



UCSC - DIVISION OF STUDENT AFFAIRS STRATEGIC VISIONING INITIATIVE

INNOVATION THEMES, PROVOCATIVE PROPOSITIONS AND GOALS

Student Affairs actively cultivates a diverse, collaborative, and caring living-learning community where students thrive, belong, and are socially and intellectually engaged world citizens.

**Summit Presentation
May 2008**



Innovation Team: Student Center

This innovation team is asked to envision a sense of place that provides a connectedness to the campus, as well as to consider what critical spaces, programmatic functions and services the facility should encompass. The group should not focus on the design of the facility, but rather help identify the types of functions and services the building should offer.

Provocative Proposition

UCSC Student Center: The Hub, Heart, and Haven of Campus

UCSC will construct a new Student Center building that fosters a sense of community and connectedness among students. This state-of-the-art building will be a safe and welcoming place where every student can participate in a range of opportunities- from student organizations, to multicultural events to recreational activities. Access to the most advanced technological services will be a key feature of this 21st century building. The Center will be a haven for both resident and non-resident students and will be the hub for "out of classroom" learning.

SMART Goals:

Goal #1: Convene a Student Center Planning Committee by January 2009 with effective and inclusive membership. Committee members will include representatives from the general student body as well as student leaders from the Student Union Governance Board.

Goal #2: The Student Center Planning Committee will define the scope of project for a new Student Center including: specific space and programmatic needs, staffing requirements, design elements, proposed location, governance and estimated costs by January 2010.

Goal #3: The Student Center Planning Committee will create a project funding strategy for building and maintaining a new Student Center. This will include exploration and realistic timelines for fundraising, sponsorship, student fee increases, revenue generation and endowments that will be used specifically for the operation, maintenance and future improvements to the center. This strategy and plan will be created by June 2010.

Goal #4: The Student Center Planning Committee will create a step by step marketing plan that, when implemented, will gain the support of the majority of students, faculty and staff for the building of a new Student Center. This step by step plan will be created by December 2010.

Other time lines:

Jan 2011 – May 2012

Jun 2012 – Oct 2013

Mar 2015

Implement marketing plan and Student Referendum vote

Planning and Ground Breaking

Completion



Innovation Team: Creating a Caring Community

This innovation team is asked to consider the ways in which the division can create a sense of community for all students, as well as, demonstrate care for students. In particular, the team is asked to explore ways in which students experience this sense of community as a whole beyond the milieu of their individual “college” environment.

Provocative Proposition

It is imperative that UCSC students feel valued, supported and positively engaged in an environment that is responsive and inclusive. As staff we are consistently accessible and quick to respond to students' needs in a friendly and approachable manner. Working in concert toward common goals with staff and faculty, we inspire a strong sense of identity, engagement, and belonging.

SMART Goals:

Goal #1: Student Affairs leadership communicates its vision of student-centered service on an annual basis. Strategies and expectations that are to be used to achieve the vision are communicated to all division staff on a quarterly basis via email or departmental newsletter. All units will be held accountable for articulating a well-developed plan which demonstrates a student-centered approach to service delivery.

Goal #2: Student Affairs will provide clear access to training opportunities for all unit staff that builds a common understanding of performance expectations to support the vision of student support and care by spring '09, to be implemented by the 09-10 academic year.

Goal #3: Students at UCSC will be given varied opportunities to participate in meaningful dialogue with administrators, staff and faculty about matters that are important to them. Students will gain an increased sense of agency and engagement at UCSC. Dissenting opinions will be welcomed and new paradigms formed as a result of these conversations.

Each unit head in Student Affairs will generate a list of opportunities that their unit provides for students to have meaningful dialogue, by fall '08. A cross-section of Student Affairs staff members will be identified to build on the list, to identify trends, and to recommend new opportunities by winter '09

Goal #4: To create a sense of belonging and ritual, a Student Affairs staff member will be identified to create a new annual event that celebrates the campus and gathers the community. The date and parameters of the event will be established by September 2009.



Innovation Theme: Creating Synergies through Partnership

To maximize our success and the success of our students, Student Affairs must partner with a number of divisions, units and external agencies. This innovation team is asked to offer thoughtful and creative partnerships that allow the division to best serve the needs of students. Examples include: internships and credit bearing experiences, service learning, civic engagement, learning communities, etc. These partnerships may also include opportunities for staff to engage in cross-training, internships and job-sharing.

