UC**DAVIS**
COLLEGE OF LETTERS AND SCIENCE

Greater Together for the Greater Good

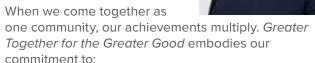## THE 2025–2030 STRATEGIC VISION FOR THE COLLEGE OF LETTERS AND SCIENCE

Looking Forward, Together

WE ARE PROUD to present *Greater Together for the Greater Good*, the 2025–2030 strategic vision for the College of Letters and Science at UC Davis. Higher education is at a defining moment, challenged by rising costs, by evolving workforce needs, and by the demand for skills that are relevant, adaptable, and resilient. Now more than ever, we must lead the way, ensuring that a college degree remains rigorous, purposeful, and transformative.

The College of Letters and Science stands out for its remarkable breadth and depth across the arts, humanities, social sciences, and physical and mathematical sciences. As the largest and most comprehensive college at UC Davis, we play a vital role in the education of every student at the university. Our greatest strength lies not only in the breadth of our disciplines, but in our expertise in each, and in the passion of our faculty, staff and students to facilitate interdisciplinary exploration.. We foster collaborations that enable us to tackle society's most complex challenges and to empower students to lead meaningful, engaged, productive lives.

Greater Together for the Greater Good sets forth four ambitious goals to advance our college and renew our commitment to transformative education and research: Create Community and Connection; Advance Exploration and Discovery; Encourage Contribution and Impact; and Ensure Financial Sustainability and Effectiveness. These goals are more than aspirations; they represent a call to action. Through them, we reaffirm our commitment to advancing research frontiers and turning discoveries into real-world solutions. We aim to redefine what a college of letters and science can accomplish within

a leading top-tier research university. With this strategic vision, we will advance breakthrough research, create innovative solutions to pressing societal challenges, and inspire the next generation to drive meaningful change.

When we come together as one community, our achievements multiply. *Greater Together for the Greater Good* embodies our commitment to:

• *Build an equitable, inclusive, and welcoming community*

• *Offer an education without boundaries, preparing students for a life of boundless impact*

• *Advance fundamental knowledge and translational research*

• *Cultivate creative endeavors that deepen our connections to ourselves and to the world*

• *Make significant contributions to California, the nation, and beyond*

Greater Together for the Greater Good is a call to action for everyone within our college: faculty, staff, students, alumni, and partners. Thank you for coming along with us on this journey. I am confident that, together, we will create a lasting impact for the greater good!

Estella Atekwana
Dean, College of Letters and Science at UC Davis

A Message from the Provost

I WAS PLEASED to see the College of Letters and Science Strategic Plan for 2025-2030: *Greater Together for the Greater Good*. When Estella Atekwana joined us in 2021 as the Dean of the College of Letters and Science, I asked her to develop a strategic plan for the recently unified College. She then charged the strategic vision design team with developing this forward-thinking plan by connecting with stakeholders across the college and university to identify key challenges and opportunities.

The College of Letters and Science is mission-critical to UC Davis. As the university's largest college, it provides foundational gateway courses for nearly all undergraduate students and serves as the intellectual hub for the arts, humanities, social sciences, and mathematical and physical sciences. Letters and Science translates research discoveries into solutions for many of society's most significant challenges, fostering interdisciplinary collaboration, and advancing the university's strategic vision: To Boldly Go.

Greater Together for the Greater Good outlines bold goals: creating community and connection, advancing exploration and discovery, encouraging contribution and impact, and ensuring sustainability and effectiveness. These priorities align with the university's strategic vision by capitalizing on the college's unique strengths.

I call on the UC Davis community to take part in the implementation of this plan. Together, we can ensure that the College of Letters and Science continues to prepare students for a diverse and changing world, drives transformative research, and makes meaningful contributions to society for the greater good.

