



## UC DAVIS TWO-YEAR GOALS STATEMENT

2009–2010 and 2010–2011

**UC DAVIS**  
UNIVERSITY OF CALIFORNIA

# UC DAVIS TWO-YEAR GOALS STATEMENT

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## A SUSTAINABLE SECOND CENTURY

UC Davis enters its second century at a time of great promise and great challenge. The source of promise is manifold with the successful transfer of leadership to a new chancellor, and a faculty consisting of those who have contributed to the achievements of the campus throughout their careers and the very large number who have recently joined the campus to build upon this strong foundation of success. Research activity has increased dramatically in the past decade, doubling in seven years to more than \$600 million, due to the extraordinary efforts of the faculty and the staff who support them. The quality of students is high and competition is keen for those who want to benefit from all that UC Davis has to offer.

This background of success is threatened by the continued instability of state funding. That threat requires new approaches to how we support UC Davis. As we strive to find solutions to society's problems, including how to sustain our planet through our environmental teaching and research, we must also find models to better sustain our campus. The state is rapidly losing its ability to be a reliable financial partner. To build on our position of excellence and achieve our full potential, we will seek additional resources through our strengths in research and launch our first comprehensive fundraising campaign. In addition, we will review administrative functions to ensure each activity adds value to our core academic mission.

UC Davis was founded to reinforce the University of California's mission of creating new knowledge to address the vital needs of a growing state. From these pioneering roots in agriculture and food science to the comprehensive array of today's academic disciplines and research interests, UC Davis has always honored its land-grant heritage. In the supportive character of its undergraduate education, its inter- and multidisciplinary graduate groups and research endeavors, and its innovative partnerships within the state and beyond, UC Davis' leadership role as an exemplar land-grant research university is part of the campus's essence, its distinctions and its international reputation. We benefit from the rich work of our predecessors; what we do at the launch of our second century will influence future generations.

### DRAFT OF LONG-RANGE GOALS

With the transition in campus leadership, and in recognition of the changes in our environment resulting from the state's financial challenges, a strategic planning process has been initiated. Informed by work undertaken in anticipation of new Chancellor Linda Katehi's arrival, the process has recently been accelerated with an all-day planning meeting with the Council of Deans and Vice Chancellors. The goals below are initial ones based only on discussions with deans and vice chancellors and will be revised prior to embarking on a broader campus planning and consultation process. They are reported here in draft form as a work-in-progress and an illustration of the future directions under consideration. Through outreach and consultation during this year, they will be refined based on comments and suggestions received from the campus community.

UC Davis' preliminary and draft long-term goals are defined and described within five principal categories:

#### **A Multicultural Community of Learning and Scholarship**

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

*To achieve this goal, we will:*

- provide diverse learning environments for undergraduate students that emphasize interactions with faculty in conducting original research, internships, leadership development and career exploration across the full range of academic disciplines, multicultural and international experiences and engagement in public service;
- offer outstanding graduate and professional student experiences that take advantage of the rigor, diversity and multidisciplinary character of the campus, and increase the size and selectivity of our graduate student body;
- recruit and retain the most academically talented and diverse cohorts of students within California and encourage further diversity by recruiting non-resident and international students;
- attract, hire and retain a diverse group of excellent faculty and staff members and sustain their enterprises with a superior physical, financial and technological infrastructure to support their intellectual and professional development and their quality of life;
- create a Program of Excellence to recruit "senior hires" and mentors, to bring the world's most talented teachers, researchers and professionals to our campus;
- increase need- and merit-based financial support for students, to ensure that they have access to a world-class education;
- fulfill our commitment to diversity and multicultural education in all of the university's endeavors and community partnerships, and as a metric of institutional quality; and
- honor the indigenous cultural history of our campus in our scholarship and administrative practices, and our ongoing partnerships with community and tribal groups.



***We will measure our success in achieving this goal by assessing:***

- academic selectivity measures, growth in enrollment, and diversity of undergraduate, graduate and professional students
- increases in the number of underrepresented students generally and, specifically, in the disciplines of sciences, technology, engineering and mathematics
- increases in the number of non-resident and international undergraduate students, and international graduate and professional students
- increases in the amount of scholarship and fellowships for undergraduate, graduate and professional students
- the number of awards, published or performed works, and translational technologies of our faculty and staff, and the amount of associated visibility
- increases in the recruitment and retention of faculty and staff, particularly in underrepresented categories, classifications or disciplines
- number and quality of student experiences in undergraduate research, domestic and international internships, career and leadership development programs, and public service hours.

