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Summary of Accomplishments from January 2011 through December 2015

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Introduction

My five years of service as Provost and Executive Vice Chancellor of UC Davis, begun in January 2011, have been extraordinarily rewarding, educational, and inspirational. I am humbled that I have had the opportunity to serve so great a university, and especially grateful to have been able to do so during so momentous and productive a period.

Under Chancellor Katehi's leadership and building on its history of outstanding accomplishment, UC Davis has pursued with greater confidence and focus a yet more ambitious trajectory of increasing excellence and impact in our tripartite mission of teaching, research, and public service. Our successes have been reflected in rising national and international rankings for our institution, colleges, schools, and programs; in the many awards and honors bestowed on our faculty, staff, and students; and in the growing number of partnerships and collaborations we have regionally, nationally, and internationally. Our entire community is heartened by the recognition, in some sense overdue, that in its totality UC Davis is a leader in higher education and research.

In addition, the university has made great strides in creating a campus environment that is more diverse and inclusive, and also more supportive of the health and well-being of all members of our community. We are committed to providing all of our students, faculty, and staff the opportunity to succeed, excel, and thrive. What is more, the past five years have seen our institution mature in character, with a clearer sense of its serious purpose, excellence, accomplishments, and still-greater potential, as well as a surer grounding in the high ideals and ethical responsibilities of a great university.

In short, my time as Provost has coincided with great strides in a great collective effort to fulfill the Chancellor's vision of making UC Davis "the university of the 21st century." Inspired by her bold vision and ambitious goals, I have been privileged to contribute to it in original ways—advancing it through my own contributions in academic and organizational leadership, program development and implementation, and counsel; and also in my roles as primary liaison between central administration and the Academic Senate and Academic Federation, and representative of the Chancellor and UC Davis on campus and beyond.

The period of 2011–15 has also been one of continuing challenges for public higher education in California, including the UC system and the Davis campus. Most notable of these challenges has been the level of financial support we receive from the state—a level that is, despite recent mitigations, still sharply lower than pre-2008 levels, not to mention those of earlier decades. In addition, we must work within the constraints of a cap on tuition and uncertainty about the level of state support going forward. These challenges, while not to be wished for, have been, along with our many accomplishments, another source of inspiration for me. For they have given me the opportunity to see our truly exceptional campus community respond to adversity creatively, professionally, cooperatively, and courageously, with one goal in mind: to continue to pursue our trajectory toward higher excellence and impact, and to create a

new UC Davis that is both more sustainable and more effective in serving individuals and society. Deserving special mention are our vice provosts and deans, along with my fellow vice chancellors and associate vice chancellors, who contribute so much to realizing my vision of academic and organizational excellence for our university, and on whom I depend so greatly every day.

In the months and years ahead, I look forward to continuing to support and collaborate on the Chancellor's goals and vision for UC Davis, and to continuing to witness our institution's growing impact and stature.

In the following pages, I provide a summary of what I consider my most important accomplishments as Provost and Executive Vice Chancellor from 2011 to 2015, as well as my vision and projected goals for the coming five years. Notwithstanding the length of this account, it is a highly selective one. Even so, I have endeavored to address all of the areas in which I play a significant role.

I. Academic Excellence

Overview: As chief academic officer, I am the campus administrator chiefly responsible for preserving and advancing the university's excellence in teaching and research. Fulfilling this responsibility involves working closely with the deans and other members of all of our colleges and schools, as well as with the vice provosts and vice chancellors who either work directly on academic programs or provide the conditions necessary for academic excellence to thrive. From 2011 through 2015, I have led efforts focusing on faculty, campus leaders, teaching and research programs, students, the 2020 Initiative, global engagement, and new lecture series. My chief partners in these efforts have been the Academic Senate, all our deans, Vice Provost–Academic Affairs Maureen Stanton, and Vice Provost/Dean–Undergraduate Education Carolyn Thomas.

Building, retaining, and supporting a world-class faculty

Early in 2011, I led an effort, partnering with Senior Associate Vice Chancellor–Finance and Resource Management Kelly Ratliff to **map the current FTE distribution** and understand in fairly granular fashion where the campus's allocated but unfilled FTEs actually reside. While some percentage of unfilled FTE is normal, we found that roughly 11% of our total FTE were empty shells, their funding having been diverted to fund programmatic needs. The faculty resources module within the New Budget Model (described below), coupled with target-setting exercises within the 2020 Initiative and our annual budget process, has decisively shifted responsibility to the deans, who are now required to manage all resources as part of a multi-year, multi-fund portfolio that places a high priority on filling faculty positions. While there are always exceptions in certain circumstances, the new state of affairs in general rendered the issue of unfilled FTE moot, although we will continue to need to track choices that are made at the college- and school-level, adjusting the Provost Allocation where appropriate.

Beginning in 2012, in order to more accurately recognize faculty achievement and adequately compensate our ladder faculty, whose salaries on average significantly lag those on other UC campuses, we introduced, with my strong support, **“step plus”**—specifically, the metric of **“half steps” for use in faculty advancement decisions**. Fairly shortly after I appointed VP–Academic Affairs Stanton and she assumed the role in January 2012, I suggested to the Academic Senate and faculty more broadly that they consider creating **an academic personnel plan** that would, while sharing some features with the one currently in use at UC Berkeley, be tailored specifically for UC Davis. Three campus workgroups held meetings to reduce workload involved in the academic personnel process and to better support our faculty and recognize their accomplishments. Implemented in 2014 and 2015, the **Step Plus System** reduces the

number of personnel actions per year, allows evaluations to be done based on a more complete and consistent time window, and increases the likelihood that deserving candidates who have not historically put forward their dossiers for accelerated review will benefit from their excellent performance.

The creation of the Step Plus System was, in my view, an exemplary process of collaboration within shared governance. I sincerely commend both the Academic Senate and the Office of the VP–AA not only for thorough data- and analysis-driven consultation and careful preparation but, once the “go” decision was reached, also for fast-track implementation. Indeed, we implemented the plan a year earlier than many thought possible, so that its benefits would be available as soon as possible. VP Stanton and her team are now working with the Academic Federation to make “Step Plus” available where applicable to appropriate AF titles.

I referenced above the **lag in the average salaries of our ladder faculty** in comparison to our fellow UC campuses, closing which is one of the Chancellor’s goals. With Vice Chancellor/Chief Financial Officer Dave Lawlor’s support, we are **earmarking resources to enable a multi-year campaign to remedy this situation**. Meanwhile, a confluence of events provided the opportunity to take the first such step within the context of the program for faculty salary increases promulgated by the University of California Office of the President, but not without significant input from all of the provosts and executive vice chancellors. In all candor, my voice was perhaps the most persistent and, apparently, persuasive of the PEVC group. The issue most vigorously debated was whether there should be an automatic across-the-board 3% increase or, alternatively, a portion of the 3% could be directed to address some of the inequities a recent system-mandated survey on faculty salary equity had abundantly documented. Thanks to rigorous and vigorous argumentation at systemwide COVC meetings, attended by UC Provost Aimée Dorr, and a joint COC–COVC meeting on the topic, attended by President Janet Napolitano, **UCOP ultimately permitted each campus to craft a program that would enable it to use half of the 3% pool (i.e., 1.5%) to most efficiently address its needs**. To this pool, again with VC/CFO Lawlor’s support, **we added up to an additional 1% so that roughly 2.5% was available to address inequities and particularly those inequities often referred to by the phrase “loyalty tax.”** (This was on top of a 1.5% across-the-board increase.) Again, the analytical powers of and active collaboration between VP–AA Stanton and her office and representatives of the Academic Senate produced a sophisticated algorithm to focus resources on the most egregious inequities. By increasing the off-scales of literally hundreds of colleagues, in most cases significantly, we not only have taken a large step towards addressing documented inequities, but we also will have, thanks to the augmentation of the pool, perforce begun to close the gap between our averages and those of other campuses. We will be reviewing the status of salaries annually and will craft future iterations of the program accordingly. Additional information about the program can be found at: http://academicaffairs.ucdavis.edu/policies/compensation/equity_adjustment.html

