



## Opportunity and Challenge Profile

*Search for the Dean of the College of Letters and Science  
University of California, Davis  
Davis, California*

The University of California, Davis (UC Davis) seeks inquiries, nominations, and applications for the next Dean of the College of Letters and Science (L&S). L&S is one of four academic colleges at UC Davis, and offers courses and conducts research in the broadest array of disciplines at the University, spanning more than 50 fields of study in the humanities, arts, cultural studies, social sciences, and the mathematical and physical sciences. The College is home to nearly half of all undergraduates at UC Davis. In addition to teaching the core curriculum for virtually all 28,000 undergraduate students, L&S faculty mentor over 1,500 graduate students, and half of all UC Davis living alumni (~112,000) graduated from the College.

Reporting to the Provost and Executive Vice Chancellor, the Dean will join this vibrant community of remarkable size, breadth, and scope with the mandate to articulate a transparent and unifying vision that charts the College's path forward. The Dean will advocate equitably for the full range of disciplines within the College and proudly champion its mission of research, education, and service. Attention to financial sustainability – which will allow the College to thrive – will be an important piece of effective leadership, and in particular building and sustaining robust philanthropic relationships. The Dean will understand the College's pivotal role in fulfilling Davis's student success mission and ensure institutional commitment to diversity, equity, and inclusion across disciplines and constituencies. The successful candidate will possess credentials for appointment as full professor, with a terminal degree and an exemplary record of intellectual accomplishment.

Spanning 5,300 acres, UC Davis is the largest campus in the UC system and the third largest by enrollment. A member of the prestigious Association of American Universities (AAU), it ranks fifth among public research universities nationwide, according to the latest *Wall Street Journal/Times Higher Education* rankings. Its broad array of academic programs is one of the most comprehensive in the American academy, comprising four undergraduate colleges; as well as six graduate and professional schools and the Division of Continuing and Professional Education. UC Davis also operates UC Davis Health, which includes a nationally ranked 625-bed acute-care teaching hospital and a 1,000-member physician's practice group, as well as research facilities located across the region and beyond. UC Davis enrolls more than 39,000 undergraduate and graduate students, employs roughly 23,000 academic and administrative staff, and has an annual operating budget of roughly \$4.9 billion. Additional information about UC Davis can be found in *Appendix I* at the conclusion of this document.

To be successful, the Dean will embrace and address the following opportunities:

- Working closely with the College community, develop and implement a strategic plan that articulates a common strategic purpose for all stakeholders while nurturing, strengthening, and celebrating the unique strengths of a rich array of academic and research programs within the College;
- Inspire and support impactful and competitive scholarship across all disciplines within the College;
- Champion diversity, equity, and inclusion across L&S constituencies (faculty, staff, and students) and fully support student success initiatives within the College;
- Generate a sustainable funding model that will allow the College to achieve its many individual

and collective aspirations, including setting strategic fundraising priorities and engaging with top donors;

- Recruit and retain diverse, high caliber talent, and develop a robust intellectual environment and culture that will allow the College's world-class faculty and staff to thrive;
- Rationalize and change, as appropriate, the College's policies, procedures, and administrative structures in order to propel impactful intellectual endeavors forward and reduce burdens on the day-to-day work of faculty, staff, and students;
- Advocate and strengthen partnerships on behalf of L&S with other units on the Davis and Sacramento campuses and beyond

A list of the desired qualifications and characteristics of the Dean of the College of Letters and Science can be found at the conclusion of this document, which was prepared by the Recruitment Advisory Committee with the assistance of Isaacson, Miller, a national retained executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **Role of the Dean**

Reporting to the Provost and Executive Vice Chancellor, the Dean is the chief academic and administrative officer of the College of Letters and Science, with responsibility for the academic and outreach leadership of the College and the management of its resources, physical facilities, and the College's \$247 million budget.

