its third year, to train and recruit police officers who have been graduates of UC Davis. The program has so far hosted about 60 UC Davis undergraduates. Many students have gone on to begin careers as police officers throughout the state and five are currently on the UC Davis force. Campus police were trained for a non-violent approach to deal with various situations. We instituted the Neighborhood Courts Program, the only university program of its kind in the U.S., participating in a District Attorney-led criminal offender restorative justice program, with students, faculty and staff serving on the community panels.

In August 2014 a committee on Diversity and Inclusion was established to create a strategic plan on diversity and inclusion at UC Davis by January 2017. We began a revision and expansion of our Principles of Community in the fall of 2014, with public affirmation on a revised Principles anticipated by the end of 2015 spring quarter. Student Affairs established a new and diverse Student Council on Campus Climate following the Israel divestment vote by ASUCD and campus events that followed. Student Affairs and the Office of Campus Community Relations also partnered with the Celebration of Abraham leaders from Congregation Bet Haverim in Davis and the Sacramento Area League of American Muslims for greater outreach and community engagement.
New Schools and Programs

Our sixth professional school was established in 2009-2010 with creation of the Betty Irene Moore School of Nursing. This was achieved through a $100 million commitment made in 2008 from the Gordon and Betty Moore Foundation, the nation’s largest grant for nursing education. In fall 2009, we established the UC Davis One Health Institute in our School of Veterinary Medicine with an annual operating budget of $20 million. The institute spearheads campus activities in more than 20 nations as part of the UC Davis’ involvement with the Global Health Program. The institute has now been funded by $100 million from the United States Agency for International Development (USAID) in support of its PREDICT program.

Fundraising

During the past five years we announced and completed the first comprehensive Campaign for UC Davis, raising more than $1.13 billion from nearly 110,000 individual donors, a year ahead of schedule, with funds distributed as follows:

- $135 million for student support, including 1,500 new scholarships, awards and fellowships;
- 48 million for endowed chairs and professorships;
- $462 million for student and faculty scholarship, research and instruction;
- $211 million for patient care;
- $108 million for university environment and capital projects;
- $40 million for unrestricted giving to support emerging opportunities;

During that period of time, endowed faculty positions grew from 83 to 163. In February 2015, we announced 25 more endowed Professorships and Chairs to be created though philanthropy and matching funds from the UC Office of the President ($4 million), the UC Davis Foundation ($1 million) and the Office of the Chancellor ($1 million). These positions will be distributed to the various colleges and schools through a process that is under development by Provost Ralph Hexter and Senate Chair Andre Knoesen. Since 2009, our annual fundraising activity grew by more than 80 percent from $96 million in 2008-09 to $165 million in 2013-2014, with projections for growth to $190 million in 2014-15.

National, International and Campus Leadership and Advocacy

In my role as Chancellor, and as a national and international advocate for UC Davis, scientific research and public higher education generally, I am engaged with many national groups, academies, boards and committees too numerous to fully include in this review. A complete list as well as pertinent speeches and writings is included in the attached list.

In addition to the above, I am active in AAU, a member of the executive committee of the national Council on Competitiveness and chair of the National Academies Committee on Pathways to Urban Sustainability: Challenges and Opportunities. I also testified on new K-12 New Science Education standards in the U.S. House of Representatives Committee on Science Subcommittee on Research and Science Education.

Additionally, as Chancellor I maintain extensive contacts and relationships with external stakeholders, elected officials and higher education leaders that help reinforce and enhance UC Davis’ national and international reputation. And in 2011 I established the Chancellor's Board of Advisors, a diverse group of leaders from business, science, the judiciary and academia who
come together several times a year and provide expert advice on how the university can continue on its path toward academic excellence and financial strength and stability.

*Sustainability Efforts*

Through our continuous efforts, we have reinforced UC Davis’ standing as global leader in Sustainability, with numerous national and international awards and rankings. Most recent was GreenMetric from University of Indonesia, ranking UC Davis 4th greenest university in the world in 2014 and number one in the U.S. Some of our campus Sustainability highlights include: Greenhouse gas emissions are lower today than five years ago; total energy use is lower than since 1993; total water use is the same as it was in the 1970s, when enrollment was a third of what it is today.