Provocative Proposition

Student Affairs initiates and strengthens deeper synergies and partnerships, internally and externally with students, staff, faculty and the greater community to promote student connections and success!

SMART Goals:

Goal #1: By June 2009, complete a document that summarizes the existing and potential relationships, strengths and interests of individual faculty and academic units, to be utilized by the Student Affairs Leadership Team (SALT).

The document created by this process will be utilized to improve and increase faculty advocates of the work provided by the Student Affairs Division in support of our students. Efforts will be made to match faculty strengths with the work of the division.

The division will implement an annual process to review, revise and better utilize the initial document.

Goal #2: By June 2009 develop a division-wide job shadowing program with a range of options to help promote understanding, cross-training, and a sense of inter-connectedness within the division.

This program will create individual professional development opportunities and increase collaboration between units. Staff portfolios of knowledge will be enriched by this experience in order to better support students.

Goal #3: As a division we will expand and support opportunities for the University Community to come together to discuss common issues and concerns, (i.e., Town Halls, World Cafes, Discussion Groups, annual programs, (e.g., the Cesar Chavez Convocation, MLK Convocation, Take Back the Night, etc.).



Innovation Theme: Student Empowerment Through Collaboration

This innovation team is asked to offer ways in which the student voice can be maximized through collaboration with faculty, staff and other student groups. Examples include student participation on university-wide committees, enhanced web presence, the effective use of student media and collaboration between clubs and organizations.

Provocative Proposition

Students are central to the work of the Division of Student Affairs and their development is at the heart of all we say and do. We intentionally seek meaningful ways for the student voice to be heard, and use that voice to guide our decision-making. We empower students to collaborate with each other and the administration for the betterment of the campus. The Division offers robust support services for student organizations and government and actively addresses barriers to student participation.

SMART Goals

Goal #1: Beginning fall quarter 2008, a Campus Life Intern within the office of the Vice Chancellor for Student Affairs will coordinate and facilitate a quarterly "Open Forum" for students with administrators and staff present to hear their expressed needs regarding diverse concerns and ideas as well as to explore collaborative solutions to challenges faced by the University, thus breaking down barriers and building community.

Goal #2: Beginning July 1st and concluding December 31st, the Associate Vice Chancellor/Dean of Students will coordinate an annual assessment and analysis of the level of activity of registered student organizations, student government and resources available for their support. This report will be given to the Student Fee Advisory Committee and Vice Chancellor of Student Affairs.

Goal #3: Beginning September 1, 2008, Student Affairs will publish an Annual Financial Report on the distribution of Reg. Fees from the previous year. This information will be presented in a user friendly format and a Student Affairs link will be added to the my.ucsc portal for easy access.



Innovation Team: UCSC Student Culture Team

This innovation team is asked to harness its creative energy to consider ways in which the division can foster a sense of identity, tradition and belonging among our students. The group is asked to explore this topic using a broad campus-wide perspective, beyond the focus on the individual “college” experience.

Provocative Proposition

UCSC is a vibrant learning community. We celebrate the rich tapestry of our diversity and uniqueness. We pride ourselves in being an engaged university community where students live, learn and thrive. Student Affairs implements programs, celebrations and opportunities for students to achieve a sense of identity, tradition and belonging to the campus community.

SMART Goals

Goal #1: By November 1, 2008, Student Affairs will convene a planning committee to design and implement the first annual Banana Slug Spring Festival, which will take place in the month of May. The committee will be comprised of undergraduate students, staff and faculty. The purpose of this event is to enhance the university’s identity as a school with a strong sense of pride, tradition and belonging. The Festival will be a venue to celebrate the beloved Banana Slug mascot and our commitment to cross-cultural appreciation.

Goal #2: In the fall of 2008, the Student Affairs Leadership Team (SALT) will identify a liaison whose function will be to improve the coordination, alignment and communications of student events. By partnering with the colleges, resource centers, student governments, and other Student Affairs departments, the liaison will compile a monthly events calendar from each source and will publish the information on the division website. To assess the effectiveness of this new function, the liaison will meet quarterly with all relevant parties to evaluate progress and make necessary improvements.

Goal #3: A committee of students, appointed by the Vice Chancellor of Student Affairs, will identify new or expanded opportunities for campus community cultural involvement that will harness creative energy and foster a sense of identity and pride. The committee will convene in fall ‘08 and will provide quarterly recommendations to the Vice Chancellor.