The Dean oversees the College's 910 faculty and 400 staff, including 33 department chairs, 11 program directors, 14 center and museum directors, and eight direct reports:

- Associate Dean of the Faculty in the Humanities, Arts and Cultural Studies
- Associate Dean of the Faculty in the Mathematical and Physical Sciences
- Associate Dean of the Faculty in the Social Sciences
- Associate Dean of Research and Graduate Studies
- Associate Dean for Undergraduate Academic Programs and Planning
- Executive Assistant Dean
- Assistant Dean, College Relations and Development
- Director of Strategic Communications

Across UC Davis, the Dean participates in campus-wide policy development through membership on the Council of Deans. The Dean serves on campus committees to facilitate interactions of common interest among the other colleges and schools on campus and system-wide committees to coordinate research and service activities among the campuses. Additionally, the Dean will make academic personnel decisions relegated to the college-level and make recommendations on actions under the authority of the Chancellor and Provost.

Looking outward, the Dean is responsible for representing the College with donors, the state legislature, the federal government, media, and the general public. The Dean will serve as a member of the University's \$2 billion *Expect Greater* Campaign Steering Committee, and will set strategic fundraising goals for the College, regularly engaging with top donors. The Dean is the most prominent advocate for the Letters and Science disciplines at UC Davis, and as such builds and leverages relationships with alumni, industry leaders, and stakeholders across the University of California system. In all these activities the Dean is an enthusiastic partner and clear communicator reinforcing the dedication to the student-centered mission and strong sense of community at UC Davis.

## **About the College of Letters and Science**

The College of Letters and Science (L&S) was established in 1951, drawing faculty members from service divisions in the College of Agriculture to become founding members of its departments. In its first year, the College offered five majors: Botany, Chemistry, Zoology, English, and History. Of the 1,562 students enrolled in L&S classes that year, just 76 were declared majors.

Since its founding, L&S has grown into the largest of the schools and colleges at UC Davis. Engaging nearly every enrolled undergraduate student on campus, the College generates 65 percent of undergraduate credit hours, connecting students and faculty from across the university through its rich intersection of disciplines, coursework, and research opportunities. In 2019-2020, more than 14,000 undergraduates had L&S majors and 1,500 graduate students pursued master's and doctoral degrees through the College. The College is comprised of 35 departments and 14 centers, labs, and museums.

L&S is home to more than 900 talented faculty from across a range of disciplines. Among the faculty are 15 members of the Academy of Arts and Sciences, 7 members of the National Academy of Sciences, 35 members of the American Association for the Advancement of Science, 40 Guggenheim Fellows, 3 MacArthur "Genius" Fellows, 15 National Endowment for the Humanities Fellows, 2 Pulitzer Prize winners, and 13 UC Davis Undergraduate Teaching Prize recipients. L&S faculty are represented in the University's Academic Senate by the Faculty Executive Committee, which represents L&S on a range of University- and College-level issues.

The College's student body is very diverse: 44 percent of undergraduate students are the first in their families to attend college and 38 percent are underrepresented minorities. In Fall 2019, students came from 20 different countries; 71 percent of incoming international students apply to major in the College. L&S is dedicated to UC Davis's focus on student success, as evidenced by its comprehensive advising program. Academic advisors cultivate inclusive, holistic, and equitable advising that empowers students to pursue their personal, academic and professional goals through meaningful educational experiences. Faculty and staff advisors facilitate learning by providing a curricular framework and individualized guidance to promote student achievement and development.

L&S offers 55 majors and 61 minors in the arts, humanities, cultural studies, social sciences, and the mathematical and physical sciences. It also offers eight interdisciplinary programs of study in East Asian Studies, Hemispheric Institute on the Americas, Human Rights Studies, Humanities, Jewish Studies, Medieval and Early Modern Studies, and Military Science. Graduate students can obtain Master's and Doctoral degrees in over 30 programs in the College, including 12 graduate programs ranked by U.S. News and World Report as among top programs in the nation over the past several years: U.S. Colonial History; Sociology: Sex and Gender; Fine Arts: Studio Art, Design, Dramatic Arts and Creative Writing; Political Science: Comparative Politics; Political Science: Political Methodology; Political Science; English, Earth Sciences, Psychology, Physics; Economic; and Sociology. The College's largest majors are Psychology, Economics, and Communication. For a full list of College majors, minors, departments, and departmental programs, visit <https://lettersandscience.ucdavis.edu/academics>.