Mary Croughan
Provost and Executive Vice Chancellor

A Brief History of L&S

The College of Letters and Science was established in 1951, eight years before UC Davis became a dedicated campus of the University of California system. The departments and programs of the College of Letters and Science are among the oldest on campus, reaching back nearly to its beginnings as the University Farm. The college has always served as a critical point of connection across a dynamic and comprehensive university like UC Davis.

The College of Letters and Science was led by a single dean until 1994. At that time, a UC Davis committee recommended dividing the college into three divisions, each with its own dean. In the early 2010s, UC Davis revisited that decision, and in 2015 the College of Letters and Science returned to leadership under a single dean.

Some historical milestones are listed below. For a more comprehensive history of the college, please visit "The History of L&S" webpage: **https://lettersandscience.ucdavis.edu/about/history-ls**

1908: The campus that would become UC Davis first opens its doors as the University Farm, the agricultural extension of UC Berkeley.

1922: For the first time, the campus offers a four-year program with curricular offerings provided by different academic divisions. Among them are the Chemistry Division and the English Division.

1951: The College of Letters and Science is formally established with five departments offering bachelor's degrees: Botany, Chemistry, Zoology, English and History.

1959: The UC Regents designate UC Davis as a general campus of the University of California.

The College of Letters and Science offers 25 major fields of study across the humanities, the social sciences, the physical sciences, the Biological Sciences and Preprofessional studies. Eventually, the biology programs would join other biology programs from the College of Agricultural and Environmental Sciences to become the College of Biological Sciences in 2005.

1966: The College of Letters and Science departments are organized under three main divisions:

Humanities and Fine Arts, Social Sciences and Natural Sciences and Mathematics.

1994: Construction is completed on the Social Sciences and Humanities Building, the future home of the L&S Dean's office, which was designed by architect Antoine Predock to suggest the geological forces that created the California Central Valley.

1995: Inaugural deans are selected to lead the three newly formed divisions within Letters and Science: the Division of Humanities, Arts and Cultural Studies; the Division of Social Sciences; and the Division of Mathematical and Physical Sciences.

2000: UC Davis plans for an increase in students from 26,000 to 30,000 students over the next decade. The majority of additional students will be served by Letters and Science.

2016: The College of Letters and Science is reorganized to combine the three divisions and to be led by a single dean.

2024: The College of Letters and Science is now home to 13,500 undergraduate majors across 117 majors and minors led by nearly 900 faculty and 300 staff in 39 departments and academic programs, and continues to provide a strong educational foundation to students across UC Davis while strengthening its position as a leader in research and creative activities.

Who We Are

For a full list of Chairs, Directors, Chief Administrative Officers and their contact informatioon, please visit https://lettersandscience.ucdavis.edu/departments-programs
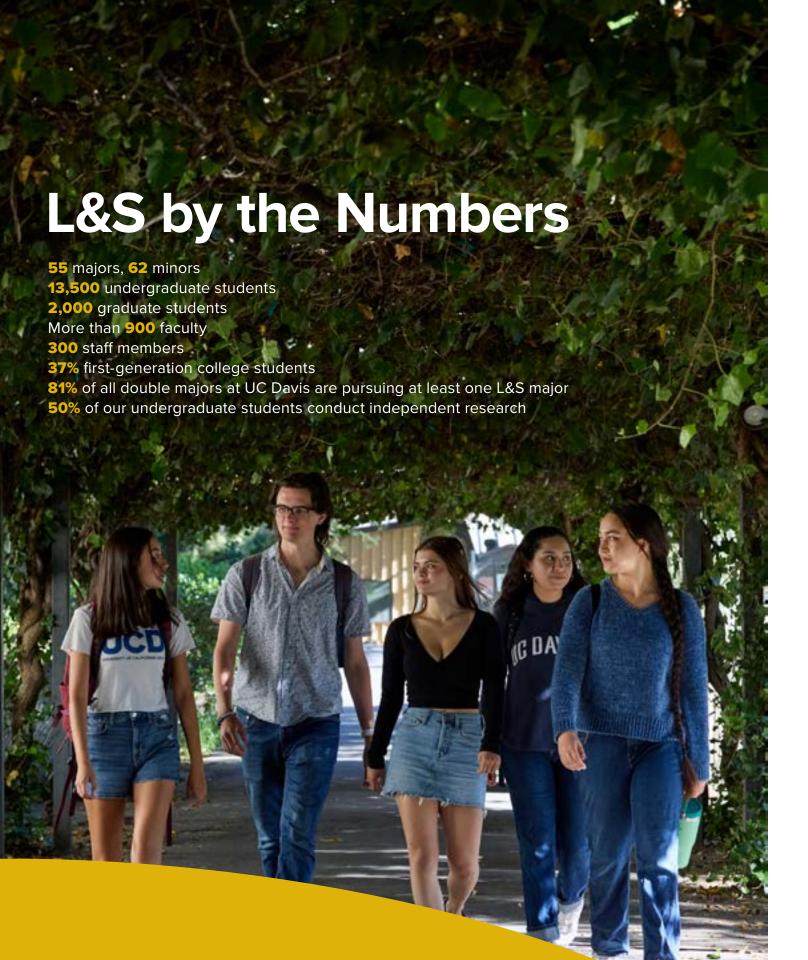
ACADEMIC DEPARTMENTS AND PROGRAMS