Finally, in 2013 my office took the lead in creating the **Hiring Incentive Program (HIP)**, which provides “resources to the schools, colleges and divisions to support additional opportunities for Senate faculty hiring that either transcends the boundaries between traditional departments, schools and/or colleges or extends the disciplinary range of a single department, school or college into critical new areas resulting in a transformative augmentation of that unit.” The funding model for HIP was a strategic outcome of the budget model. (More details on HIP are presented below in the section on faculty hiring under the 2020 Initiative.)

Recruiting, appointing, and supporting outstanding campus leaders

I am proud to have played a leading role in **recruiting and appointing a number of exceptional campus leaders** who are already having a great positive impact on our academic excellence. As shown on the Provost’s Office organizational chart (<http://provost.ucdavis.edu/people/org-chart.html>), these include:

- **Dean Jennifer Sinclair Curtis** (College of Engineering)

- **Dean Helene Dillard** (College of Agricultural and Environmental Sciences)
- **Dean James Hildreth** (College of Biological Sciences)
- **Dean Michael Lairmore** (School of Veterinary Medicine)
- **Dean Paul McNeil** (Extension)
- **Chief Information Officer and Vice Provost Viji Murali** (Information and Educational Technology)
- **Associate Chancellor and Vice Provost Joanna Regulska** (Global Affairs)
- **University Librarian MacKenzie Smith**
- **Vice Provost Maureen Stanton** (Academic Affairs)
- **Vice Provost and Dean Carolyn Thomas** (Undergraduate Education)

I partnered with the Chancellor in appointing **Dean Julie Freischlag** (School of Medicine), who serves simultaneously as Vice Chancellor–Human Health Sciences and thus reports to each of us in a different capacity. And acting more in my role as EVC, I oversaw the selection process for the new **Chief of Police, Matthew Carmichael**.

In addition, I appointed the following **interim deans** who have made, and in many cases are continuing to make, distinguished contributions: **Susan Kaiser** (L&S, Division of Humanities, Arts and Cultural Studies); **Alexandra Navrotsky** (L&S, Division of Mathematical and Physical Sciences); **Tom Nesbitt** (School of Medicine—this appointment was made in partnership with Chancellor Katehi, as Professor Nesbitt was also to serve simultaneously as Interim Vice Chancellor–UC Davis Human Health Sciences); **Ann Huff Stevens** (Graduate School of Management); **Jean VanderGheynst** (College of Engineering); **Peter Wainwright** (College of Biological Sciences); and **Li Zhang** (L&S, Division of Social Sciences).

I have recently charged **three recruitment advisory committees** for dean searches in the College of Biological Sciences, the Graduate School of Management, and the College of Letters and Science. The search for **Vice Provost/Dean of Graduate Studies** continues and will (one hopes) soon be completed. (Note: after consultation early in 2016 with School of Education faculty, I will move to charge another recruitment advisory committee to lead the search for a new dean of the SOE to replace founding dean Harold Levine, who just recently announced his intention to step down after serving as dean for 15 years.)

Nothing is more important than the quality of the people who make up our UC Davis community, and I believe that our administrative leaders constitute an outstanding group of individuals. Besides being highly impressed by their leadership capabilities, I am proud that they not only join me in supporting and advancing our vision of diversity and inclusion, but also constitute, along with all of the vice chancellors and others who report directly to the Chancellor, a team remarkable for its diversity compared to the composition of equivalent teams at other AAU universities. We strive for ever more diversity and an ever more fully inclusive climate, but it is worth noting that candidates we are seeking to recruit have remarked on these qualities in our administrative team—which certainly has played a role in making our recruitment efforts successful.

The following two units for which we have recruited involve systemwide obligations, but it makes sense to note them at this point in the narrative. In conjunction with the Office of the Provost at UCOP, I organized the appointment process naming Richard L. Kravitz initially Interim Director of the UC Center Sacramento (UCCS), which UC Davis operates on behalf of the entire University of California. Following a review of the center’s aims and purposes, again run out of my office, and a successful presentation to my fellow UC provosts and EVCs, we confirmed **an augmentation of resources for UCCS**. At the same time, we concluded **a formal search for the director, to which role Professor Kravitz has now been appointed**.

Likewise, and in this case representing a new development, UC Davis responded to the request of the California State Summer School for Mathematics and Science (COSMOS) board to serve as the host campus for the systemwide COSMOS program, the state summer school program aimed at inspiring 8th- to 12th-grade students to pursue future study in the STEM fields. Four campuses (Davis, Irvine, San Diego, and Santa Cruz) have such programs. Not only did my office oversee the complex process of vetting the transfer of the program from UCOP to our campus and then the transfer itself; we also led searches for, first, an interim and then a permanent **Director of COSMOS**. In both cases, our colleague **Professor Niels Jensen was appointed**.

It would be difficult to give an account of the kind of **support and mentorship I provide to all who report to me, vice provosts and deans in particular**. Permit me to provide one example out of many. I have over the past few years worked to assist the Dean of the School of Law as applications for and enrollments in J.D. programs across the land dropped in the wake of the “Great Recession” and the concomitant curtailment in the hiring of newly minted lawyers. In the case of the School of Law, this involved close consultation and proactive thinking in the context of both the recent capital investments in the renovation of King Hall and the appropriate management of the Professional Degree Supplemental Tuition (PDST). I strongly supported the school’s commitment not to compromise on the quality of their enrollees, and this, coupled with new initiatives in the recruitment process and other targeted investments, has enabled the law school’s class to rebound. Challenges remain, since the competition for top candidates is fierce—and so recently I encouraged the school to secure the services of a special admissions consultant to advise them on the most sustainable strategies. This is one of the cases in which I like to think that the five years I spent between my two UC postings as the president of a selective private college over 90% dependent on tuition—where managing the quality of enrolled students with an eye to “net revenue” was key to sustainability, indeed, viability—is of great relevance to contemporary circumstances at UC.

Bolstering the academic excellence of our student body

The revision and reorientation of our Honors Programs, carried out by VP/Dean–UE Thomas, is helping us to recruit a considerably higher proportion of Regents Scholars each year than we had previously. Our work toward facilitating formal recognition for student excellence (discussed below) is another way in which we are striving to **make UC Davis attractive to the most sought-after student applicants**.

Promoting excellence in teaching, research, and outreach

During 2011–12, the Center for Excellence in Teaching and Learning (which evolved into the Center for Educational Effectiveness, or CEE) supported or grew the following programs: **Faculty Consultations, TA Consultations, TA Orientation, and the First-Year Seminar Program**.