From a research perspective, the College is a major center of knowledge creation across disciplines on the Davis campus. In 2019-20, sponsored research expenditures totaled \$36 million. L&S is home to 14 Centers, Labs, and Museums, including the Center for Mind and Brain, an interdisciplinary institute focusing on the study of the human mind, which brings together 19 core faculty members from a range of departments, including Psychology, Neurology, Linguistics, and Human Ecology. The Center for Poverty Research brings together faculty from across L&S disciplines and is one of three federally designated Poverty Research Centers in the United States. Other centers include the Center for Quantum Mathematics and Physics, Davis Language Center, Hemispheric Institute on the Americas, and the Native

American Language Center, among others. For a full list, visit <https://lettersandscience.ucdavis.edu/centers-and-laboratories>.

## UC Davis Leadership

Provost and Executive Vice Chancellor Mary Croughan joined UC Davis on July 1, 2020. Prior to coming to UC Davis, Dr. Croughan served as Vice President for Research and Economic Development at the University of Nevada, Las Vegas, where she was instrumental in helping the university achieve status as an R1 institution in 2018. Prior to joining UNLV, Dr. Croughan had served the University of California for 30 years as a faculty member at the University of California, San Francisco in the School of Medicine. Simultaneously, Dr. Croughan served as Vice Chair and Chair of the University of California systemwide Academic Senate from 2007-2009, and as executive director of the Research Grants Program Office at the UC Office of the President from 2010 to 2017.

UC Davis is led by Dr. Gary S. May, seventh Chancellor of UC Davis. Chancellor May was appointed on August 1, 2017. An accomplished scholar and member of the National Academy of Engineering, Dr. May came to UC Davis from the Georgia Institute of Technology in Atlanta, where he had been for nearly three decades, most recently as dean of the institute's highly ranked College of Engineering – the largest and most diverse school of its kind in the nation, with 450 faculty and 13,000 students. Prior to being dean, Dr. May was the Steve W. Chaddick Chair of Georgia Tech's School of Electrical and Computer Engineering, and previous to that, he was the executive assistant to then-Georgia Tech President G. Wayne Clough.

## Key Opportunities and Challenges

By far the largest academic unit at UC Davis, the College of Letters and Science will be best served by a leader who understands its multidisciplinary nature, varied constituencies, and sometimes competing objectives of research, teaching, and service.

Since its founding, L&S has undergone a number of restructuring efforts. Most recently, the College underwent a consolidation effort that moved three autonomous disciplinary divisions—Humanities, Arts, and Cultural Studies; Mathematics and Physical Sciences; and Social Sciences—under the leadership of a single Dean. While three associate deans retain responsibility over academic personnel within their respective divisions, leadership is unified over the College as whole. While time has passed since the unification, L&S continues to navigate this new organizational terrain and further work must be done to solidify and strengthen this new structure.

In this context, the incoming Dean will join an organization ready for guidance, clarity, and attentive, open-minded leadership that prioritizes listening, interdisciplinarity, and shared governance. More broadly, the incoming Dean will join the College during a time of unprecedented disruption in higher education brought on by the Covid-19 pandemic, with budgetary implications for the next several years. As such, the Dean will play a key role in guiding the College's movement forward into its next phase. To be successful in this effort, they will face a number of key opportunities and challenges, detailed below:

***Working closely with the College community, develop and implement a strategic plan that articulates a common strategic purpose for all stakeholders while nurturing, strengthening, and celebrating the unique strengths of a rich array of academic and research programs within the College***