**A Center of Innovation at the Intersections of Knowledge**

**Building on its interdisciplinary strengths, UC Davis will create innovations in learning and research by discovering ideas that take shape at the intersections of academic disciplines and collaborative effort.**

***To achieve this goal, we will:***

- reform our research enterprise to eliminate barriers to discovery and create an environment that encourages risk-taking and bold thinking;
- expand our leadership in interdisciplinary and multidisciplinary graduate education and research among academic units and in partnership with prestigious universities, business groups, planning agencies and philanthropic entities;
- create collaborative gathering places, both physical and virtual, that reach across disciplines and include community leaders and policymakers (e.g., virtual communication tools, digests of faculty expertise, journal clubs, repurposed facilities, cultural venues and library spaces);
- develop clear incentives and training programs for interdisciplinary research that foster entrepreneurial activity, high-risk, high-impact discovery, or next-generation technologies; create targeted financial relationships designed to promote the application of research for public use and consumption (e.g., venture capital);
- continue to strengthen and expand graduate groups throughout the academic units, and reward those that exceed established standards of performance and productivity;
- create a task force to review methodologies and incentives for indirect cost recovery allocations from contracts and grants and corresponding national ranking calculations;
- modify merit, promotion and incentive processes for faculty and staff to reward team science, innovative curricular or research collaborations and self-sustaining initiatives; and
- expand opportunities for undergraduate student involvement in research and creative expression, as a means of encouraging original scholarship and mentoring relationships with faculty.

***We will measure our success in achieving this goal by assessing:***

- the number and size of philanthropic donations, federal grants, foundation awards and individual gifts that we receive for interdisciplinary programs
- the number of patents earned and start-ups created by our faculty and staff
- our ability to reach a research award goal of \$1 billion annually
- the number of faculty awards and other prestigious measures of institutional visibility and leadership and the amount of corresponding news media coverage
- increases in the productivity of grants and publications between humanities and sciences
- increases in the number of undergraduate students who report being engaged in a research partnership with faculty members
- the number of interdisciplinary graduate programs/groups that are recognized as exemplary by external rankings or other measures.

## **A Global Resource**

**UC Davis will be the university of choice for students, faculty and staff who are seeking an experience deepened by broad international perspective. It will also be a magnet for international students, post-doctoral scholars, prestigious international and governmental exchange programs and globally focused research enterprises.**

***To achieve this goal, we will:***

- launch strategic international research partnerships that are widely recognized for their contributions to critical global challenges; engage UC Davis faculty from specific countries or regions in the development of these efforts;
- build on our reputation as a leading international university by increasing the number of international faculty, scholars and students, benchmarked with other top-tier research universities;
- expand UC Davis' prominence and funding capacity by being one of the top five universities in receipt of funding from agencies and foundations that support international programs;
- significantly increase the number/percentage of international undergraduates and graduate students enrolling at UC Davis; develop student retention strategies and cultural communities of support to ensure the graduation of international students;
- develop joint and collaborative international graduate programs;
- strengthen and expand the international alumni network to keep it engaged with UC Davis and our international programs;
- provide the technological tools, infrastructure and cultural skills to advance international exchange, both physically and virtually; and
- increase the global experiences of our students.

***We will measure our success in achieving this goal by assessing:***

- the number, quality and funding of prestigious international academic programs proposed and created on an annual basis
- significant increases in the number of undergraduate and graduate international students who enroll at and graduate from UC Davis

- the number of international scholars who annually choose to study and conduct research at UC Davis and comparative benchmark indicators from competitive institutions
- substantial increases in the number of students who participate annually in study abroad programs, international internships and public service opportunities
- the number of international alumni contacted each year and engaged in the educational and philanthropic activity of the campus.

## **An Engine for Economic Vitality and a Sustainable Future**

**UC Davis will be the pre-eminent university partner in advancing the economic prosperity of our region, fostering the burgeoning agro-science and clean energy industries of California, and delivering culturally based, sustainable solutions to benefit the world.**

### ***To achieve this goal we will:***

- implement a model technology transfer process that optimally meets the needs of faculty and the research enterprise;
- lead the development of the clean energy and life-science-based economy of Northern California by developing a regional “Green Valley” concept, in which these industries will thrive; expand the ways in which entrepreneurial partnerships in these areas contribute to the economic leadership of the I-80 corridor, from Sacramento to the Bay Area;
- utilize leading scholarship in the arts, humanities and social sciences as integral contributors to environmental stewardship efforts;
- partner in opportunities to create research park(s), innovative university-business ventures, public venues and cultural resources, and “next-generation” virtual enterprises to promote economic growth and the agricultural vitality of California;
- deepen the university’s connections to the regional, national and global business communities; and
- model energy conservation in its operations and physical plant through the pervasive application of “green” technologies. Through these and other actions, meet the campus’s sustainability targets.

