



Student Affairs Leadership Team (SALT) Planning Retreat
 Appreciative Inquiry Strategic Goal Prioritization Summary Worksheet- DRAFT COMMENTS
 Draft document to be used for internal Student Affairs discussion purposes only.

Index	Theme	SMART Goals	Go/No Go/Revise	08/09	09/10	10/11	Beyond	Steward	Comments
1	Student Empowerment through Collaboration	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X					Goal will be revised to remove "Student Life Intern" and reframed to further define the anticipated outcomes of the meetings – to address concerns of creating expectations for issue resolution that may not be realistic. Goal will be combined with goals # 30, from the Creating a Caring Community theme.
2	<i>Student Empowerment through Collaboration</i>	<i>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.</i>	<input type="checkbox"/> <i>Go</i> <input checked="" type="checkbox"/> <i>No Go</i> <input type="checkbox"/> <i>Revise</i> <input type="checkbox"/> <i>Research</i>						<i>Goal combined with goal#7 developed by the Student Involvement and Leadership Development team.</i>
3	Student Empowerment through Collaboration	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X					Revise goal to include a beginning of the year balance (starting point) and end of year balances. Expand the goal to include all student fees.


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4	Student Involvement and Leadership Development	<p>Goal #1: (a) By March 2009, 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.</p> <p><i>(b)The task force will then assess the programs that were compiled. The task force will study each program, class, internship, etc. and develop a matrix to collect relevant data, which may include information such as: curriculum, objectives, learning outcomes, and program evaluation data.</i></p>	<p><input checked="" type="checkbox"/> Go</p> <p><input type="checkbox"/> No Go</p> <p><input checked="" type="checkbox"/> Revise</p> <p><input type="checkbox"/> Research</p>	X					Goal to be broken into two pieces. Compiling the list of opportunities and assessing the opportunities. The assessment piece will be joined with the certification goal (as a task or an objective associated with developing a certification program)
5	Student Involvement and Leadership Development	<p>Goal #2: 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.</p>	<p><input checked="" type="checkbox"/> Go</p> <p><input type="checkbox"/> No Go</p> <p><input type="checkbox"/> Revise</p> <p><input type="checkbox"/> Research</p>		X			TBD	
6	Student Involvement and Leadership Development	<p>Goal #3: By December 2009, a Student Affairs task force will begin research and development toward a curriculum for the Leadership Development Certificate. The task force will incorporate all relevant content from the data</p>	<p><input checked="" type="checkbox"/> Go</p> <p><input type="checkbox"/> No Go</p> <p><input type="checkbox"/> Revise</p>			X		TBD	Include assessment of the list of leadership development opportunities (goal #4) as a task associated with this goal.

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		gathering and assessment project (see Goal #1), and recommend a timeline and project implementation action plan to the Vice Chancellor.	<input type="checkbox"/> Research						
7	Student Involvement and Leadership Development	Goal # 4: 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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research	X					Include elements of goal #2, developed by the Student Empowerment through Collaboration goal.
8	Student Affairs Professionals as Educators	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research	X					Clarification – an overview will be created to be included as part of all Student Affairs job descriptions and an evaluation tool added to the performance appraisal forms.
9	Student Affairs Professionals as Educators	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research		X			TBD	Combine with goal #14 (Creating Synergies through Partnership)



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10	Student Affairs Professionals as Educators	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X				 	<p>(10a) Goal will be broken into two pieces and refined. The data to be used for assessment portion of the goal will begin with setting the expectation that all units are using CAS Standards as a baseline for their programs.</p> <p>(10b) The Learning outcomes piece of the goals will begin with conversations about benchmarking in order to create a level of awareness of learning outcomes .common to and shared throughout the division</p>



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11	Technology	<p>Goal #1: The Student Affairs IT Priorities and Operations Committee will develop a technology strategic plan for Student Affairs by January 31st 2009 that:</p> <p>(1) Conducts a technology needs analysis for now and the future;</p> <p>(2) Sets policy, standards, and priorities ;</p> <p>(3) Guides strategic use of technology resources;</p> <p>(4) Sets performance measures for ITS services;</p> <p>(5) Leverages best tech practices from other universities;</p> <p>(6) Incorporates “green” technologies.</p>	<p><input checked="" type="checkbox"/> Go</p> <p><input type="checkbox"/> No Go</p> <p><input type="checkbox"/> Revise</p> <p><input type="checkbox"/> Research</p>		X				Expand goal to include goal #13 – crating the UCSC “2 nd Life” island should be an element of the strategic plan. Work will begin in 08/09 on this goal.
12	Technology	<p>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.</p>	<p><input checked="" type="checkbox"/> Go</p> <p><input type="checkbox"/> No Go</p> <p><input type="checkbox"/> Revise</p> <p><input type="checkbox"/> Research</p>	X					Include as an objective – providing professional development activities for managers the highlight current technology used by students. – highlighting the gaps between generational uses of technology.