- African American and African Studies
- American Studies
- Anthropology
- Art and Art History
- Asian American Studies
- Chemistry
- Chicana/Chicano Studies
- Cinema and Digital Media
- Classics
- Cognitive Science
- Communication
- Comparative Literature
- Design
- Earth and Planetary Sciences

- East Asian Languages and Cultures
- East Asian Studies
- Economics
- English
- French and Italian
- Gender, Sexuality and Women's Studies
- German and Russian
- History
- Human Rights Studies
- Humanities Program
- Jewish Studies
- Linguistics
- Mathematics
- Medieval and Early Modern Studies

- Middle East/South Asia Studies
- Military Science
- Music
- Native American Studies
- Philosophy
- Physics and Astronomy
- Political Science
- Psychology
- Religion, Society and Culture
- Science and Technology Studies
- Sociology
- Spanish and Portuguese
- Statistics
- Theatre and Dance
- University Writing Program

CENTERS, INSTITUTES AND MUSEUMS

- Center for Artificial Intelligence and Experimental Futures
- California Lighting Technology Center
- Center for Mind and Brain
- Center for Poverty and Inequality Research
- Center for Quantum Mathematics and Physics (QMAP)

- Crocker Nuclear Laboratory
- Davis Humanities Institute
- Davis Language Center
- Design Museum and Collection
- Department of Anthropology Museum
- Global Migration Center
- Global Tea Institute

- Gorman Museum of Native American Art
- Hemispheric Institute on the Americas
- Institute for Psychedelics and Neurotherapeutics
- Native American Language Center
- Taller Arte del Nuevo Amanecer (TANA)

L&S by the Numbers

55 majors, **62** minors
13,500 undergraduate students
2,000 graduate students
More than **900** faculty
300 staff members
37% first-generation college students
81% of all double majors at UC Davis are pursuing at least one L&S major
50% of our undergraduate students conduct independent research

What We Teach

For more information about our academic programs, including links to our department sites, please visit
https://lettersandscience.ucdavis.edu/academics

■▲ African American and African Studies
■▲ American Studies
■▲ Anthropology
■ Applied Chemistry
■ Applied Mathematics
■ Applied Physics
▲ Arab Studies
▲ Arabic
■▲ Art History
■▲ Art Studio
■▲ Asian American Studies
■ Chemical Physics
■▲ Chemistry
■▲ Chicana/Chicano Studies
■▲ Chinese
■ Cinema and Digital Media
■▲ Classical Civilization
■ Cognitive Science
■▲ Communication
■▲ Comparative Literature
▲ Data in Society
■ Data Science
■ Design
■▲ East Asian Studies
■▲ Economics
■▲ English
▲ Environmental Geology