The new Dean will move the College of Letters and Science into its next phase through clear and focused vision-setting that charts the school's path forward through an inclusive and collaborative strategic planning process. Championing a shared vision organized around a common purpose, the new Dean will

serve as the College's chief storyteller, developing and sharing a compelling narrative that celebrates its unique strengths and firmly establishes its identity as a key intellectual and educational powerhouse of the UC Davis campus. The Dean will lead this process by working closely with key College and University stakeholders, including shared governance bodies, to promote transparent leadership across disciplines and provide clear direction inclusive of all College constituencies. The Dean will do this while clearly and enthusiastically championing the University's focus on student success, innovative research, and interdisciplinary education.

***Inspire and support impactful and competitive scholarship across all disciplines within the College***

The Dean will appreciate the nature of research productivity across disciplines—from chemistry to ethnic studies to visual arts—to foster a culture of innovation and scholarship that respects the breadth of projects conducted across L&S. They will organize a strategy for interdisciplinary research collaborations and strengthen L&S's role in cross-campus initiatives. The Dean will leverage the extraordinary depth and breadth of the College's faculty to support research growth. The Dean must truly and demonstrably recognize that the College's strength is in its disciplinary and scholarly diversity, and help foster new opportunities for research growth.

***Champion diversity, equity, and inclusion across L&S constituencies (faculty, staff, and students) and fully support student success initiatives within the College;***

The Dean must recognize the College's pivotal role in fulfilling UC Davis's mission to "increase academic success for all students, thereby closing persistence and achievement gaps" through a firm and demonstrable commitment to student success and the principles of diversity, equity, and inclusion. Home to Davis's core curriculum and writing requirement coursework, and with virtually all 28,000 undergraduate students enrolled in a L&S course, the Dean must be deeply committed to the College's service mission and dedicated to college education as a means for social and economic mobility. The Dean will work across the College to ensure that all students are properly supported through excellent advising, student-centered teaching, and a commitment to global and experiential education opportunities. The Dean will work to build a more diverse faculty and staff reflective of the diversity of the student body, and will foster an environment that is explicitly focused on providing an equitable and inclusive environment for all.

***Generate a sustainable funding model that will allow the College to achieve its many individual and collective aspirations, including setting strategic fundraising priorities and engaging with top donors***

Given the challenging funding environment facing higher education today, the Dean must develop a robust infrastructure to ensure that the school is able to sustain academic excellence, program improvement, and facilities enhancement going forward. This endeavor will require a combination of skillful and creative budgeting, proactive fundraising, increased research productivity, and the development of distinctive graduate programs. The Dean will lead the College in these efforts and in collaboration with University leadership, faculty, staff, and students, identify opportunities to diversify and enhance resources where possible.

In addition, the Dean will work closely with the College's development office in support of the University's \$2 billion *Expect Greater* campaign, and will cultivate a robust donor base to support the College's short- and long-term goals. The dean will serve as a member of the Campaign Steering Committee and will set strategic priorities for fundraising, spending significant time working with their development team on the engagement of top donors.

***Recruit and retain diverse, high caliber talent, and develop a robust intellectual environment and culture that will allow the College's world-class faculty and staff to thrive***

The Dean will drive the recruitment, promotion, and retention of a faculty who are diverse, highly qualified, and committed to the multidisciplinary educational, research, and outreach missions of the College. They will lead this endeavor with a focus on diversity, equity, and inclusion, championing practices and policies to ensure that L&S faculty reflect the diversity of its student body, and creating an inclusive environment where all L&S community members feel well-supported in their work. The Dean will nurture outstanding scholarship and teaching and will promote faculty achievements across disciplines throughout the College and across the University. The Dean is expected to serve as an effective and equity-minded role model and leader, embracing and skillfully navigating UC Davis's long-established culture of shared governance and working closely with the Faculty Executive Committee to achieve the College's varied goals and objectives.