### ***We will measure our success in achieving this goal by assessing:***

- the number of business, cultural, service and entrepreneurial partnerships that are developed and that produce tangible benefits and financial gain
- increases in the amount of economic impact on the region that arise from our efforts, as reported in the bi-annual UC Davis Economic Impact Report. Monitor the economic value to the state from adopted research technologies that are pioneered at UC Davis
- the number of new and spin-off companies and the number of corresponding jobs that arise from our entrepreneurial partnerships
- the rate of increase in the earnings levels of our graduates
- the amount of new or increasing tax, patent, copyright and licensing revenues.

## **A Champion for Healthy and Equitable Communities**

**Guided by its commitments to social responsibility and community engagement, UC Davis will support and sustain healthy, equitable communities, where the benefits of education and discovery are accessible to all.**

### ***To achieve this goal, we will:***

- draw upon the unrivaled diversity of our academic expertise to develop community-based models and resources that advance healthcare delivery and wellness, educational equity and community development;
- employ communication technologies, including telehealth programs, to extend our educational partnerships, specialized clinics, community outreach efforts and other public service programs, particularly to underserved communities;
- create a task force charged with the singular mission of advancing the pursuit of translational technologies that advance humankind;
- create strategies and practices that encourage access to higher education and the many resources of the university, across all communities and socio-economic levels;
- develop programs that engage underserved communities in the performing arts; and
- through our research and service enterprises, foster the cultural changes needed for sustained, equitable access to and use of technology to support low-cost and high-value health and educational services.

### ***We will measure our success in achieving this goal by assessing:***

- the passage of state and federal legislation and implementation of regulations that draw on the expertise of UC Davis faculty, their research and recommendations to create healthier and more equitable communities
- the number, quality and availability of educational and healthy living resources, community partnerships, and referral mechanisms for healthcare, nutrition and community well-being
- the number, quality and availability of professional development resources, research-based recommendations and support tools for physicians, health care workers and community advocates
- the number of technologies developed annually through translational research at UC Davis
- improvements in the college-going rates of California high schools with low Academic Performance Index ratings



## Section II

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### NEAR-TERM GOALS

Many of the actions described above will begin during the next two years. The goals described in this section are those near-term goals with a high sense of urgency because many are a prerequisite to success in achieving our long-term vision.

#### Complete Foundational Planning Process

A vision and strategic planning process has been initiated that corresponds both to our transition in leadership and change in resource circumstances. In addition, each school and college has completed drafts of new academic plans. Immediately upon her arrival on the campus, Chancellor Linda Katehi accelerated a process to update our strategic plan to describe a vision for the future of UC Davis. The preliminary work of this process is reflected in the long-range goals in the previous section. However, there is much effort required to transform these draft goals into a strategy to attain a vision that benefits from outreach and engagement with our extended community.

As our new vision and strategic plan take a more mature form, school and college academic plans will undergo refinement as these are the documents that are most responsive to fulfilling this vision.

#### Stabilize Campus Budget

A broad-based Budget Advisory Committee worked during the last academic year (2008-09) to review the campus budget and provide recommendations on actions that could achieve savings allowing for greater financial stability. Follow-up on these recommendations, in addition to more immediate actions, is required to respond to the dramatic decrease in state funding. Prompt action is necessary to transition from short-term budget reductions to a thoughtful mix of permanent reductions and new revenues that will be sustainable into the future.

#### Undertake Administrative Redesign Initiative

In response to recommendations of the Budget Advisory Committee, a systematic review of central campus administrative units will be initiated to both assess operations and identify ways in which performance can be measured. We are embarking on this project to ensure that our administrative functions add value—in some areas this may require increased investment—in others new approaches may assist in lowering costs and improving efficiency.

#### Strengthen and Grow Research Enterprise

We have outpaced our peers in research growth, doubling our research in the past seven years from \$300 million to \$620 million, and we can increase it further to \$900 million by 2015. But to do so, we must assess our research needs and opportunities and take steps to eliminate barriers, strengthen support for our research activities and perform to our potential. We will appoint an internal Blue Ribbon Committee and an external review board to assist with this effort.