▲ Film Studies
■▲ French
■▲ Gender, Sexuality and Women's Studies
■▲ Geology
▲ Geophysics
■▲ German
▲ Global Studies
▲ Greek
■▲ History
▲ History and Philosophy of Science
▲ Human Rights
▲ India and South Asia Studies
■ Individual Major
■ International Relations
▲ Iran and Persian Studies
■▲ Italian
■▲ Japanese
▲ Jewish Studies
▲ Latin
▲ Latin America and Hemispheric Studies
■▲ Linguistics
▲ Linguistics for Language Teachers
▲ Luso-Brazilian Studies
■ Marine and Coastal Science - Oceans and the Earth System
■ Mathematical Analytics and Operations Research

■ Mathematical and Scientific Computation
■▲ Mathematics
▲ Medical Humanities
■▲ Medieval and Early Modern Studies
■▲ Middle East/South Asia Studies
▲ Museum Studies
■▲ Music
■▲ Native American Studies
▲ Oceanography
■ Pharmaceutical Chemistry
■▲ Philosophy
■▲ Physics
■▲ Political Science
■ Political Science - Public Service
▲ Professional Writing
■▲ Psychology
■▲ Religious Studies
■▲ Russian
■ Science and Technology Studies
▲ Sexuality Studies
▲ Social and Ethnic Relations
■▲ Sociology
■ Sociology - Organizational Studies
■▲ Spanish
■▲ Statistics
■▲ Theatre and Dance
▲ War-Peace Studies

■ MAJOR ▲ MINOR

Our Visioning Process

The development of the 2025-2030 Strategic Vision for the College of Letters and Science was a year-long, collaborative process. Guided by the Strategic Visioning Design Team—composed of faculty and staff from across the college—the process aimed to ensure the vision plan was both comprehensive and reflective of the diverse perspectives within the college community. Co-chaired by Dean Estella Atekwana and Professor Colin Milburn, the planning process was facilitated by a strategic planner, Jane Harrington, to ensure a structured and inclusive approach.

Stakeholder engagement was central to the process. Between November 2023 and August 2024, the team coordinated multiple opportunities for stakeholders in the college—faculty, staff, students, alumni, and campus leaders—to contribute to the design process. These engagement opportunities aimed to capture perspectives on both current challenges and future possibilities.

The engagement process began with faculty, who participated in dozens of listening sessions and workshops held across the college. These sessions allowed faculty to share thoughts on research priorities, teaching innovations, and the experience of being part of one unified college. Department chairs and program directors were also interviewed, ensuring that department-specific challenges, such as growth, resource allocation, and operational concerns, were captured.

Surveys played a crucial role in gathering input from faculty, staff, and students. The strong response rate to these surveys provided tremendous insight into

the current state of the college and the concerns of our community. Robust, recurring themes emerged from the survey data, supported by detailed comments from various stakeholders.

Staff participation was equally comprehensive. Input sessions were held with staff members from key areas such as IT, advising, budget and finance, human resources, lab management, and facilities. These sessions allowed staff members to voice their opinions on what they like about working in the college and where they might see opportunities to do things differently.

Engagement extended beyond the college itself. As a core part of UC Davis, L&S maintains strong

connections with the other colleges and professional schools. All of the UC Davis deans provided insights on cross-college partnerships and shared goals, contributing to a plan that also focuses on the role L&S plays across campus. Additionally, the Design Team consulted with other administrative leaders from across the campus to align the college's strategic goals with broader university initiatives.

As key themes began to crystallize midway through the process, the Design Team conducted a second round of faculty engagements to explore specific issues in greater depth. These included:

- Interdisciplinarity and Collaboration
- Raising the Profile of L&S
- Educating for the Future
- Enhancing Student Wellbeing and Resilience
- Revenue Generation
- Learning Beyond the Classroom
- Research Funding Strategies
- Supporting Departments in Student Success and Equitable Outcomes
- Creating New Programs, Renovating Majors, and Redesigning Degrees
- Advancing Advising
- Reducing Administrative Burden
- Impacts of AI
- Space Configurations and Reconfigurations

Throughout the process, the Design Team synthesized feedback, identified emerging issues, and highlighted recurring themes to guide action. Four overarching goal areas—connection, discovery, contribution, and sustainability—eventually took shape and became the foundation of the strategic vision.