Beginning in fall 2017, course prerequisites will be uniformly enforced, reducing course repetition and increasing student success. The new **Degree Works software** allowing students to understand and control their own progress will be implemented this year. With mandatory **first- and third-year advising** having been implemented for students in three of our four undergraduate colleges, adding it for the College of Agricultural and Environmental Sciences is a goal for the coming year. UC Davis in 2015 held the **first-ever campuswide academic advising conference** to foster collaboration and share best practices for supporting student success across the campus; this tremendously successful event will be repeated in 2016. Also, the **ALEX adaptive learning tool** will be offered this year to all incoming STEM students to improve success and persistence in chemistry.

In 2012–13, I stimulated experimentation in pedagogy by establishing the **Provost’s Hybrid Course Awards (PHCA)**, a program managed by CEE under VP–UE Carolyn Thomas. Now in its third year, the PHCA provides support to faculty teams to develop innovative hybrid courses in which face-to-face

instruction and activities are integrated with online instruction and activities. In January 2015, nine new faculty teams received awards.

In 2013, my office organized the **Joint Academic Senate / Administration Retreat on Online Education**. In addition to allowing our community to share information about current online efforts at UC Davis, as well as to discuss the potential and challenges of future efforts, this event also furthered a sense of shared responsibility and collaboration between the Academic Senate and the administration with respect to thinking more broadly about improving pedagogy and ultimately our students' experience with learning.

It is widely recognized that UC Davis needs to increase in significant ways the support available for academic graduate students. Although we are currently having some success garnering philanthropic support for graduate fellowships, much more needs to be done. I have allocated resources in two major programs to support excellence in doctoral programs. First, as of 2012, the **Provost's Fellowships in the Arts, Humanities, and Social Sciences** has allocated two million dollars of campus funding in order to award 50 graduate students a \$25,000 stipend as well as remission of their tuition and fees for the year. The objective of the fellowship is to enhance the recipients' experience at UC Davis by giving them more opportunities to focus on their coursework and research. The availability of these fellowships has significantly improved the ability of these departments, which in general do not fund doctoral students via external grants, to recruit their top choices. This had as a further consequence a positive impact on faculty morale.

In addition, I crafted a plan such that, as of 2014–15, the central campus is investing about **three million dollars toward Ph.D. students' nonresident supplemental tuition, or NRST**, for those international doctoral students who are in their second or third year of study and who have not advanced to candidacy. Our approach addressed a longstanding UC-wide challenge for graduate education, with full implementation occurring in a single year (and thus much more rapidly than at either UCSD or UCB, where the program was implemented over four to five years). This investment increases our ability to attract and retain the best international graduate students who heretofore faced having to pay up to 75% of the NRST. We have further progress to make in creating an “insurance pool” for faculty to be able to make longer-term commitments to graduate students; this is something on our radar for the coming year. However, our initial action has proven its value already.

In 2014–15, Vice Chancellor–Research Harris Lewin and I met with all of the deans to interview them on the ways they are **supporting and encouraging research in their units**. This led to a request that they describe in their individual budget submissions how they would plan to achieve a 6–8% research growth rate annually, and provide a current review of the administrative support structures each school, college, and division has to advance research within the unit.

In April 2015, Chancellor Katehi and I charged a committee to help develop the academic and intellectual vision for the **Chemistry Discovery Complex**, a major new capital project that will support scientific research at UC Davis in the 21st century.

The **College of Letters and Science Reorganization Work Group** met in the winter and spring quarters of 2015 under the leadership of chair Alan Taylor. It submitted an important set of observations and recommendations, which I then communicated to the L&S community. In fall 2015, I appointed a **College of Letters and Science Visioning Committee**, chaired by Professor Sally McKee, to contribute to the development and articulation of a guiding vision for the college as we prepare to evolve its structure and identify and recruit a single presiding L&S dean. The committee's work is proceeding concurrently with my own work with the three interim college deans and other members of L&S administration on the

evolution of the administrative structure for the new L&S dean and the subunits that make up the central college organization.

I charged a work group led by former Dean of University Extension Dennis Pendleton to consider how we might leverage and extend our recent Carnegie designation for Community Engagement into **a more formalized institutional commitment to engaged scholarship**. The work group delivered an outstanding report that presents a compelling case for establishment of an Office of University-Community Engagement and Outreach (working title). I look forward to further exploring and considering this exciting idea as part of the 2016–17 budget process.

Campus committees, task forces, and workgroups

I have appointed, supervised, and consulted with the following **committees, task forces, and workgroups** charged with providing information and recommendations on increasing academic excellence across our campus:

Current:

- UC Davis NAGPRA Advisory Committee (charged June 2011; standing committee)
- Chemistry Discovery Complex Task Force (April 2015, with Chancellor Katehi)
- L&S Visioning Committee (October 2015)
- Workgroup on Data Sciences (fall 2015)
- Researcher Profiles & Networking System Working Group (fall 2015)

Final report completed:

- Joint Academic Senate / Administration Task Force on Self-Supporting Degree Programs at UC Davis (report submitted January 2012)
- Joint Academic Senate / Administration Task Force on Off-Scale Salaries (February 2012)
- Joint Academic Senate / Administration Special Task Force on Graduate Education at UC Davis (May 2012)
- International Advisory Committee at UC Davis (June 2012)
- Provost's Task Forces for the 2020 Initiative (November 2012)
- Big Data Implementation Committee (February 2013)
- Provost's Working Group on the Role of the Academic Federation in Achieving the "Vision of Excellence" (May 2013)
- Joint Academic Senate / Administration Task Force on Analysis of Faculty Salary Equity at UC Davis (November 2013)
- Joint Academic Senate / Administration Task Force on the Academic Organization of UC Davis (February 2014)
- Study Group on Accessibility and Affordability (June 2014)
- Provost's Implementation Advisory Committee for Graduate Education (PIACGE) (November 2014)
- Work Group on the Reorganization of L&S (May 2015)
- Advisory Committee on Community-Engaged Scholarship (fall 2015)

Recognizing excellence in faculty, students, and staff

In 2011–12, responsive to a suggestion on the part of the Chancellor, I created **the position of UC Davis Director of National Fellowships and Awards for our faculty**. In conjunction with VP-AA Stanton, to

whom the position reports, we recruited **Gloria Hayes** to fill this role. In addition, we have initiated a search for a high-level analytical strategist to help us think across all the dimensions of our enterprise to **identify strategies for improving our national and international rankings**. We will seek to better understand the multiple metrics on which rankings, and more broadly our reputation and indeed our quality as it is perceived by many stakeholders, are determined. Just as important, we will seek to better understand the complex and rarely monotonic pressures that impact our performance with respect to national and international quality metrics.

Our undergraduate students are immensely talented and are recognized as such in many ways, though not generally in programs overseen by the Provost. Nevertheless, I am proud of what my extended office and I have been able to do from where we sit. As someone who for two years chaired the Rhodes Selection Committee for Massachusetts-Connecticut, I know well the great benefits that come from such **high-prestige external fellowships**—to the subsequent careers of the awardees as well as to the reputation of the institutions from which they come. Happily, we have consistently done well in seeing our students earn Fulbright awards. I personally supported the creation of the office within Student Affairs that focuses on securing awards such as the Marshall Fellowship, the Rhodes Scholarship, and the Truman Scholarship, among others. In addition, I regularly participate in the mock interviews of aspirants in these competitions and write letters of support for those candidates we choose to nominate.