#### Launch Public Phase of Comprehensive Campaign

Much preparatory work has been undertaken to allow UC Davis to launch its first comprehensive fundraising campaign, expected to have a target of \$1 billion. With the state's current financial circumstance, it is even more critical to complete the planning required if the public phase of the campaign is to begin next year.

## **Enrollment Planning**

### **Resident Students Not Supported by the State**

While we often speak of the recent problem with over-enrollment, our situation is more accurately described as the university enrolling students consistent with our long-term plans. However, recent planned increases in enrollment have not been funded by the state. These resident, non-state supported students create some budget stress, yet radical reductions in enrollments also create budget difficulties, because the student fee revenue will be lost before a corresponding reduction in expenses. We look forward to appropriate discussion on this issue at the systemwide level.

### **Develop Enrollment Plans that Reflect International Recruitment**

During the past decade, UC Davis made extraordinary investments to ensure we met obligations to enroll the surge of eligible California residents. As the growth rate of eligible high school graduates begins to slow, the campus has an opportunity to improve the experience for all undergraduate students through limited recruitment of international students. Our current percentage of such students is quite low (<2%), and a more internationally diverse student body achieves many academic objectives.

### **Begin Student Enrollment at Betty Irene Moore School of Nursing**

UC Davis described a new vision for nursing education and for the development of those who would become the next generation of leaders in nursing programs. This vision was embraced by the Gordon and Betty Moore Foundation through the award of a \$100 million philanthropic grant to establish the Betty Irene Moore School of Nursing. The grant was premised on a partnership with the state for enrollment funding in support of the new school. With the state's current financial emergency, funding has not been maintained in the state budget for enrollment. We must continue to pursue state support for this program, as it will address a long-established statewide need.

### HOW THE OFFICE OF THE PRESIDENT COULD HELP UC DAVIS ACHIEVE ITS GOALS

Recent efforts to streamline and refocus the efforts of the Office of the President (UCOP) are positive, with a much-appreciated emphasis on service to the campuses. For example, we have received excellent support from several units and individuals for our Betty Irene Moore School of Nursing proposal. The past year's shift in approach to debt, from one of constraints to one of affordability, enables more effective campus planning. And the student-learning-outcomes work that brought together department chairs is a notable example of how UCOP can effectively advance campuses' common efforts. There are many other examples—too many to articulate here—that provide a backdrop to the following suggestions of how UCOP can further help UC Davis achieve its goals.

- **Rebuild the budget and allocation process.** Some extraordinary work was completed this year by the systemwide budget office that clearly describes systemwide revenues and how they are allocated to campuses. For the system to reveal and explain the budget in such an open manner is greatly appreciated. In this section last year, we requested that UCOP return overhead from state grants and reconsider how utility costs are funded—issues of great interest to our campus. What is now very clear from UCOP's work in revealing how funds are allocated systemwide is that issues (such as state grant overhead) cannot be addressed individually. We must reconsider the entire allocation model to ensure it is in service to our overall objectives—transparency is paramount to the successful interactions among all 10 campuses. We **support efforts to review the systemwide allocation model** by abandoning historic relics that no longer have meaning. We should rebuild a principle-based model in a manner that can be readily communicated and explained.
- Help to secure essential state support for the newly established Betty Irene Moore School of Nursing, funded initially through a \$100 million grant from the Gordon and Betty Moore Foundation. Our ability to develop and sustain this new school and deliver the sort of innovative curriculum that we envision and the Moore Foundation expects requires state support. The same is true for the three other health science fields identified in the 2007 report of the Advisory Council on Future Growth in the Health Professions—veterinary medicine, Rural-PRIME (Programs in Medical Education) and public health. As we proceed with health science program expansion, the “normal” marginal cost funding and ratios are not sufficient. We must convince the State Department of Finance that greater investment is essential if we are to provide the outcomes in human and veterinary medicine and in public health that the state expects and needs.
- **Develop an approach to collective bargaining agreements that focuses on total compensation (salary, health benefits, and retirement) and on priorities established in advance consultation with all 10 campuses,** to meet the most critical market gaps and address the most serious retention issues. The unfunded agreements that occurred in recent years as a result of negotiations for represented staff have placed a burden on the campus. Until we reach a stage where we negotiate based on total compensation, we need to continue this trend of greater communication about decisions related to benefits and how costs are allocated.
- **Emphasize the need for major infrastructure investments** with the state and the Regents and recognize the differences among campuses. Unique among UC campuses, UC Davis provides the full spectrum of municipal services, including fire and police departments, and utilities such as domestic water, a waste-water treatment plant, an electrical substation and distribution system, storm water collection and management, and solid-waste landfill facilities. UC Davis devotes scarce budget resources to plan, construct, operate and maintain the utility infrastructure and distribution systems required to support a major research university.