As the vision took shape, the Design Team was careful to recognize that the college was not starting from scratch but building on current successes. The vision plan reflects this balance, aiming to expand on existing strengths and to innovate for the future. The Design Team also recognized the college's responsibility as a public education institution and highlighted the value of its work in contributing to the greater good.

In early fall 2024, a draft plan was shared with the college's Faculty Executive Committee along with the Dean's Advisory Council. By late summer 2024, the Design Team finalized a dynamic, forward-looking strategic vision plan that embodies the collective aspirations of the college community. The result is a collaboratively crafted roadmap to guide the college's growth and success over the next five years.

OUR MISSION

As the largest and most comprehensive college at UC Davis, we educate, explore, and create by cultivating innovative connections within and across the sciences, social sciences, humanities, and arts.

OUR VISION

United, we will amplify our role as the vibrant core of UC Davis, bringing people and ideas together to advance knowledge, promote creativity, and build a better future.

OUR VALUES

As a community of faculty, staff, students, and alumni, our college upholds these imperative values:

BE MEANINGFUL
- We make contributions that matter for California, for the nation, and for the planet.
- We transform lives and empower our faculty, students, staff, and alumni to improve the world.
- We measure our success by the differences we make.
- We take responsibility today for creating a better tomorrow.

BE CURIOUS
- We ask questions and wonder not only "why?" but also "what if?"
- We invite and appreciate differences.
- We seek out new ideas, discoveries, and experiences.
- We challenge ourselves to think big and imagine possibilities beyond the present.

BE WELCOMING
- We celebrate diversity.
- We turn ideals of equity and inclusion into opportunities, actions, and outcomes.
- We respect, support, and honor individual strengths and lived experiences.
- We strive to create a fair and just society for all and to speak out against injustice.

BE MORE ... TOGETHER
- We collaborate within and beyond the boundaries of disciplines, inside and outside of our college.
- We convene our collective expertise to provide holistic solutions to complex problems.
- We see the breadth and diversity of our college as vital assets for preparing students to thrive in a rapidly changing world.
- We assemble the strengths of the sciences, the social sciences, the humanities, and the arts to meet the challenges of the future.

GOAL 1

Create Community and Connection

We will craft a vibrant, inclusive, and welcoming L&S community that nourishes strong relationships and feelings of belonging among students, faculty, staff, and alumni. We will deepen connections and collaborations across disciplines, departments, programs and centers, forging durable links with other UC Davis colleges and professional schools. We will embrace differences and diversity as defining features and strengths of our college.

OBJECTIVES AND STRATEGIES

1.1 *Unify and connect the college in an environment where everyone feels welcome, respected, supported, and valued.*

1.1.1 Create more opportunities for increased interaction and collaboration among students, staff, faculty, and alumni, including community-building activities and cross-departmental initiatives that break down historical divisions and silos and nurture a sense of shared purpose.

1.1.2 Promote a culture of inclusion that appreciates the breadth and diversity of our college as strengths, encourages open dialogue, respects other perspectives, and celebrates cultural differences.

1.1.3 Foster a greater sense of identity and belonging for all graduate and undergraduate students in the college, focused on diverse academic options, accomplishments, and opportunities.

1.1.4 Implement equitable policies, practices, programs, opportunities, and support for all members of the college community.

1.2 *Enhance the visibility and reputation of the college's expertise, achievements, and opportunities.*

1.2.1 Widen opportunities to acknowledge and honor the contributions of all members of our community, including formal recognition programs, awards, and public announcements of achievements in academics, service, leadership, and community involvement.