Innovation Team: Student Involvement and Leadership Development

The team is asked to explore the ways in which Student Affairs can more effectively support student organizations and provide a comprehensive array of leadership development opportunities for students. This team will consider ways in which the University can cultivate leaders and assist them in developing a cadre of skills that will be useful throughout their lives.

Provocative Proposition

Student involvement is at the heart of the UCSC experience. In partnership with engaged students, Student Affairs provides dynamic, high quality resources and support to individual students and student organizations. We inspire students to be agents of change, while helping them to develop skills that will serve them throughout their lives. Student Affairs cultivates world citizens by providing a clearinghouse of student involvement resources and institutional recognition for student achievement in leadership.

SMART Goals

Goal #1: By September 2008, a task force of Student Affairs professionals will compile a comprehensive list of all leadership development opportunities offered through the division. The list will include academic opportunities, internships, training programs, retreats, etc. and will become the base for the leadership development opportunities clearinghouse.

By March 2009, a Student Affairs task force will assess the programs that were compiled. The task force will study each program, class, internship, etc. and develop a matrix which includes the following information: curriculum, objectives, learning outcomes, and program evaluation data.

Goal # 2: By December 2008, a Student Affairs task force will complete an assessment of registered student organizations, to better understand their needs and resource usage. The task force will provide a list of recommendations for program enhancements and resource allocation to Vice Chancellor McGinty in December 2008.

Goal #3: By June 2009, a Student Affairs task force will create a clearinghouse of all leadership development opportunities offered by Student Affairs, to be housed in a Student Engagement Center. The Center will include elements such as a website and resource guide.

Goal #4: By December 2009, a Student Affairs task force will develop a curriculum for the Leadership Development Certificate. The task force will incorporate all relevant content from the data gathering and assessment project (see Goal #1) and identify new opportunities to be included in the certificate.



Innovation Team: Diversity

This innovation team is asked to offer creative strategies which demonstrate a divisional commitment to diversity in all its forms, paying particular attention to issues involving access, inclusion and outreach.

Provocative Proposition

Student Affairs values diversity in all of its unifying dimensions.

Inspired by our students to “walk the talk” of diversity, we work collaboratively to develop transformative, inclusive and culturally competent programs and services that “interrupt the usual” and exceed student expectations.

We work collectively to foster inter- and intra-cultural competence, provide opportunities for meaningful dialogue that inspires and heals, and empower all students to achieve their personal and educational goals.

Our dedication to diversity is evident in our abiding commitment to social justice, equity and inclusion and in our shared determination to cultivate a climate of mutual respect, dignity and trust among all members of our community.

SMART Goals

Goal #1: By February 2009, a team, appointed by the Vice Chancellor of Student Affairs will develop a draft plan for implementing *Intergroup Dialogue* in order to create opportunities for meaningful discussion about diversity within the UCSC community.

Goal #2: By end of March 2009, a committee appointed by the Vice Chancellor of Student Affairs will adapt the *Inclusive Excellence Scorecard* so that units within the Division of Student Affairs can implement a self-assessment during Spring 2009 and annually thereafter.

Goal #3: By June 2009, the Division of Student Affairs will establish guidelines for staff and students to use that insure that programs and events address diversity and are inclusive.

Goal #4: By end of August 2009, the Division of Student Affairs will develop and implement a “Diversity” component of the Student Affairs web site including a message about our commitment to diversity, campus resources, guidelines and best practices.



Innovation Team: Student Affairs Professionals as Educators

Given that much of the learning on a college campus occurs outside the classroom, this team will examine the ways in which Student Affairs professionals can contribute to that learning by creating and implementing rich co-curricular learning experiences.

Provocative Proposition

As co-curricular educators who are directly involved in the intellectual and social development of students, we partner with the academic, research, and public service leaders of the University to engage students in active learning. Grounded in best practice, research and theory, we transform lives through the intentional delivery of educational experiences that help students attain academic and personal success.

SMART Goals

Goal #1: Over the academic year 2008-09, each Student Affairs department will build and use a new language within its goals, job descriptions, and performance evaluations that articulate how it supports the teaching and learning of the university.

Goal #2: Over the academic year 2008-09, each Student Affairs department will establish and/or expand collaborations with faculty in the teaching and learning enterprise. These partnerships will be highlighted and documented in campus-wide communication pieces and annual recognition ceremonies for best practices.