***Rationalize and change, as appropriate, the College's policies, procedures, and administrative structures in order to propel impactful intellectual endeavors forward and reduce burdens on the day-to-day work of faculty, staff, and students***

While significant progress has been made since the College's unification, many of its administrative policies and procedures remain fractured across divisions. With impending budget cuts upcoming as a result of reduced State funding and Covid-19, the new Dean must work collaboratively across the College's varied constituencies to strategically increase efficiencies where possible, leveraging the expertise of the College's outstanding staff and faculty to find opportunities for improvement and shared outcomes. The Dean must address ongoing disparities in faculty teaching loads to increase equity across disciplines and invest in policies and procedures that enhance communication and foster collaboration across the College's various stakeholders. The Dean must also identify opportunities to strengthen systems, invest in technology, infrastructure, and professional development, and champion a spirit of mutual accountability and inclusivity to propel the College's intellectual endeavors forward.

***Advocate and strengthen partnerships on behalf of L&S with other units on the Davis and Sacramento campuses and beyond***

As the College's greatest advocate, the Dean will work with internal and external stakeholders to make the case for increased investment in L&S. In support of the College's various missions and goals, the Dean will grow and deepen partnerships across the University, the UC system, and beyond. They will work with University leadership and the Council of Deans to find opportunities on campus for research collaboration, innovative programs, and shared space and resources. They will thoughtfully collaborate and partner with development staff to support fundraising efforts in support of the College's mission and will advocate on behalf of the College to external stakeholders, including alumni, the legislature, and members of the Davis community. The Dean will be a champion for the College, a true believer in the value of working across disciplines, and a storyteller able to articulate across audiences how and why L&S is fundamental to the UC Davis mission.

**Qualifications and Characteristics**

While no single candidate will have all of the following qualifications and characteristics, the ideal candidate should possess many of the following:

- An earned doctorate; a record of distinguished research, teaching and scholarly activities commensurate with appointment to the rank of full professor with tenure (required);
- Demonstrated administrative and/or leadership experience in a research university;

- Demonstrated ability for leadership, administration and management, including management of human and financial resources;
- Quantifiable success in major development and fundraising initiatives within a large, complex organization; significant experience with major gifts development and working with volunteer leadership;
- The aptitude to work with faculty to develop a vision and plans for the future in an environment of shared governance;
- Demonstrated commitment to interdisciplinarity and a history of working across academic disciplines;
- A student-centered orientation, with demonstrated experience building more diverse, equitable, and inclusive environments across all College constituencies;
- Quantifiable success in recruiting and retaining talented and diverse faculty and staff, and a commitment to a culturally diverse academic environment;
- The ability to function well as part of the campus leadership team;
- Demonstrated commitment to shared governance;
- Commitment to collaboration, transparency, and entrepreneurship;
- Ability to communicate effectively in writing and verbally to build and enhance relationships with faculty, staff, community members, and various constituent groups;
- The demonstrated ability to relate effectively to a wide variety of people of diverse backgrounds, including an understanding and respect for cultural, ethnic, gender, sexuality and individual differences

## **Location**

UC Davis is located in the city of Davis, a vibrant college town in Yolo County, in California's Central Valley, one of the world's most productive farming regions. Sacramento, the state capital, is 20 minutes away, and the San Francisco Bay Area, Lake Tahoe, Napa Valley, Silicon Valley, and the Pacific Coast are all located within a two-hour drive. Davis is noted for its desirable quality of life, its community-oriented atmosphere, and its plentiful parks and open spaces. Davis also is known for its innovation in all aspects of community life as a leader in fostering and implementing non-traditional approaches to traditional problems. Known as an environmentally aware and socially innovative city, Davis boasts more than 50 miles of bicycle paths and more bicycles per capita than any other city in the nation. Davis and the broader Sacramento region are also home to a thriving and engaged business community, fueled by UC Davis and eager to partner and give back. With a mild Mediterranean climate, the UC Davis campus enjoys an average of 265 days of sunshine a year. The nearest major airport is the Sacramento International Airport; there is also a commuter airport located on campus—the only one in the UC system.