1.2.2 Host events and conferences that draw attention to our areas of expertise, serve as platforms to demonstrate the college's intellectual leadership, and reinforce our impact.

1.2.3 Enact a comprehensive and cohesive communication, branding, and marketing strategy that clearly conveys the college's mission, values, programs, and contributions on an ongoing basis.

1.3 *Engage and inspire alumni to develop a strong Aggie community beyond campus, establish student connections, and encourage meaningful participation and contribution.*

1.3.1 Expand and deepen significant opportunities for all alumni to engage with the college through events, programs, communications, and platforms that galvanize an alumni network, increase involvement, and elicit pride among our alumni community.

1.3.2 Strengthen career and industry connections that leverage alumni expertise, support faculty and student research, and assist our students in their professional journeys.

1.3.3 Boost philanthropy through targeted fundraising campaigns and initiatives linked to the college's strategic goals and objectives.

1.3.4 Improve opportunities and systems for collaboration and support between the college development team and departments to maximize alumni engagement and philanthropy.

GOAL 2

Advance Exploration and Discovery

We will inspire a culture of curiosity and innovation that encourages and supports our community to engage in teaching, learning, research, and creative pursuits. Together, we will broaden horizons, challenge assumptions, advance knowledge, and solve problems.

OBJECTIVES AND STRATEGIES

2.1 *Propagate excellence and explore new directions in teaching and learning.*

2.1.1 Collaborate and innovate within the college and across campus to improve introductory and core courses that are foundational to the academic journeys of our undergraduate students.

2.1.2 Bolster continuous improvement in curricula and instructional practices by renovating feedback, evaluation, and accountability processes, and by identifying opportunities for growth.

2.1.3 Assist and support faculty, in collaboration with relevant campus partners, to explore and implement innovative teaching methods that address students' needs and enhance their involvement, learning outcomes, and post-graduation success.

2.1.4 Develop and update curricula, courses, programs, and experiences that attend to current trends and emerging areas of knowledge so that students are well prepared to tackle the complex challenges of a rapidly changing world.

2.2 *Innovate within and across disciplines to advance fundamental and translational research.*

2.2.1 Build capacity, institutional support, and reward-mechanisms for transformative research through high-impact incentives and pathways.

2.2.2 Support and publicize the conversion of foundational discoveries into practical applications that benefit society.

2.2.3 Augment research infrastructure, including facilities, technologies, resources, and interdisciplinary hubs that promote collaboration and shared resources across L&S departments, other UCD colleges, and the professional schools.

2.2.4 Create more bridges between academic disciplines, partners, industries, the state, and broader communities to drive meaningful collaborations.

2.3 *Promote student success and guide student exploration and discovery of disciplines, academic paths, and career opportunities.*

2.3.1 Fortify and upgrade advising services through professional development, support, and communications, equipping a diverse advising team with advanced skills and knowledge to offer the highest level of support to students.

2.3.2 Promote faculty facilitation and mentorship of student exploration and learning, helping students to identify connections among disciplines and to see how these intersections can lead to emerging career opportunities.

2.3.3 Strengthen and broaden partnerships and initiatives with campus collaborators to ensure that students are informed about, connected with, and actively using available resources and opportunities.

GOAL 3

Encourage Contribution and Impact

We will empower students, staff, and faculty to make meaningful contributions to society by applying their knowledge, skills, and values to address current and future societal challenges. We want to nurture a sense of both entrepreneurship and social responsibility, equipping people with the tools to create positive, lasting impact locally and globally.

OBJECTIVES AND STRATEGIES

3.1 *Emphasize learning that extends beyond the classroom, boosts career readiness, and enhances resilience and adaptability in an ever-changing world.*

3.1.1 Facilitate student involvement in beyond-the-classroom experiences, such as internships, research, fieldwork, public-engaged scholarship, community service, arts programming, or global learning programs.

3.1.2 Incentivize and support departments to create and expand experiential-learning opportunities that enable students to apply their knowledge and creativity in real-world contexts.