*Leadership Team*

We strengthened our leadership team by adding, among others, the following Vice Chancellors and Deans: Ralph Hexter, Provost and Executive Vice Chancellor; Julie Freischlag, Vice Chancellor Human Health Services and Dean of the Medical School; Helen Dillard, Dean, College of Agricultural and Environmental Sciences; James E.K. Hildreth, Dean Biological Sciences; Paul M. McNeil, Dean UC Davis Extension; Adela de la Torre, Vice Chancellor for Student Affairs; Shaun Keister, Vice Chancellor for Development and Alumni Relations; Harris Lewin, Vice Chancellor for Research; Michael D. Lairmore, Dean of the School of Veterinary Medicine; and Dave Lawlor, Vice Chancellor and first-ever UC Davis Chief Financial Officer.

*Administrative Initiatives*

In an effort to have a deliberate and transparent distribution of resources, in 2012-13 we started the campus-wide implementation of a new Incentive-Based Budget Model that highlighted undergraduate student tuition funds flowing to our colleges, divisions and schools from other core funding. The new model is consistent with our campus vision and has increased transparency and efficiency and stimulated creativity. Other funds that flow via modules in the new Budget Model include graduate student tuition, indirect cost return, and faculty salary dollars. Altogether, more dollars flow to units, with units bearing correspondingly greater responsibility to cover certain costs as well as having increased ability to make informed choices at the unit level. The new Budget Model is still under evolution and adjustment as implementation shows us areas that need improvement and assumptions that need refinement, and in partnership with the Academic Senate’s Committee on Planning and Budget, metrics have been developed to ensure allocations are made that will optimize academic quality. Among modules currently under discussion for possible readjustment are the formulas for flowing tuition from summer sessions, stand-alone master’s programs, etc.

*Campus Capital Projects*

In the past five years, the campus has initiated 60 projects worth $790 million that have been completed recently or are now under planning, design, bidding and construction. Some of the more notable projects are:

- *West Village, largest planned zero-net energy community in U.S., private sector partnership valued at $300 million, opened 2011;*
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

- Martin Luther King Jr. Hall expansion, $30 million, completed 2012;
- Jess S. Jackson Sustainable Winery Building, $4 million, completed 2013;
- Veterinary Medicine Research Facility 3B, $58.5 million, opened 2013;
- Tercero Student Housing, third phase, $88 million, completed summer 2014;
- Memorial Union renewal projected, $26.5 million, completion summer 2016;
- Jan Shrem and Maria Manetti Shrem Museum, $30 million, completion 2016;
- International Center, $30.3 million, completion late 2016;
- Ann E. Pitzer Center Recital Hall, $15 million, completion spring 2016;
- Davis/Woodland Surface Water Project, $20 million UC Davis share, completion summer 2016;
- Silo South Student Center, $8 million, completion 2016;
- Betty Irene Moore Hall new building for School of Nursing, $50 million, completion mid-2017;
- 580-seat Lecture Hall, $22 million, completion fall 2017;
- Tercero Housing Phase 4, $59 million, completion fall 2017;
- Vet Med/Health Sciences Dining Facility, $17 million, completion fall 2016;

Planning is also underway for a $31.5 million renovation of Walker Hall into a new Graduate and Professional Student Community Center and three classrooms; a Chemical Sciences Complex; Haring Hall conversion to offices and classrooms and Webster-Emerson Residence Hall expansion.

Goals 2015-2020

- Successful completion of 2020 Initiative, adding 5,000 undergraduates and 300 new faculty to accommodate growth in student body. We also plan to hire about 350 additional new faculty to fill vacancies created by retirement, for total new faculty hires projected at about 650.
- Address salary gaps in faculty and staff compared to the other UCs and other peer institutions.
- Launch Ambitious New Multi-Billion-Dollar Campaign for UC Davis.
- Implement a Financial Sustainability Action Plan (by 2021) that generates $200 million in recurring annual funds for reinvestment in academic enterprise. Funds would come from new revenues and savings.
- Continue to diversify faculty and student population, becoming a federally designated Hispanic Serving Institution by 2018-19.
- Continue to improve the student experience and time-to-graduation.
- Establish the World Food Center as one of the leading institutes in the world for food-related innovation and research, and raise $120 million in funding for research and education in the area of food.
- Develop and implement comprehensive strategic plan for diversity and inclusion for UC Davis campus.
• Implement plans for creating the University of the 21st Century, with a possible new campus closer to the state Capitol to better leverage proximity to state elected officials and policymakers.
• Create a new 15-year Capital Plan to support our efforts to build the University of the 21st Century.

With everything we have been able to accomplish by working together, I am convinced that our faculty, staff and students will continue to move UC Davis forward in extraordinary ways. I am confident that we will succeed at distinguishing ourselves and the university will make even more impressive contributions to California, our nation and to the world.