## **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/7732](http://www.imsearch.com/7732).

Complete applications will include a CV, cover letter, and diversity statement. In a "Statement of Contributions to Diversity," applicants should describe their past and/or potential future contributions to promoting a diverse, equitable, and inclusive environment, which is a key requirement of the role of every faculty member and administrator at UC Davis. Electronic submission of materials is strongly encouraged.

Dean, College of Letters and Science  
University of California, Davis



*Recruiting exceptional leaders  
for mission-driven organizations*

David Bellshaw and Carley Davenport  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA 94111  
Phone: 415.655.4900

*The University of California is an Equal Opportunity / Affirmative Action Employer with a strong institutional commitment to the achievement of excellence and diversity among its faculty and staff. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, protected veteran status, or any other characteristic protected by law.*



## Appendix I

### About University of California, Davis

Comprised of four colleges (Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science), as well as a graduate studies program, six professional schools (Betty Irene Moore School of Nursing, Graduate School of Management, School of Education, School of Medicine, School of Law, School of Veterinary Medicine), and the Division of Continuing and Professional Education, UC Davis has over 100 undergraduate majors and over 95 graduate programs in its diverse academic programs. To learn more, please visit <https://www.ucdavis.edu/academics/colleges-schools>.

As one of ten University of California campuses, UC Davis embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. Home to an academic staff of roughly 2,450, the University's distinguished faculty includes members of the National Academies of Sciences, Engineering, Inventors, and Medicine; American Academy of Arts and Sciences; American Law Institute; and other renowned academies. Among many other honors, University faculty, alumni, and researchers have won the Nobel Prize, the World Food Prize, Presidential Medal of Freedom, Pulitzer Prize, MacArthur Fellowship, National Medal of Science, Blue Planet Prize, and Presidential Early Career Award for Scientists and Engineers.

UC Davis is recognized for excellence across a wide array of disciplines and measures. *Washington Monthly* has recognized UC Davis as a top 10 national university based on contributions to the "public good," defined as social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and Ph.Ds.), and service (encouraging students to give something back to their country). The *New York Times* described UC as "California's Upward-Mobility Machine" as part of its College Access Index, with seven of its 10 campuses ranking among the top 10 for providing social and economic mobility to its students. UC Davis shone in those rankings, standing second among U.S. colleges for doing the most for low-income students: 56 percent of undergraduate California residents have their system-wide tuition and fees completely covered by financial aid. UC Davis provides an excellent return on investment and ranks 31<sup>st</sup> among the top 50 U.S. universities and colleges for the amount of money its students earned over 20 years after earning a degree. UC Davis ranks sixth among universities nationwide for the most students hired by top companies in and around Silicon Valley, according to *Business Insider*.

UC Davis has also made excellent strides in supporting diversity and developing an inclusive campus community: the University has adopted a Strategic Plan for Diversity and Inclusion, and the campus ranked first on a *Diverse Issues in Higher Education* list based on the number of undergraduate degrees for minority students in biological/biomedical sciences. In 2016, *Forbes* named UC Davis first in the nation for launching women into STEM professions, and the University is well on its way to earning a U.S. Department of Education Hispanic Serving Institution designation. Campus Pride, a national non-profit organization, listed UC Davis among the 30 best colleges and universities in the country for LGBTQ-inclusive policies, programs, and practices. UC Davis is one of only three universities in the United States to receive the American Association for the Advancement of Science's inaugural STEM Equity Achievement (SEA) Change Bronze Award, and also is a member of the Aspire Alliance Institutional Change (IChange) Network to support STEM faculty. For more about UC Davis' initiatives, see: <http://www.ucdavis.edu/about/university-initiatives>

UC Davis is known for its sense of community and at the heart of that is its students. In the fall of 2019, the University enrolled 30,982 undergraduate and 8,647 graduate/professional students. The student body is highly diverse, with more than 60% of students identifying as people of color; 42% as the first in their families to attend college; and 17% international. The campus is known for its relaxed and collegial

identity and the entire campus is dedicated to supporting and developing students in their quest to grow academically and personally at UC Davis.