3.1.3 Increase student learning opportunities, programs, and resources focused on building resilience, adaptability, and competencies critical for career success, such as communication, teamwork, leadership, critical thinking, ethics, and digital literacy.

3.2 *Address fundamental questions, pressing societal problems and planetary issues.*

3.2.1 Support both fundamental and translational research that contributes to and generates new knowledge, transforms lives, and secures a thriving planet.

3.2.2 Foster integrative approaches to understanding and shaping societal and cultural change through collaborative frameworks that connect knowledge, values, and actions.

3.2.3 Nourish connections around interests, approaches, and matters of concern that transcend individual disciplines, encouraging creative solutions that promote sustainability, equity, and resilience.

3.3 *Cultivate engagements, partnerships, and communities beyond the college.*

3.3.1 Reinforce connections across UCD colleges and professional schools to evolve multidisciplinary collaborations, driving transformative research through robust research infrastructures.

3.3.2 Encourage place-based research and creative pursuits with community partners that consider the unique challenges facing California and its peoples, attentive to cultural, social, environmental, and historical contexts.

3.3.3 Create new research-to-implementation pipelines, including social and structural entrepreneurship, to drive applications for positive change at local, national, and global levels.

GOAL 4

Ensure Sustainability and Effectiveness

We will ensure the long-term financial health and operational excellence of the college. We will exercise sound financial practices, optimize resource allocations, and fulfill expectations of continuous improvement. We aim to enhance organizational effectiveness, support strategic initiatives, and maintain the college's ability to deliver high-quality education and services.

OBJECTIVES AND STRATEGIES

4.1 *Be a place people want to work.*

4.1.1 Form and support networks that bring together individuals who share common roles, responsibilities, or interests to exchange ideas, share best practices, and collaborate on projects for professional growth.

4.1.2 Commit to the continuous development of staff with training, mentorship, support, recognition, and pathways for career growth.

4.1.3 Balance efficiency, productivity, flexibility, and meaningful professional interactions, while working to keep workload obligations manageable and equitable.

4.1.4 Make the workload obligations manageable and equitable.

4.2 *Make the operations of the college easier, more transparent, and more predictable, helping faculty, staff, and students to do their best work and plan for the future.*

4.2.1 Clarify roles and responsibilities in the Dean's Office and in the departments to encourage collaboration, trust, and accountability.
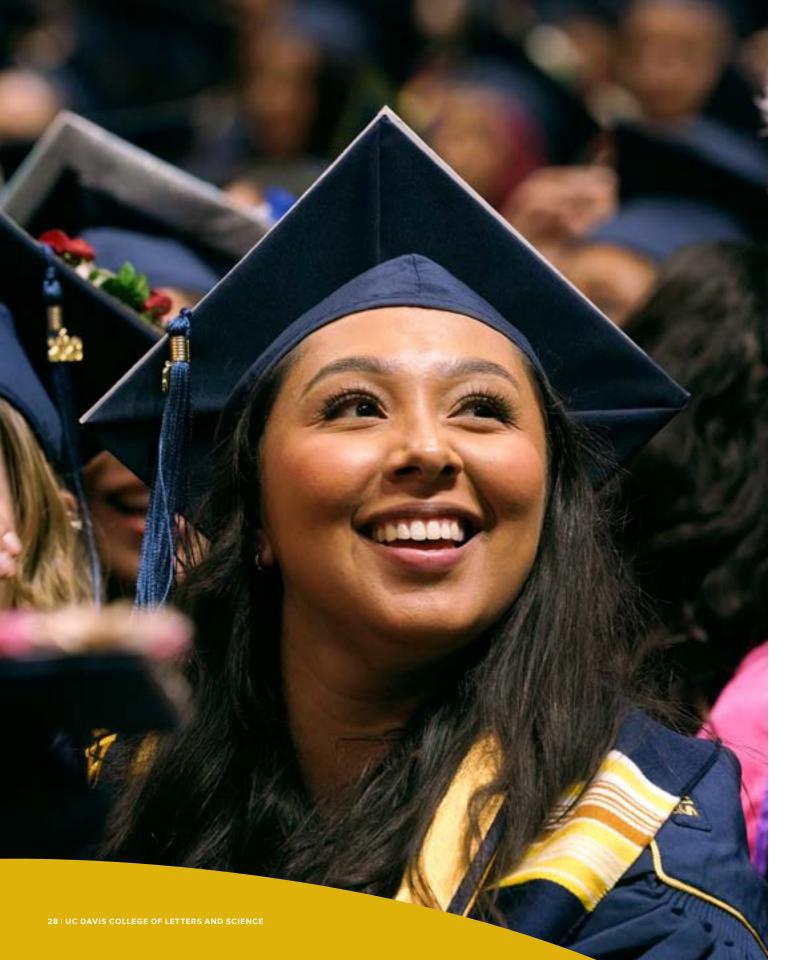
4.2.2 Align processes to streamline and simplify work and reduce administrative burdens.