Resources
2015 State of the Campus Report
2013-14 UC Davis Annual Report
World Food Center
University of the 21st Century
2020 Initiative
Campaign for UC Davis
New Budget Model
Faculty Hiring Plan
Attachment

National, International and Campus Leadership and Advocacy

A. Committees

➢ Member of the Samuel J. Heyman Service to America Medals Selection Committee, 2015-Today

➢ Member of the NAE Charles Stark Draper Prize for Engineering Selection Committee, 2015-Today

➢ Chair of the NRC Committee on the Pathways to Urban Sustainability, 2014-Today

➢ Member of the AAU Membership Review Committee, 2014-Today

➢ Member of the AAU Patent and Technology Working Group, 2014-Today

➢ Member of the Regional Representatives of the Hispanic Association of Colleges and Universities (HACU), 2014-Today

➢ Member of the joint body of the National Academy of Sciences, National Academy of Engineering, and Institute of Medicine: Government-University-Industry Research Roundtable (GUIRR) Council, 2012-Today

➢ Presidential Sponsor of the ACE Women’s Network Northern California, 2012-Today

➢ Member of the Executive Advisory Committee, Council on Competitiveness, 2011-Today

➢ Member of the Global Advisory Committee of the Women and the Green Economy Campaign, 2011-Today

➢ Member of the University of California, Council of Chancellors, 2009-Today

➢ Chair of the NSF Division of Electrical, Communications, and Cyber Systems, Committee of Visitors for 2011-2013, 2014

➢ Chair of the University of California, Office of the President, Conflict of Interest/Conflict of Commitment Task Force, 2014

➢ Member of the NAE Committee on Making Value for America, 2013-2014
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

- Member of the IEEE Edison Medal Committee, 2011-2013
- Member of the AAU Patent Implementation Task Force, 2012-2013
- Member of the American Academy of Arts and Sciences, ARISE II Study, 2010-2012
- Chair of the Greek American Academic Advisory Council, 2010-2012
- Member of the NRC Committee on the Conceptual Framework for New Science Education Standards, 2009-2012
- Chaired and hosted the Council on Competitiveness, Energy-Food-Water Dialogue at UC Davis, October 2012
- Chair of the International Advisory Committee for the Greek Higher Education Reform, 2010-2011
- Member of the AAU Intellectual Property/Information Technology Committee, 2011-2012

B. Member of Board of Directors

- Member of the Board of the Greater Sacramento Area Economic Council, 2014-Today
- Member of the External Advisory Board of the Texas A&M University Institute for Advanced Study, 2014-Today
- Member of the Commission of the Western Association of Schools and Colleges (WASC), 2013-Today
- Member of the Board of the Sacramento Federal Judicial Library and Learning Center Foundation Advisory Board, 2013-Today
- Member of the Board of Trustees of the Universities Research Association, 2012-Today
- Member of the Board of the University of California Lawrence Berkeley National Laboratory Advisory Board, 2011-Today
- Member of the Board of the California STEM Learning Network, 2011-Today
- Member of the Board of Bay Area Council of Economic Interests, 2010-Today
- Member of the Board of the Business Higher Education Forum, 2010-Today
- Member of the Board of the National Security Higher Education Forum, 2010-Today
Academic Senate Stewardship Review  
Chancellor Linda P.B. Katehi

- Member of the Board of Valley Vision, 2010-Today
- Member of the Advisory Board of the Council for International Exchange of Scholars, a Division of the Institute of International Education, 2010-Today
- Member of the Board of the Cyprus Institute, 2008-Today
- Member of the Board of the Sacramento Area Commerce and Trade Organization (SACTO), 2010-2014
- Member of the Board of John Wiley & Sons, Inc., 2011-2014
- Member of the Advisory Board of Drexel University, ELATE Program, 2011-2013
- Member of the Board of Trustees of Internet2, 2011-2013
- Member of the Board of the King Abdulaziz International Advisory Board, 2012-2013
- Member of the Board of the Olin College President’s Advisory Board, 2009-2013

C. Keynotes/speeches/writings

2015
- February 7, 2015 – UC Davis Black Convocation, Opening Remarks, Davis, CA
- March 6, 2015 – University of Utah, Judd Distinguished Lecture Series, “Sustainability as a Principle, Practice, Driver and Culture” Salt Lake City, UT
- March 13, 2015 – Blog post on Maria Shriver’s Blog, “Using Fashion Design to Bring Awareness to Heart Disease with the Red Dress”
- March 16, 2015 – Climate-Smart Agriculture 2015, Global Science Conference, Plenary Speaker, Montpellier, France
- March 20, 2015 – 4th Annual Conference, National Academy of Inventors, Plenary Speaker, Pasadena, CA