A point of distinction for the University of California is the tradition of shared-governance: the concept that faculty should share in the responsibility for guiding the operation and management of the University, while preserving the authority of the governing board, the University of California Board of Regents, to ultimately set policy. Chiefly responsible for UC's high-quality education, the Academic Senate approves and oversees courses and curricula, and establishes requirements for admissions, certificates, and degrees. It also advises the administration on budgetary, personnel, and other matters pertinent to UC operations. In addition to the Academic Senate, UC Davis also hosts a professional academic organization, the Academic Federation, comprised of academic appointees who are non-Academic Senate members. They also play a critical role in education, research, and public service, providing another respected voice when collaborating with campus and constituent leadership.

UC Davis is a powerful economic engine for California, generating \$8.1 billion in statewide economic activity and supporting 72,000 jobs. An economic analysis found in 2013-14 that for every two jobs at UC Davis, an additional job was created in other economic sectors of the Sacramento region. Together, UC Davis' two campuses — in Davis and Sacramento — constitute the second largest individual employer in the Sacramento region, behind only the State of California. UC Davis Health's total economic impact equates to more than \$3.9 billion and 25,000 jobs, almost two percent of the entire Davis-Sacramento regional economy.

UC Davis is one of the world's leading cross-disciplinary research and teaching institutions. Its current trajectory is guided by a strategic plan, "To Boldly Go," which outlines the aspirations and methods for guiding the University to new heights of distinction over the next 10 years. The plan draws on the campus' responsibility as a public land-grant university and maximizes its opportunities as a driver of innovation and economic growth for the public good. To learn more about the strategic plan, visit <https://leadership.ucdavis.edu/strategic-plan>.

In October 2020, UC Davis publicly launched a \$2 billion fundraising campaign, the largest philanthropic endeavor in its history. "Expect Greater: From UC Davis, for the world" supports the University's work to prepare future leaders, sustain healthier communities, and bring innovative solutions to today's most urgent challenges. The campaign's quiet phase launched in July 2016; to date, the campus has raised \$1.2 billion toward the goal. To learn more about the campaign, visit <https://giving.ucdavis.edu/>.

In addition, [Aggie Square](#), UC Davis' proposed \$1.1 billion addition to our Sacramento campus, recently received approval from the University of California Board of Regents. The first phase of the project's plans include over 1 million square feet of research, wet labs, commercial space, public engagement, and housing. The goal is to bring world-class researchers and the communities they serve together with entrepreneurs, technical experts and industry partners who guide ideas from concept to market. By providing the high-tech labs and large-scale facilities, Aggie Square will create the infrastructure needed to make discoveries not only possible but scalable. Later phases could eventually span 25 acres of university-owned land.

The University of California, Davis campus, originally known as the University Farm, was established by an act of the State Legislature in 1905 and is a leading campus of the renowned [University of California](#). In the nearly 150 years since its founding, the University of California has evolved into the world's preeminent public research university system, with an annual operating budget of more than \$24 billion. The UC comprises 10 campuses—Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Cruz, and Santa Barbara—which collectively enroll more than 234,000 students. The University also operates five medical centers—at UC Davis, UC Irvine, UCLA, UC San Diego, and

*Dean, College of Letters and Science  
University of California, Davis*

UCSF —as well as three affiliated national laboratories: Lawrence Berkeley National Laboratory, Los Alamos National Laboratory, and Lawrence Livermore National Laboratory. Together, UC institutions employ more than 208,000 faculty and staff and are supported by more than 1.6 million living alumni working around the world. Another half-million people annually benefit from UC continuing education courses, as well as from the services and discoveries of UC-affiliated research centers and educational programs operating throughout California.

For more information on UC Davis visit: <https://www.ucdavis.edu/>