January 17, 2023

Pablo Reguerin, Vice Chancellor, Student Affairs (co-Chair)
Ari Kelman, Faculty Advisor to the Chancellor and Provost (co-Chair)
Erika Jackson, Assistant Director, Budget and Institutional Analysis (Task Force staff)
Malisa Lee, Vice Provost, Enrollment Management
Joanna Regulska, Vice Provost and Dean, Global Affairs
Viji Murali, Chief Information Officer and Vice Provost, Information and Educational Technology
MacKenzie Smith, University Librarian and Vice Provost of Digital Scholarship
Jean-Pierre Delplanque, Vice Provost and Dean, Graduate Studies
Michael Bradford, Vice Provost and Dean, Undergraduate Education
John Marx, Vice Provost, Aggie Square
Mark Wines, Dean, College of Biological Sciences
Estella Atekwana, Dean, College of Letters and Science
Helene Dillard, Dean, College of Agricultural and Environmental Sciences
Richard Corsi, Dean, College of Engineering
Kristin Lagattuta, Chair and Professor of Psychology, College of Letters and Science
Susan Ebeler, Chair, Council of Associate Deans for Undergraduate Education
Brian Hodge, University Registrar, Enrollment Management
Robert Penman, Executive Director of Undergraduate Admissions, Enrollment Management
Kayton Carter, Executive Director for Academic Advising and Enrichment, Undergraduate Education
Mayra Llamas, Executive Director of the Community Resource Center, Student Affairs
Michelle Villegas-Frazier, Director, Native American and Retention Initiatives, Student Affairs
Lina Mendez, Director of Hispanic Serving Institution Initiatives, Diversity, Equity and Inclusion
Sarah Mangum, Associate Vice Chancellor, Budget and Institutional Analysis
Jason Stewart, Interim Assistant Executive Vice Chancellor and Chief of Staff to the Provost
Milmon Harrison, Associate Vice Provost for Academic Programs, Undergraduate Education
Gerardo Con Diaz, Associate Professor of Science and Technology Studies, College of Letters and Science; Academic Senate Representative
Matthew Stratton, Associate Professor of English, College of Letters and Science; Academic Senate Representative
Marcela Cuellar, Associate Professor, School of Education; Academic Senate Representative
Dawn Takaoglu, Director, International and Academic English, Global Affairs; Academic Federation Representative
Radhika Gawde, President, Associated Students, University of California, Davis
Marcela Radtke, President, Graduate Student Association

**RE: Student Success and Equitable Outcomes Task Force**

Dear Colleagues,

I write to invite you to serve on a Task Force aimed at prioritizing strategies and recommending specific action plans to improve student success and equitable outcomes at UC Davis. Members of the Student Success and Equitable Outcomes Task Force will use the report *Strategies for Building Inclusive Excellence at UC Davis* and
the *Year Two Report* (authored by Kristin Lagattuta, June 2021 and October 2022, respectively), as a starting point for your efforts, followed by review of successful programs at other universities (e.g., the Student Experience Project and the Boyer Report). These materials will be provided to you in Box prior to the first Task Force meeting. The Task Force will then develop concrete plans for recommended programs and initiatives specific to the needs of UC Davis undergraduates, including budgetary estimates of required resources, campus units assigned to oversee each program, and evaluation metrics to assess program effectiveness.

The Task Force members will meet twice monthly, as well as serve on one or more subcommittees with broader campus representation and additional content experts. The specific subcommittees and their charges will be developed in collaboration with the Provost based on the completion of the first phase of work by the full Task Force. Potential subcommittees include Academic Programs and Initiatives; Co-Curricular Programs and Initiatives; Budget and Resources; and Program Evaluation. Additional Task Force activities will include identifying campus programs already in place that either are redundant or ineffective, and recommending the best way to sunset these programs; integrating the work of the Task Force with ongoing efforts to optimize the campus’s approach to student achievement, retention, and equitable outcomes; working closely with the campus’s reaccreditation efforts which will be proceeding on a parallel track; and advising the Provost and other campus leaders to inform decision making.

We anticipate the work of the Task Force will take place in several phases. The goals for the first phase, to be completed by June 1, 2023, are to evaluate and prioritize the strategies included in the report authored by Kristin Lagattuta, as well as any others identified by the Task Force; this will require the efforts and input of the entire Task Force. During the second phase, Task Force members will primarily work with the subcommittees focused on developing specific action plans for the prioritized strategies, including estimates of resources needed and methods for evaluating future program effectiveness. These more specialized subcommittees will then report back to the full Task Force for feedback and consultation by November 1, 2023. The goal will be to submit proposals to leadership by January 15, 2024.

I have asked Ari Kelman, Faculty Advisor to the Chancellor and Provost, and Pablo Reguerin, Vice Chancellor of Student Affairs, to co-Chair the Task Force. Erika Jackson, Assistant Director in Budget and Institutional Analysis, will serve as staff to the Task Force. Membership in this Task Force is intentionally inclusive and integrated, spanning administration, staff, faculty, and students. This broad representation is essential because sunsetting programs and developing actionable plans will require building cooperative relationships across multiple campus constituencies. Although the work of the Task Force will focus on undergraduate students, several of the Task Force recommendations will likely address issues for both undergraduate and graduate students.

I look forward to meeting with the Task Force periodically and hearing your recommendations over the next year. Thank you for your contributions to this vitally important work in support of success and equitable outcomes for our students.

All the best,

Mary Croughan
Provost and Executive Vice Chancellor

Cc: Gary S. May, Chancellor
Karl Engelbach, Associate Chancellor
Prof. Marisol de la Cadena, Interim Chair, Science and Technology Studies
Claire Waters, Department Chair, English
Associate Prof. Rebecca Ambrose, Chair, School of Education
Sheri Atkinson, Associate Vice Chancellor, Student Affairs