- **Provide leadership and engage campuses to advance a collaborative approach for common systems.** Two critical examples are a comprehensive, up-to-date human resources system and a regional approach to data center services. An issue that has emerged is assistance in coordinating a California response to the U.S. Department of Energy's call for energy efficiency innovation hubs.
- **Intensify efforts to convince the Governor and Legislature that providing support for graduate education is not only important to UC's mission but also to the economies of California and beyond.** UC Davis has continued to invest scarce core resources in graduate student support even while cutting core budgets in other areas. But our ability to succeed is limited by the reliance on a single student-faculty ratio of 18.7:1. The rapidly escalating costs of fee and tuition remission, coupled with pressures to increase stipends, make it difficult to increase our proportion of graduate students.
- Delegate appropriate authority to campuses for gift acceptance levels and naming decisions for endowed funds and facilities, to provide for flexibility and timely donor and academic decisions. Provide direction to campuses about how best to classify research grants and gifts as private support for comparability across the system.

## UC DAVIS CONTRIBUTIONS TO UC-WIDE INITIATIVES

The following is a representative listing of UC Davis contributions to UC-wide initiatives.

- **California Telehealth Network:** With UCOP, UC Davis is jointly managing (at the Governor's Office request) a \$22 million grant from the Federal Communications Commission to create a new telecommunications infrastructure. The aim is to improve rural communities' access to a broad range of technology-enhanced services to improve the quality of health care. Over the next three years, the network will link more than 500 telehealth locations, including primary care sites, tribal clinics, rural hospitals and teaching hospitals like UC Davis Medical Center. UC Davis will break ground in early 2010 on a \$35 million facility on the UC Davis Sacramento campus that will be a lead resource for telehealth efforts among UC medical schools.
- **UC Global Health Institute:** We continued our participation in laying the groundwork for a campus-based interdisciplinary center of excellence as an integral part of this proposed systemwide institute.
- **Diversity Initiatives:** UC Davis' Chief Diversity Officer co-chairs the UC Staff Diversity Council and serves as a member of the UC Study Group on University Diversity Implementation Committee. The Diversity Council focuses on a broad range of staff diversity issues, including recruitment, retention and promotion; leadership accountability; and systems for ensuring that best practices in support of staff diversity are an integral part of the university's fabric. The council works in collaboration with the Regents Study Group on University Diversity to promote and assess diversity initiatives throughout the UC system. As the first UC campus to create a senior executive position (Chief Diversity Officer) to direct, coordinate and assess campuswide diversity initiatives, UC Davis has collaborated with and supported our sister campuses' efforts to develop a similar organizational structure (and most are moving in this direction) to address diversity initiatives campuswide.
- The campus participates in **UC ACCORD (All Campus Consortium on Research for Diversity)**, an interdisciplinary, multi-campus research center that harnesses the research expertise of the University of California to identify strategies that will increase college preparation, student access, and student retention. Policymakers, researchers, teachers, outreach staff and students all benefit from this source of reliable information for equitable education policy and practice.