Since 2011, I have personally participated in the annual **Thank Goodness for Staff!** celebration and the **Soaring to New Heights** event, the latter presenting awards to staff who have made noteworthy efforts in supporting campus diversity and our “Principles of Community.”

2020 Initiative

In March 2013, Chancellor Katehi announced that UC Davis was embarking on a very significant campuswide effort called the **2020 Initiative**. Its central goal is “to sustain and enhance excellence at UC Davis, building on existing strengths and resources to become a more active partner with the state in supporting higher education.” This announcement was the culmination of a planning process that began in January 2012, when I convened three 2020 task forces—for Academic Resources, Enrollment Management, and Facilities Planning. The charge of the three task forces was to explore the “hypothesis,” as the idea behind the 2020 plan was framed, and make recommendations regarding development and implementation of the initiative should they deem it viable and desirable. Regular meetings culminated in reports submitted to the Provost (eventually synthesized into **a single final report**), and implementation of the initiative commenced in 2013–14.

As 2015 draws to a close, I am pleased to report that we are making **significant progress toward the enrollment goals** articulated in the 2020 Initiative. As of this fall, there are 28,257 undergraduate students enrolled at UC Davis. This is 3,300 more than were enrolled in fall 2011, the baseline year against which our originally proposed growth of 5,000 students is measured (an increase of over 14%). Academic graduate student enrollment on the general campus has increased from 3,931 to 4,200 over the same period (an increase of almost 7%).

To support our increased enrollment, the campus is making **substantial investments in facilities**. A number of projects to provide more space for teaching and research are in progress. The midway point has been reached in the development of construction documents for the 580-seat lecture hall on California Avenue; groundbreaking for the hall is expected to occur in May 2016, with the first courses in this very innovative new teaching space to be taught beginning in January 2018. Additional classroom projects are under way in the Ann E. Pitzer Center, Walker Hall, Cruess Hall, and Haring Hall, which will collectively add more than 2,000 new classroom seats. To deal with immediate growth-related needs (and the loss of

Freeborn Hall due to seismic issues), a temporary large classroom was created in the ARC, and arrangements have been made to use Jackson Hall in the Mondavi Center on a limited basis as a classroom space beginning in winter 2016 and continuing through the 2016–17 academic year. Major projects to create new space for faculty offices and research include the Chemistry Discovery Complex mentioned above and future projects in Haring Hall and elsewhere on campus.

Significant progress is also being made in **faculty hiring to accommodate enrollment growth**. Over the last two academic years, UC Davis has hired 168 new faculty members into the ladder-rank Professor series and the Lecturer with Security of Employment series, resulting in a net growth (after retirements and other separations) of 45 faculty in the colleges and divisions. Of these new hires, 78 (46.4%) are women and 26 (15.5%) are underrepresented minorities. This rate of hiring puts us on track to achieve our growth goals for faculty by about 2022, as anticipated in the 2020 Initiative planning process.

In this context, it would be appropriate to describe in somewhat more detail the **Hiring Incentive Program** (HIP) referenced above. This is a program intended to identify and fund approximately 60 faculty positions out of the roughly 600 positions we foresee being filled over the roughly 10 to 12 years following the 2011 start-date of the 2020 Initiative (the number 600 includes both growth positions and replacements following separations of all types). Cognizant that growth in faculty numbers at this scale afforded us a rare opportunity to respond to the faculty’s most ambitious and creative impulses pertaining to hiring, I created HIP to support hiring initiatives beyond those traditionally carried out in the departments. The HIP process comprises three cycles of hiring, with about 20 FTE available in each of the three cycles. The first call for HIP occurred in 2013–14 for searches beginning in 2014–15 and the arrival of the first new faculty in 2015. A second round of calls has gone out this year, and a third call will be made in 2017–18. I was immensely gratified in the first round when we received some 76 completed HIP proposals proposing more than 330 FTE. Through a rigorous, two-round process of peer faculty vetting, 11 proposals were successful, wholly or partially. We awarded 25 FTE in five thematic areas: Fundamental Research at the Bounds of our Universe and our Understanding; Environmental Resilience in the Anthropocene; Understanding and Addressing Poverty and Social Inequality; Exploring and Building in the Digital World: Digital Humanities and Industrial Design; and Human Genomics and Human Health. Sixteen new colleagues in these areas are already present on our campus today, and searches for the other nine positions are either under way or scheduled for launch. All of these represent exciting new additions to our faculty. I personally heard—while attending a meeting on the East Coast concerned with the funding of basic science—of the national, even international, excitement generated by one of these HIP searches and the clutch of offers we issued as we pursued our top candidates. Further information about HIP 1.0 and HIP 2.0 can be found at <http://provost.ucdavis.edu/initiatives-and-activities/initiatives/HIP.html>

Internationalization and international engagement

I have referenced above the beginnings of our strategy of a more robust recruitment and enrollment of national and international students. One of the key goals of the **2020 Initiative**—alongside making a UC Davis education available to more students—is to make the university yet better by expanding the size of our faculty, renovating and expanding our infrastructure for cutting-edge research and the most up-to-date modes of teaching, and becoming a more international community. As the Chancellor and I see it, **it is essential that our students learn in a more international environment, with more students from around the world**, because the world in which they will be working is already an international one; as I recently had occasion to point out, there are internationally based firms sited in Davis that are employing our students, and the more prepared they are to work in such environments, the more opportunities they will have.

I supported the hiring of a **new Director of Admissions, Walter Robinson**, formerly a director at UC Berkeley, now an AVC with oversight of both admissions and financial aid under the aegis of Vice Chancellor–Student Affairs Adela de la Torre. I worked with Director/AVC Robinson closely as he grew our capacity to recruit outstanding international and national students, alongside an excitingly and increasingly diverse pool of California undergraduates, and bring them to UC Davis. We have learned many things in the process, and as a consequence have **strengthened the overall availability of advising as well as revamped our program of ESL offerings** (for both undergraduates and graduate students).

Besides supporting international students and scholars who come to UC Davis and enrich our community, we are working to expand opportunities for international experiences for our students. In addition to access to the university’s Education Abroad Program, UC Davis students have unique opportunities in our own Quarter and Summer Abroad programs, long championed by our office of University Outreach and International Programs (UOIP). In order to focus this unit on the mission of supporting and expanding international engagement *at every level*, I changed its name, as of July 2014, to **Global Affairs**. **Vice Provost/Associate Chancellor–Global Affairs Joanna Regulska** assumed her post on September 1, 2015. Not only has she already set very bold goals for increasing the number of our students who have international experiences, a key to 21st-century careers; she also is embarking on the development of our vision of **Global Centers**, the articulation of which emerged from an earlier process, and effectively assisting the many units supporting and expanding international relationships of every sort. One particular relationship we developed over the past years led to our hosting a **Confucius Institute** focused here on Chinese food-and-beverage culture. It is true that there has been controversy about Confucius Institutes at some other universities; faculty involved in the chartering of ours took good care to see that we set parameters around the functioning of ours to avoid some of the challenges that emerged elsewhere. Nonetheless, the early years of the Confucius Institute at UC Davis offer an example of the Provost as trouble-shooter. At one point, I had, on rather short notice, to travel with a very small contingent to China—to the home of our partner institution, Jiangnan University, and also to Beijing, to visit the director of Hanban, the funders of the Confucius Institutes. My discussions in both cities proved essential for the righting of the enterprise. I will add that this was not the only occasion on which the Chancellor asked me to travel to represent the university in connection with our ever-expanding international engagement.