2014
- March 15, 2014 – 14th Annual Cesar Chavez Youth Leadership Conference, Opening Remarks, Davis, CA
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

➤ April 1, 2014 – NAE Regional Meeting, Public Symposium on Manufacturing, Davis, CA

➤ April 26, 2014 – University of California Global Health Day, Opening Remarks, Davis, CA

➤ May 4, 2014 – TEDxUC Davis 2014 Conference, Session Speaker with Helena Tseregounis, Davis, CA

➤ May 29, 2014 – Op-ed for the Sacramento Bee, “Cutting-edge Research can Feed the World”

➤ June 5, 2014 – IEEE/IMS 2014, Memorial Session in honor of Dr. Rudolf Henning, Plenary Speaker, Tampa Bay, Florida

➤ June 6, 2014 – 15th Annual IEEE Wireless and Microwave Technology Conference, Keynote Speaker, Tampa Bay, Florida

➤ July 31, 2014 – ACE National Challenge for Higher Education Conference, Plenary Speaker, Washington, DC


➤ October 6, 2014 – Davis Rotary Club, Keynote Speaker, Davis, CA

➤ October 30, 2014 – Freshman Seminar, Guest Lecture, Davis, CA

➤ November 2, 2014 – 4th Annual COACHE Women’s Leadership Forum, Orlando, Florida


➤ November 13, 2014 – Blog post on Maria Shriver’s Blog, “My Advice for Young Working Women: Find a Mentor and a Way to Persevere”

2013


➤ February 2, 2013 – UC Davis, Black Convocation, Keynote Speaker, Davis, CA
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

- February 27, 2013 – UC Davis, Administrative Managers Conference, Keynote Speaker, Davis, CA
- March 1, 2013 – She Shares Luncheon, Keynote Speaker, Sacramento, CA
- March 7, 2013 – Yolo County Women’s History Luncheon, Keynote Speaker, Woodland, CA
- April 4, 2013 – 13th Annual Cesar Chavez Youth Leadership Conference, Opening Remarks, Davis, CA
- April 9, 2013 – UC Agriculture and National Reserves, Global Food Systems Forum, Plenary Speaker, Ontario, CA
- May 24, 2013 – California Council on Science and Technology, Symposium, Efficacy of Digitally Enhanced Education, Davis, CA
- June 18, 2013 – UC News STEM Solutions National Conference, Plenary Speaker, Austin, Texas
- September 25, 2013 – Yolo Leaders Conference, Keynote Speaker, West Sacramento, CA
- October 12, 2013 – 11th Annual UC Davis Pre-Medical & Pre-Health Professions National Conference, Community Address, Davis, CA

2012
- February 22, 2012 – ASME DiscoverE Summit, STEM Educators Panel Discussion, Washington, DC
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

- March 24, 2012 – 12th Annual Cesar Chavez Youth Leadership Conference, Keynote Speaker, Roseville, CA


- October 24, 2012 – Joint Op-ed with U.S. Representative Jackie Speier for the San Francisco Chronicle “Universities are Crucial to Innovation”

- October 26, 2012 – Blog entry for Maria Shriver’s Blog, “Education: The Blueprint for Change”

- November 9, 2012 – ACE Women’s Network Northern California, Keynote Speaker, UC Davis


2011


- March 6, 2011 – Hillel House Annual Brunch “Promoting Tolerance on Today’s College Campus,” Davis, CA


- April 18, 2011 – Op-ed for the Fresno Bee, “Connection Between UC Davis and the San Joaquin Valley”

- June 20, 2011 – Glion Colloquium, “Sustainability as Principle, Practice, Driver, and Culture,” Montreux, Switzerland

- August 1, 2011 – Op-ed for the Huffington Post, “Breakthroughs in How We Teach Science”
Academic Senate Stewardship Review
Chancellor Linda P.B. Katehi

- December 2, 2011 – Op-ed for the Davis Enterprise, “How Can We Learn From This?”

2010
- January 11, 2010 – World Universities Forum, Plenary Speaker, Davos, Switzerland
- March 4, 2010 – Op-ed for the Sacramento Bee, “Big steps needed to lift state’s public universities”
- March 11, 2010 – Berkeley Sensor & Actuator Center (BSAC), IAB Meeting, Keynote Speaker, “Rethinking the role of university/industry collaborations in promoting innovation and contributing to Economic Development,” Berkeley, CA
- June 17, 2010 – 1st Joint Committee Meeting, The United States of America and The Kingdom of Denmark, Copenhagen, Denmark

2009