Goal #3: Over the academic year 2008-09, each Student Affairs department will use data, research and theory to make critical decisions about program development and assessment. Additionally, we will set a divisional standard of becoming outcomes based. Objectives for programs will be clearly stated and learning outcomes will be pre-determined and evaluated upon completion. Assessment will become an integral part of our programs and services.



Innovation Team: Technology

This innovation team is asked to envision how technology can be utilized to enhance and support student engagement. The group is asked to consider the many uses of technology.

Provocative Proposition

Leveraging expert technology to free humans to do what they do best, Student Affairs will build a “smart” campus that adapts and scales to the needs and interests of the individuals and communities we serve.

SMART Goals

Goal #1: The Student Affairs IT Priorities and Operations Committee will develop a technology strategic plan for Student Affairs by January 31st 2009 that:

- (1) Conducts a technology needs analysis for now and the future;
- (2) Sets policy, standards, and priorities ;
- (3) Guides strategic use of technology resources;
- (4) Sets performance measures for ITS services;
- (5) Leverages best tech practices from other universities;
- (6) Incorporates “green” technologies.

Goal#2: Build common ground - create an educational program for staff that builds their technology awareness based on generational, and cultural technical differences of the UCSC community by August 2009.

Goal #3: Create a UCSC island in “2ndLife” to promote educational and information meetings for future students and current students to reduce geographical challenges and time constraints by spring 2009.



The following Student Affairs staff and UCSC students participated in developing the Provocative Propositions and SMART Goals presented in this document.

Creating a Caring Community

* Martha Keeler	Conference Services
Emili Willet	EES
Deana Slater	Nine & Ten
Adrienne Waite	Cowell
Grace Gallego	Facilities
Fernando Corral	Educational Partnership Cntr
Nancy Bonilla	Admissions

Creating Synergies through Partnerships

* Mike Yamauchi-Gleason	Porter/Kresge
Rosie Cabrera	El Centro
Karen Keen	DRC
Nicole Albaum	CSP
Karen Rosewood	Kresge
Pablo Reguerin	Educational Parthership Center
Pam Hunt-Carter	Office of the Registrar
Julie Beth Ingraham	Student/Kresge College
Katrina Cope	Career Center

Diversity

* Jane Bogart	SHOP
Gabriela Alaniz	Merrill
Tam Welch	GLBTI Center
Holly Cordova	Learning Support Services
Jennifer Reeves	University Dining
Carrol Moran	Educational Partnership Center
Kate Coburn	Office of the Registrar
Jose (Ray) Olivares Lopez	University Dining
Linda Hart	Stevenson
Donnae Smith	Diversity and Inclusion Program

Student Affairs Professionals as Educators

* Sam Bersola	RFPSS
Sally Lester	STARS
Marlene Olson	Student Media
Charis Herzon	Learning Support Services
Flo Queen Stover	Financial Aid
Rosa Plaza	Orientation
Joan Walker	Career Center



Student Center

* Ryan Andrews	OPERS
Caleb Cimmiyotti	Crown College
Linda Spradley	OPERS
Matthew Mednick	Business & Financial Analysis
Sue Roth	Porter/Kresge
Dan Rola	Financial Aid
Margie Claxton	Office of the Registrar
Tere Alaniz	SOAR

UCSC Student Culture

* Diane Lamotte	Student Health Services
Peggy Rose	EOP
Ana Sanchez	Porter
Jessica Johnson	Student - Oakes
Barbara Love	Educational Partnership Center
Nicole Hill	Financial Aid Office
Silas Snyder	Facilities

Student Empowerment Through Collaboration

* Thomas Aguirre	Oakes
Terri Jenkins	EOP
Sheila Rodriguez	Career Center
Joy Pehlke	Eight
Silas Snyder	Facilities
Sayo Fujioka	SOAR
Victor Sanchez	Student – Oakes

Student Involvement and Leadership Development

* Lucy Rojas	Campus Life
Cecile Morris	Staff Human Resources
Adrian Dorris	SOAR
Jamal Atiba	Student – College Nine
John Johnson	Graduate Student
Barbara Silverthorne	Career Center
Adam Snook	CSP
Jose Sanchez	RFS
Curt Anderson	UC College Prep

Technology

* Rafael Granados	UC College Prep
Michael McCawley	Admissions
Rafael Valadez	Student Housing Services/Campus Housing Office
Ryan Francis	Facilities
Lois Locci	UC College Prep
*Team Facilitator	