Two new lecture series

In 2012–13, I launched *The Provost’s Forums on the Public University and the Social Good*, an annual lecture series bringing distinguished visitors to the campus. Besides introducing each event, I participate as a panelist when appropriate. The goal of the *Provost’s Forums* is to encourage and inform the discussion among the campus community and public of the future of the public university—both what it should and can be in the 21st century. The series, now in its fourth season, has been favorably received. The faculty steering committee and I expect that the series’ profile, prestige, and event attendance will all rise in 2016 with the projected launch of a new, state-of-the-art series website (containing videos of all past events) and other measures aimed at promoting campus and public participation.

The first *Provost’s Lecture in Human Rights* was held in March 2012, introduced by remarks from the Provost. The first speaker for this new series—which will continue on an irregular schedule—was Sarah Leah Whitson, director of Human Rights Watch’s Middle East and North Africa division.

II. Financial Sustainability and Organizational Excellence

Overview: The period 2011–15 presented two extraordinary, and related, challenges for our campus. The first challenge was several years of significantly diminished state support for UC—the most notable consequence being significant increases in tuition in the three years immediately

preceding my arrival as PEVC. The second was the clarion call from our campus community for greater transparency of administrative priorities and decision-making processes stemming from protests related to tuition increases in the fall of 2011. Both of these challenges required a suite of coordinated responses across the campus. These included, besides extensive efforts to enhance relations and communication between central administration and all members of our campus community, a fundamental reexamination of our revenue sources, priorities for funding, and processes of allocation, as well as the implementation of new efficiencies in all aspects of our operation. At the same time, it was clear that we must meet a high standard of transparency with respect to budget and other institutional metrics, and also administrative priorities and plans, if all members of our campus community are to feel included and all staff are to have the information they need to do their work. A major portion of my efforts as Provost have been directed toward meeting these and other organizational challenges.¹

Budget and the new budget model

I began officially as Provost and Executive Vice Chancellor on January 1, 2011. On January 3, Governor Jerry Brown took the oath of office and immediately announced reductions in state support for UC that, by initial estimates, would translate to a cut of about 70 million dollars in annual direct support, or nearly a fifth of the support supplied by that source. Although UC Davis was at the time a roughly 3.7-billion-dollar enterprise, the anticipated removal of 70 million dollars in core funding—which is so important because it is fungible—presented very significant challenges. Immediately, AVC Ratliff and I began to work on **a plan to increase revenues, streamline operations, and shift some unavoidable costs to other fund sources**. As it happened, the total reduction we had to face going into 2011–12 amounted to more than 100 million dollars, the greater portion of which we managed to spread over two fiscal years.

The budget-related work of the first few months of my time in office established **several patterns**—most positive, one troubling. The troubling one, which continues today, is that we pass forward a modest structural deficit in our operating budget from year to year. Indeed, the deficit is sufficiently modest that between reserves and revenue growth we could theoretically close it at the center; but the path that the campus must remain on to assure excellence in our mission requires that sufficient funds be distributed to units to invest, and so we strategically decided to handle the gap centrally for the time being. More recently, new mandates (and limitations) run the risk of making this balance more precarious. The long-term planning with VC/CFO Lawlor will help us plot a firmer strategy—although, alas, one cannot anticipate and often not influence the mandates of the state or the Office of the President.

A positive pattern was established in our decision to support the Chancellor’s vision of a more international university by starting down a path **to increase the number of UC Davis undergraduates from**

¹Permit me to explain here why I have not spoken at greater length in this summary about accomplishments under criterion 7, “Fundraising,” which is described as “Effectively and consistently developing additional external resources -- gifts, grants, sponsored projects, and annual funds -- to support accomplishment of the university’s goals.” Certainly it is the P&EVC’s duty to see that the campus has sufficient resources and that such resources continue to grow. As this section describes, much of our revenue growth in this period came from the increasing number of undergraduate students and the growing percentage of students who pay NRST. The kind of fundraising described in criterion 7, however, almost without exception falls under VC-DEVAR Keister or VC-R Lewin. Although neither of these positions reports to the P&EVC, I have a supporting role, which I believe I have carried out well by, among other things, funding positions in both operations and partnering with both VCs in guiding the deans and others to increase activity in these areas. I did not, however, want to claim credit for growth in either funded research or philanthropy, for primary credit for that goes to others. [Note added 5-17-16]

outside California. I subsequently urged that we call this demographic “national and international students” rather than “non-residents,” according to the principle that it is better not to define people by what they are not. Each of these groups of students benefits the university as well as contributes to the experience of all members of our campus community.

I will address the recruitment of more international students at greater length below—and, of course, the increase in revenues that come with their presence is an important source of funding to support facilities and personnel within our 2020 Initiative. But let me first signal one other important positive pattern that I believe was established already in those first months: **a practice of developing strategies for significant campus initiatives through broad and frequent consultation.** Of particular value has been the method of circulating a proposed course of action, accompanied by an analysis of the relevant factors underlying it, by means of a “white paper,” and then making revisions after receiving feedback. In some cases, this iterative process was repeated multiple times before we felt sufficiently confident that the course under consideration was broadly supported and understood.

A shift in our way of budgeting emerged from the new conditions, and took shape in accordance with the modalities, discussed above. In accord with the Chancellor’s belief that our new realities and opportunities needed to be addressed actively and creatively by all of the campus units, we determined to create an **“Incentive-Based Budget” model appropriate for UC Davis.** AVC Ratliff and members of her team joined me on a visit to the University of Michigan to learn directly about their experiences with such a model; also, the Budget and Institutional Analysis (BIA) team engaged with the University of Washington, as it was considering a comparable move. What has emerged is a “hybrid” model, comprising a number of modules implemented sequentially over two years. The modules, developed in a highly consultative manner supported by comprehensive analyses, informed my final decisions about policy parameters; these included the drivers for each revenue stream and the split of revenue between the central Provost share and what flows directly to the deans or departments. There are eight modules in total, including four modules for tuition (undergraduate, graduate, professional, and summer) and separate modules for faculty resources, Provost allocation, indirect costs, and patent funds.

Our new Incentive-Based model has increased transparency and efficiency and stimulated creativity, as has now been recognized at two national budgeting conferences. Thanks to the model, 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 model is a “living” one in the sense that it will undergo adjustment as features needing improvement become known. Thanks to good input from deans, chairs, and the Academic Senate, we are aware that some incentives are perceived as being *de facto* “irresistible.” Significantly, post-implementation reviews have already begun. For example, a review of undergraduate tuition was completed in spring 2015, and a review of indirect cost recovery and master’s tuition are in progress and will be finalized in 2016. This high level of rigor in our review function is needed if our model is to remain optimally responsive to present and future circumstances. We anticipate significant revisions, additional modules, and other rebalancing strategies going forward.