- **Transfer Student Initiative:** We are supporting, both locally and through participation in the Intersegmental Community College Task Force, UC-wide efforts to increase transfer student matriculation by taking greater advantage of UC Davis' established community college partnerships. We are also building the first community college center on a UC campus (as part of our new West Village development) and discussing the potential for community college student housing options and for shared student services in hopes of increasing transfer rates.
- **California Post-baccalaureate Consortium:** UC Davis is leading this consortium, a partnership of the post-baccalaureate programs at the five UC medical schools that helps students from disadvantaged backgrounds realize their dream of practicing medicine and delivering care in medically underserved communities.
- **UC Laboratory Testing Consortium:** UC Davis took the lead in developing this UC Consortium, which enables UC medical centers to provide complex, esoteric laboratory testing rather than sending these orders to regional commercial laboratories. Currently used to seamlessly link UC Davis and UCSF laboratories, the system employs a computer-to-computer interface engine that can be expanded to include all UC medical centers. The consortium has reduced cost and generated revenue for both UCSF and UC Davis. It's estimated that UC annually spends in excess of \$10 million systemwide in laboratory tests at outside reference laboratories.
- **New "Entitled to Review" Freshman Eligibility Policy:** UC Davis' Co-Chair of the Divisional Academic Senate Committee on Admissions and Enrollment has been appointed by the UC Provost to serve as Special Assistant to the Provost for Undergraduate Admissions. This position was created to provide external parties with a single point of contact within the Academic Senate, and to assist the university in effectively explaining the new policy to constituents across the state.
- **UC Science and Mathematics Initiative:** We are striving to increase the numbers and diversity of math and science teachers prepared at UC Davis, improve the quality of their preparation and increase the rates at which they remain in their teaching careers. Established in 2005, the UC Davis Mathematics and Science Teaching program aims to prepare 120 students per year for entry into credential programs and to assist the School of Education in increasing the number of science and mathematics credentials awarded each year.
- **COSMOS** (California State Summer School of Mathematics and Science): UC Davis contributes to this program by providing a four-week summer residential program for high-achieving math and science 8th-12th grade students. Courses are hands-on and lab-intensive, emphasizing current research underway at the University of California.
- **UC Trust Initiative:** UC Davis is leading this initiative, which is UC's unified identity and access management infrastructure, enabling users at each of the campuses to access systemwide services using their "local" campus identities and passwords. This initiative is essential to any efforts to harvest administrative efficiencies across the system.
- **Other Information Technology Initiatives:** UC Davis is partnering with UCOP and select campuses on the implementation of a new financial system that will replace DaFIS and on the development of a new research administration system. The campus proposed and led the establishment of UC-wide efforts to look at data center requirements and opportunities for sharing data centers for primary or back-up services in both administrative and research areas (Davis is ideal for a northern data center, with ample, redundant network access, plentiful land, moderate power costs, and low seismic and flooding potential). We are leading coordination of UC-wide security incident response.



- **Gmail Initiative:** We are the first UC campus to introduce Gmail to all undergraduate and graduate students. In collaboration with several other UC campuses and UCOP, we led negotiations with Google regarding students and are now investigating a similar offering for staff and faculty and we are sharing lessons learned with the UC community.
- **UCOP Advancement Incentive Program:** Through this program, UC Davis is expanding Bay Area UC alumni engagement and donor relations activities, launching an integrated parents program and coordinating data gathering and reporting.
- **UC Consortium for Language Learning and Teaching:** This consortium, founded in 2000 by UCOP to stimulate best practices and research in second language acquisition, is directed by a UC Davis professor and located at UC Davis. It fosters collaboration among the language programs at the different UC campuses.
- **UC Humanities Research Initiative:** Supporting the goals of this initiative, the interdisciplinary UC Davis Humanities Institute fosters intellectual collaborations and improves access to research resources for faculty and graduate students actively engaged in research and teaching in the humanities, the arts, cultural studies and the humanistically oriented social sciences. It is also the home of the California Cultures Initiative, as well as the host of two multiple-campus research groups and other campus and community initiatives, including The Art of Regional Change and the Digital Humanities Initiative.
- **CITRIS (Center for Information Technology Research in the Interest of Society):** UC Davis is one of four UC campuses participating in this California Institute for Science and Innovation.
- **UCBREP (UC Biotechnology Research and Education Program):** UC Davis serves as home to this systemwide program that fosters and supports meritorious research in biotechnology and related areas, promotes and supports novel training programs for graduate students and researchers, and acts as a resource on all aspects of biotechnology from the science to regulatory, economic, societal and state/national/international public policy implications.
- **Google Partnership:** UC Davis is supporting this effort to digitize UC's prestigious research library collections by contributing unique content in the areas of Western Americana, Juvenile Literature, Cooking and Home Economics.
- **Next Generation MELVYL:** UC Davis library staff have made significant contributions to this Online Computer Library Center project that uses OCLC's WorldCat system as a portal to research collections in the 10 UC campus libraries.
- **Partners in HathiTrust Shared Digital Repository:** UC Davis library staff participate in this multi-university effort, coordinated by UC's California Digital Library, to bring together access to digital collections from a broad spectrum of academe that previously existed in isolation.
- **UCOP Policy on Sustainable Practices:** UC Davis has worked closely with UCOP facilities and budget staff to ensure success in the utility partnership funding programs. In addition, the General Library is partnering with campus Facilities Management on projects designed to reduce electrical, chilled water and hot water usage in Shields Library, which has the campus's largest facility footprint. Similar projects are underway across the campus.
- The Davis campus hosts many components of the division of Agriculture and Natural Resources (ANR). This requires many resources, but is a very cooperative relationship and complements many of the academic and service strengths of UC Davis.