4.2.3 Empower decision-makers with more information to enable both short-term and long-term planning, leading to better coordination of resources and more effective outcomes.

4.2.4 Enrich the student advising experience with high-impact and accessible services by focusing on upgraded advising technology, coordinated resources and support systems, streamlined workflows, and reduced administrative burden.

4.3 *Achieve financial sustainability.*

4.3.1 Expand external funding and grants.

4.3.2 Investigate, develop, and support opportunities for new revenue generation through summer courses, professional and continuing education programs, sponsored research programs, joint ventures, and consultancy services.

4.3.3 Secure significant philanthropic contributions from individuals, foundations, and corporations.

THE IMPLEMENTATION PROCESS:
From Planning to Doing

The transition from planning to execution requires translating broad, College-wide goals into specific, actionable tactics that can be carried out on a daily and weekly basis. For the current status of implementation, please visit: https://lettersandscience.ucdavis.edu/about/ls-strategic-vision

Leadership

As the owner of the strategic plan, Dean Atekwana holds overall responsibility for leadership and accountability. The Dean provides the vision, sets the tone for the plan, and serves as the public advocate for its objectives within the College and beyond. Executive Associate Dean John Scott acts as the steward of the strategic plan. He is tasked with overseeing the operationalization of the plan, tracking progress, and making adjustments to ensure ongoing alignment with the College's priorities, constraints, and needs. An implementation team made up of leaders from across the college will provide oversight, track progress, ensure adequate resources, offer high-level support, and help remove any obstacles.

Key Implementation Areas

Ten primary implementation areas have been identified to collectively drive the strategic goals, objectives, and strategies forward:

Student Experience	Research
Teaching	Diversity, Equity & Inclusion
Advising	Alumni
Culture & Engagement	Operations
Communications	Revenue Generation

Roles and Responsibilities

Each implementation area will have a designated faculty or staff lead responsible for identifying tactics and translating strategic goals into actionable steps. These leaders, selected for their expertise or

interest, ensure that initiatives in their area align with the overall strategic plan.

Workgroup Formation and Execution

Every implementation area will have a workgroup composed of faculty, staff, and other relevant stakeholders. Together with the lead, the workgroup will develop a detailed implementation plan, outlining specific tactics, scanning and noting existing efforts, and setting a timeline for execution. The workgroup will also define measurable success metrics to track progress and outcomes. Regular meetings will be held to plan actions, review progress, address challenges, and make any adjustments to keep work on track.

Monitoring and Reporting Progress

Workgroups will share regular updates, key metrics, and insights with the implementation team and college leadership. Additionally the implementation team will share progress with stakeholders including the Faculty Executive Committee, Chairs, and the Dean's Advisory Council. Highlights will be reported on the college's website and shared n the dean's newsletter.

By taking a structured approach to implementation that leverages existing roles and frameworks, the College will drive sustained progress toward the goals of the strategic vision.