One UC Davis

In support of the goals of “One UC Davis,” I restored some elements of **institutional alignment** that had in recent years weakened. Preparatory to the arrival of the new Vice Chancellor–Human Health Sciences / Dean–School of Medicine, we established that the Dean of the Betty Irene Moore School of Nursing would report to the Provost, as all deans do, and the Provost rejoined the Governing Body of the UC Davis Medical Center; the aim was to greatly reduce the potential for critical information failing to cross the causeway. I have also seen to it that we have established or reestablished more-appropriate and productive working relationships in other areas that may have hitherto been lacking in that regard—for example, academic personnel and information technology. The latter area is especially important to my

responsibilities, given that I now serve as the Chief Cybersecurity Responsible Executive for all of UC Davis (discussed below).

UC Davis Police Department

The events of November 2011 prompted a number of significant administrative and other changes on our campus, including my assuming **direct supervision of the Chief of the UC Davis Police Department**. Under the superb leadership of Chief Carmichael, the department has become more clearly focused on its unique role as a police department serving and responsible to a diverse academic community, more operationally functional, more focused on planning for the future, and more hopeful in its outlook. One successful innovation was the establishment in 2014 of the UC Davis Police Cadet Program, which is unique in the United States, to train and recruit police officers who are graduates of UC Davis.

Compliance and Policy

As PEVC, I hold the critically important positions of **Chief Compliance Officer and Chief Title IX Officer for UC Davis**. In both, I am supported by Wendi Delmendo as well as, of course, Campus Counsel. In fulfillment of my duties, I chair the campus's Ethics and Compliance Risk Committee, which sets policy and reviews allegations of improper activities within the university, including those received from the so-called "whistleblower" hotline. Working with Ms. Delmendo, units within Student Affairs relating to student conduct, and units within Academic Affairs relating to faculty conduct, I am often the "court" of final appeal in those cases that result in some form of disciplinary action. The above responsibilities are all the more important given the increasing expectations on the university for accountability and transparency in the area of compliance.

Within the last year, I have assumed **direct oversight of the Center for Advocacy Resources and Education (CARE)**, the office charged under President Napolitano's recent restructuring of university response to sexual and gender-based violence and assault. CARE is the on-campus, confidential resource for all students, faculty, and staff who have experienced any form of sexual violence, including sexual assault, sexual harassment, domestic/dating violence, and stalking. It provides 24/7 emergency response, crisis intervention, and support services for survivors. Additionally, CARE staff are leaders in developing and facilitating educational programming and training for all students at UC Davis.

Even more recently, I have been charged with **implementing new cybersecurity standards and protocols** promulgated by the UC Office of the President after the recent revelation that computer systems throughout the university lack consistent and rigorous security provisions. Chancellor Katehi has identified me as the **UC Davis Chief Cybersecurity Responsible Executive**, in which role I am supported by Chief Information Officer Viji Murali and Chief Information Security Officer Cheryl Washington.

Finally, although the office of Internal Audit Services reports directly to the Chancellor, I have worked closely with unit director Jeremiah Maher to establish the **protocols both of transition audits to be conducted during periods of senior leadership transitions and audits that coincide with five-year reviews of deans**. Such audits have proven quite valuable in identifying gaps in financial and organizational management, which means that they help us reset the stage for new leaders, and enable them to enter their new roles with clarity about the strengths and challenges within their new organizations.

Online tools

In 2012, I introduced the **Provost's Dashboard**, an online tool that brings together a wealth of important institutional data on who we are and what we do in our academic and research missions, and also how

well we are doing. The dashboard provides, to anyone with a UC Davis Kerberos log-in, easy access to trend information about programs and research funding, and student and faculty demographics such as number of degrees conferred, percentages of underrepresented minorities in the student body, student-faculty ratios, and budgeted faculty positions. In addition, I collaborated with the Academic Senate to implement **a comprehensive set of 13 metrics** reported at the school, college, division, and in some cases department levels that are considered annually as part of the annual budget process.

Another tool for disseminating information of importance to the campus community is my **Provost's website**, which describes Provost-led initiatives, archives committee reports and other documents, and provides contact information for the members of my office and the offices of the vice provosts.

Evaluating and improving my performance by means of coaching

I have made it a personal project to see clearly, from multiple perspectives, the strengths and weaknesses of my professional relationships with my administrative/staff and faculty colleagues. To this end, in mid-2014 and with the Chancellor's support I arranged for and received a 360-degree survey of my job effectiveness, on the basis of which **I have formulated and continue to pursue goals for improvement**. Both prior and subsequent to the 360-degree survey, I worked with an external professional coach on an occasional basis; more recently, I have been working with Nancy Feinstein on (among other issues) various aspects of my role as mentor, including how to express more clearly my expectations of others. Because I find such coaching to be of tremendous value, I have encouraged many of the deans and vice provosts, as well as fellow vice chancellors, to consider such coaching as supplemental to the oversight and mentoring I provide on an ongoing basis. I am pleased that several have reported salutary effects from my efforts in these areas.

III. Internal and External Relationships

Overview: As UC Davis's second-in-charge, and an administrator who often represents the university and the Chancellor in a variety of contexts, I recognize it to be an important part of my position to help to build and support relationships characterized by mutual respect and consideration, open communication, trust, and professionalism and productivity, both within the campus community and beyond.

Each year, I give **approximately 90 to 100 speeches** or other in-person presentations in my role as Provost and Executive Vice Chancellor. Most of these are made on campus, for diverse purposes—for example, clarifying administrative goals or plans; showing support and providing context for a conference or meeting; publicly recognizing faculty, student, or staff excellence; celebrating the construction of a new campus facility; or expressing institutional and personal gratitude when a faculty or staff member retires. I also give presentations to, or meet with, many outside groups, including the California legislature and state agencies; the UC Regents and UCOP; regional industry partners; governmental, academic, and industry partners and contacts around the globe; and professional organizations of various sorts. The variety of presentations required by my position is great.

I participate by virtue of my office in the systemwide meetings of the Council of Vice Chancellors, in other words, the Executive Vice Chancellors, who meet in general once a month (sometimes face-to-face in Oakland, occasionally on one of the campuses, at other times by telephone). In 2013-14 I served as the convener of the systemwide COVC. I have served now for several years as a member of the Academic Planning Council (APC) as well as on several systemwide search committees (systemwide CIO, systemwide COO, first-round review committee for the Director of LBNL).

I might mention in this context two occasions on which, pursuant to decisions by the Office of the President, **I was called upon to represent UC Davis and by extension all the UC campuses.** Both occurred in the general context of debates about the state's allocations for UC. The first occurred in a series of meetings that led, ultimately, to the agreement between the state and the university. The second and more recent occasion was a hearing of Assembly Subcommittee No. 2 on Education and Finance, convened on December 1, 2015, on the UC Davis campus by Assembly Member Kevin McCarty.

I participate also in crisis-oriented meetings, such as the many visits I made to different departments—to listen, explain, and answer questions—in the aftermath of November 18, 2011, and the consequent evolution in the reporting-line of the Chief of UC Davis Police.

While there are inevitably crises, of different types and varying dimensions, that may benefit from the Provost's appearance, other challenges are chronic rather than acute; in those cases, the Chancellor often asks the Provost to take on the job of "problem solver" or "situation resolver." That some of these remain known to only a limited circle of individuals is to be expected. One that I have been very involved in for roughly four years and that I am pleased to say has evolved in entirely positive ways has to do with the university's obligations under the Native American Graves Protection and Repatriation Act (NAGPRA) of 1990. Though the act is now 25 years old, additional regulations promulgated up through 2010 required reexamination of our campus policy approach in several areas. In response, I convened the **UC Davis NAGPRA Advisory Committee** that brought together researchers in Anthropology, faculty in Native American Studies and other fields, students in several fields, key administrators with experience dealing with NAGPRA, and, most importantly, representatives from Native American tribes. There had hitherto been much unhappiness with the way the university had been, or had been perceived to be, fulfilling its NAGPRA obligations. The view under which I operated, as I told the committee, was that the university had an obligation to steward not just the materials in our research collections, but also our relations with our neighbors. We have met at intervals over several years now. I think it is fair to say that, while there have been some tense and unpleasant moments, these have grown much rarer as trust and understanding has developed. After learning that one of the barriers those overseeing the Anthropology collection faced in moving forward as the law mandates—which involves not only extensive documentation and reporting but also consultation—was a lack of time, I created the position of **NAGPRA Project Coordinator**. A recruitment advisory committee composed of individuals representing all of the interested parties recommended **Megon Noble**, who has been reporting to me in this new role since October 2014. We have made great progress since then, and we have also—with the cooperation of the then Chair of Anthropology and Dean of Social Sciences—brought new leadership to the collection. The committee will continue to meet as there are issues still to be considered, including new policies for treatment of culturally unidentifiable remains. I believe that we have already achieved a new level of mutual understanding and respect.

And now for something entirely different, though still related to my efforts at building relationships: In May 2012, I was privileged to serve as narrator for a performance by the Davis Symphony Orchestra of *Peter and the Wolf* at the Mondavi Center.

IV. Diversity and Inclusion

Overview: The promotion of a diverse and inclusive academic environment has been a personal priority of mine throughout my professional career—at Yale, the University of Colorado at Boulder, UC Berkeley, Hampshire College (where I served as President), and now at UC Davis. I have been most actively involved in activities on behalf of the LGBTQ community, but this

involvement has, I believe, deepened my commitment to promoting equal opportunity and inclusion for faculty, students, and staff of all affiliations.

Working to ensure that all students know they are all equally fully-fledged members of our community

Helping all students feel equally “at home” on our campus is one of our greatest challenges, especially when for some, understandably, others’ exercise of free speech unsettles them and makes them feel anything but welcome. Especially in 2014–15 we took important steps forward, working closely with students from many different communities on campus. At the same time, one needs to realize that this work will never end as long as hatred and prejudice exist anywhere in the world—for given current realities, we deal with the legacy of injustice and differential access to power and resources not only in the United States, but also globally. Our work in ensuring compliance with the evolving expectations on responses to sexual violence is also critical in this context.

Participation in diversity-related events and initiatives

I am pleased to be a **“repeat” speaker at numerous diversity-related events** on the UC Davis campus. These include the annual Soaring to New Heights event, which celebrates diversity and staff contributions to an inclusive environment, as well as graduation celebrations for the LGBTQ and African American communities, among others. I have been twice invited to speak at diversity-themed events at the UC Davis Health System in Sacramento. In addition, I have been very active in my promotion of the UC Davis “Out List” (<http://lgbtqia.ucdavis.edu/connected/outlist/>), which led to its growth over the past 18 months or so from a relatively modest list of about 30 names to its current total of 205 names of faculty, staff, and graduate students. The Chancellor and I have heard directly from LGBTQ undergraduates how meaningful this is for supporting them and their feeling of belonging on our campus, especially those majoring in fields that have not historically been perceived, and in some cases still are not perceived, as being fully inclusive along this parameter of difference.

Training to combat implicit bias in academic hiring committees

In 2014–15, VP–AA Stanton and I required all members of academic search committees to have had **training on unconscious or implicit bias** within the past three years. This has in most quarters helped us advance the diversity of our hiring. (I subsequently made sure all members of the RACs for administrators that I charged received equivalent training, and have been working with HR to see how a comparable mandate for all staff searches might be introduced.)

CAMPOS Initiative and ADVANCE grant

Our **CAMPOS initiative** (Center for the Advancement of Multicultural Perspectives on Science)—dedicated to supporting “discovery of knowledge by promoting women in science, starting with Latina STEM scholars”—was more successful than we expected in its first phase; we are currently monitoring subsequent phases. Similarly, the reviewers of our **ADVANCE grant**—dedicated to increasing the participation and advancement of women in science and engineering careers, and the umbrella program for the CAMPOS initiative—were very positive. We are committed to ensuring that all its features are sustained when the grant itself comes to an end.

Representation at the level of the University of California

As I am, to the best of my knowledge, currently the highest-ranking self-identifying LGBTQ administrator in the UC system, with many years of experience working in the area of LGBTQ issues, **I was tapped**

soon after my return to UC by then-President Mark Yudof to serve as co-chair of the UC Presidential LGBT Task Force. We issued our recommendations to newly arrived President Napolitano. One of our recommendations was that there be a follow-on group, and **President Napolitano named me to the LGBT Advisory Council**, which, having itself delivered a second set of recommendations, is currently awaiting new directives.

While underrepresented groups face a multitude of serious challenges, each in different ways, I am proud to have been able to contribute a career's worth of insights on one of the potentially "invisible" underrepresented groups, for the aspect of invisibility brings, again, its peculiar set of challenges. I think that both sets of systemwide recommendations I helped to develop—among them, that we include a question about sexual orientation and gender identity in the applications that prospective students fill out; that all new buildings include gender-neutral bathrooms; and that there is more institutional support for multi-campus collaborative research on issues related to LGBTQ individuals—have great potential for advancing UC's already impressive leadership position in supporting LGBTQ faculty, staff, and students.

V. Provost's Teaching and Scholarship

Overview: As UC Davis's chief academic officer, I believe it is important that I remain connected to the defining activities of the faculty member: teaching and research. At the same time, my participation in such activities must be quite limited, given the administrative functions that constitute my prime obligations. As I note below, my time in the classroom at UC Davis has offered me the opportunity to get to know our current undergraduate and graduate students, and that is so very valuable. As for the scholarly publications issued during these five years, the great majority involved work nearly completed before my time here and required limited editorial attention. Moreover, I would not have been able to complete any of the publications listed below without the assistance of my postdoctoral fellow, Dr. Laura Pfuntner, to whom I give ample credit. Indeed, she is a fully fledged co-author on our current large project.

Teaching at UC Davis

I have participated in teaching in three regularly scheduled classes at UC Davis since my arrival. In fall quarter, 2012, I co-taught with Professor Brenda Schildgen a graduate seminar in Comparative Literature (Comp Lit 210) entitled "**The Reception of Vergil's *Aeneid*."** In addition to providing the great pleasure of working with and learning from a colleague, co-teaching seemed the most responsible way for a busy provost to take on teaching duties. I was acutely aware that, should a situation arise that demanded my entire attention, and perhaps even prevented me from attending a scheduled class meeting, my colleague would be fully capable of working with our students. Fortunately, that entire quarter I was unable to be present for only half of one class meeting.

In spring, 2015, I co-taught an upper-division **undergraduate course on opera** with Professor of Music Pablo Ortiz. We organized the schedule of presentations around my own schedule, and I was generally present at half the class meetings, but also attended several of the video viewings that Professor Ortiz organized on evenings throughout the quarter. It was my great pleasure to be able to arrange for students to attend the dress rehearsal of San Francisco Opera's new production of Berlioz' epic *Les troyens*, one of the operas they had studied.

In fall quarter 2015, perhaps emboldened by the fact that I had been able consistently to fulfill my scheduled teaching obligations, I agreed to lead a one-credit First-Year Seminar entitled "**Reading**

Vergil's *Aeneid* Today.” We managed to make this work for my calendar by arranging for one one-hour meeting and six one-and-a-half-hour meetings.

In spring and summer 2015, **I worked with one graduate student in Comparative Literature** as he prepared for his qualifying exam, during which I will be the examiner for his reading in medieval Latin.

I should perhaps mention two other less-standard classroom experiences, one in the past, the other prospective. In winter and spring 2014, I was the official client as well as unofficial co-instructor for a **Davis Honors Course project collecting and analyzing student views on the public university**. And in winter quarter 2016, I will be the “community client,” and to some degree an unofficial co-instructor, for a **Community and Regional Development course (CRD 164) in which students will investigate and create resource materials describing opportunities and best practices for community-engaged learning at UC Davis**. In addition, I have worked with two postdoctoral scholars in classics, and also given guest lectures in courses taught by colleagues.

I truly think my opportunity to meet and get to know our students today in a classroom setting is crucially important for my credibility as Provost. It gives me greater insight into one of the key activities my faculty colleagues are engaged in, and that chairs and deans are responsible for organizing and enabling.

Scholarly Publications 2011–15

(Asterisk [*] indicates a project essentially complete prior to 2011 and requiring at most editorial intervention in the five-year review period.)

Book:

**Oxford Handbook of Medieval Latin Literature*, ed. with David Townsend. New York: Oxford University Press, 2012. xvii + 636 pp. [Paperback currently in press, with corrections.]

Book Chapters:

- *“Shades of Ovid: *pseudo-* (and *para-*) *Ovidiana* in the Middle Ages,” in James G. Clark, Frank T. Coulson, and Kathryn L. McKinley, eds., *Ovid in the Middle Ages* (Cambridge: Cambridge University Press, 2011), 284–309.
- *“Canonicity” and “Location, Location, Location: Geography, Knowledge, and the Creation of Medieval Latin Textual Communities,” in Ralph J. Hexter and David Townsend, eds., *Oxford Handbook of Medieval Latin Literature* (New York: Oxford University Press, 2012), 25–44 and 192–214, respectively; plus, co-authored with David Townsend, “Preface,” pp. xi–xvii.
- “The Kisses of Juventius and Policing the Boundaries of Masculinity: The Case of Catullus,” in Jennifer Ingleheart, ed., *Ancient Rome & the Construction of Modern Homosexual Identities* (New York: Oxford University Press, 2015), pp. 273–306.

Encyclopedia Entries:

- *“Achates” and “Fracastoro, Girolamo,” in Richard Thomas and Jan Ziolkowski, eds., *The Virgil Encyclopedia*, 3 vols. (Wiley-Blackwell, 2013), 5–6 and 502–3. (In addition, I co-authored, with Andrei Pop, a third, brief entry on “The Trojan Horse.”)

Book Reviews:

“Philip Hardie and Helen Moore, eds. *Classical Literary Careers and Their Reception*,” *Vergilius* 58 (2012) 109–113.

“Walter Berschin, *Mittellateinische Studien II*,” *The Journal of Medieval Latin* 23 (2013) 335–40.

Other:

“Conquering the Obstacles to Kingdom and Fate: The Ethics of Reading and the University Administrator” (with Craig Buckwald), in Peter Brooks, ed. (with Hilary Jewett), *The Humanities and Public Life* (New York: Fordham University Press, 2014), pp. 83–91.

Conference Presentations:

“Sexuality, Reception, and Scholarship,” Conference on Marginality, Canonicity and Passion, Yale University, New Haven, CT, April 1, 2012.

“The Kisses of Juventius and Policing the Boundaries of Masculinity: The Case of Catullus,” Conference on The Reception of Rome and the Construction of Western Homosexual Identities, Collingwood College, Durham, UK, April 17, 2012 [read *in absentia* by another conference participant, since at the last minute I could not travel to attend].

“Conquering the Obstacles to Kingdom and Fate: The Ethics of Reading and the University Administrator,” The Ethics of Reading Symposium, Princeton University, April 20, 2012.

“*All’ondo*: Thoughts on the Liberations of Verdi,” MLA Annual Meeting, Boston, Massachusetts, January 3, 2013.

Invited Lectures and Other Presentations (external to UC Davis):

“Reading Vergil through the Ages,” Emory University, November 5, 2013.

“A Short History of Big History,” Dominican University, August 6, 2014.

“Do you know the land?: Language, Opera, Sexuality, Education,” Whitney Humanities Center, Yale University, December 18, 2015.

Scholarly Conference Organized at UC Davis:

Sex in the Margins. Commentaries and the Histories of Sexuality and Gender,” co-organized with Dr. Marc Schachter (Durham University) and with the assistance of Dr. Laura Pfuntner, October 10–12, 2014; for further information, see <http://sexinthemargins.ucdavis.edu>

Current Major Project:

A volume of texts and translations of the pseudo-Ovidiana for the Dumbarton Oaks Medieval Library (Latin Series), co-authored with Dr. Laura Pfuntner.

VI. Provost’s Professional Activities outside the University of California

Overview: As Provost and Executive Vice Chancellor, I have official representational responsibilities for UC Davis. Inevitably, I also represent the university and my position as Provost when I participate in various professional organizations and activities in the academy *writ large*.

As a professor of classics and comparative literature, I have over the course of my career been involved both in the **Society for Classical Studies** (until recently known as the American Philological Association)

and the **Modern Language Association**. For the former, I serve (since 2013) as one of two Financial Trustees, having been elected by the membership of the organization to that post. My involvement with the latter is much more limited. I am just now concluding my membership on the Executive Committee of the Discussion Group on Opera as a Literary and Dramatic Form, having organized a session for the upcoming meeting in Austin entitled “Benjamin Britten Dramatist,” which I will chair on January 8, 2016.

Having been **one of the founding members of LGBTQ Presidents in Higher Education**, I continue to attend many of its meetings and, as an emeritus president, continue to be an important voice in its deliberations. I was, for example, a speaker at the opening, plenary session of our June 2015 meeting in Chicago for LGBTQ leadership in higher education and will be serving as a host for the smaller, winter meeting of presidents only (emeriti included) at Davis in January 2016.

I am currently a member of the **WASC review panel for San Diego State University**, currently in progress, and have just concluded co-chairing the “**Super Panel**” that reviewed proposals for **campus-wide research initiatives** at Trinity College, Dublin, December 2015. Finally, I regularly attend the **annual meetings of AAU provosts**, in addition to other national gatherings of higher education administrators.