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13	Technology	<i>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.</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>Goal will be included as an element of the strategic plan for technology.</i>
14	Creating Synergies through Partnership	<i>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).</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>Goal to be combined with goal #9 developed by Student Affairs Professionals as Educators</i>
15	Creating Synergies through Partnership	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research			X		TBD	Elements of the program may be developed locally, within AVC clusters.
16	Creating Synergies through Partnership	<i>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.).</i>	<input type="checkbox"/> Go <input checked="" type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>This goal will be incorporated into messaging from the VC and AVC’s that encourages staff to “be where our students are”. To take advantage of the events and programs that are available to the campus community; to attend, participate in and connect with</i>


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									<i>others from across the campus with whom you share a common interest. Developing an events messaging system for staff may emerge as an IT project.</i>
17	Student Center	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research						Goal will be re-written as : develop a plan to finance, build and open the Student Center by Fall 2012. The plan is to encompass all elements of the goals articulated as part of this process, and be developed in alignment with campus standards for construction projects. Project will include timelines for the understanding the programmatic needs for the space and financing strategies and campaigns.
18	Student Center	<i>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.</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						
19	Student Center	<i>Goal #3: The Student Center Planning Committee will create a project funding strategy for building and maintaining a new Student Center. This will</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go						


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		<i>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.</i>	<input type="checkbox"/> Revise <input type="checkbox"/> Research						
20	Student Center	Goal #4: <i>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.</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						
21	Diversity	Goal #1: <i>By February 2009, a team, appointed by the Vice Chancellor of Student Affairs will develop a draft plan for implementing <i>Intergroup Dialogue</i> in order to create opportunities for meaningful discussion about diversity within the UCSC community.</i>	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X					Goal to be revised to indicate Intergroup Dialogue as an option for creating opportunities for discussion.
22	Diversity	Goal #2: <i>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.</i>	<input type="checkbox"/> Go <input checked="" type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>At this point in time, the Inclusive Excellence Scorecard is used by campuses as an institution wide guide for understanding, at a high level, performance toward meeting diversity and inclusion.. Significant modifications would likely have to</i>


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									<i>be made to make the tool applicable to the division.</i>
23	Diversity	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research		X			TDB	
24	Diversity	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research	X					
25	UCSC Student Culture	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research		X				This goal has many potential collaboration points outside of Student Affairs. And should be revised to reflect the potential partnerships and shared benefits of an event such as this.


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26	UCSC Student Culture	<i>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.</i>	<input type="checkbox"/> Go <input checked="" type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>Soliciting information on methods for communicating events will be conducted as part of goal #27.</i>
27	UCSC Student Culture	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X					Revise to solicit information from students and staff about opportunities for fostering a sense of UCSC identity and pride and effective methods for communicating events.
28	Creating a Caring Community	<i>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</i>	<input type="checkbox"/> Go <input checked="" type="checkbox"/> No Go <input type="checkbox"/> Revise						<i>Goal will be used to develop messaging about the value of caring, student centered service. The VC and AVC's will set expectations for</i>


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		<i>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.</i>	<input type="checkbox"/> Research						<i>student service delivery within their organizations.</i>
29	Creating a Caring Community	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.	<input checked="" type="checkbox"/> Go <input type="checkbox"/> No Go <input checked="" type="checkbox"/> Revise <input type="checkbox"/> Research	X					Revise goals to promote the positive – Create programs that encourages, rewards and recognizes excellence is student support and care.
30	Creating a Caring Community	Goal #3: <i>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.</i> <i>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</i>	<input type="checkbox"/> Go <input type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>Goal to be combined with Goal #1 – developed by the Student Empowerment through Collaboration team. Units will not be required to generate lists of opportunities for dialogs at this point in time.</i>



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31	<i>Creating a Caring Community</i>	<i>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.</i>	<input type="checkbox"/> Go <input checked="" type="checkbox"/> No Go <input type="checkbox"/> Revise <input type="checkbox"/> Research						<i>Combined with goal #25 created by the Creating UCSC Student Culture team.</i>
NEW GOAL 32	Diversity	Create a baseline set of cultural competencies for staff. Incorporate into Job Descriptions and the Performance Management system. Create development and training opportunities for staff at all levels of the organization in cultural competency.		X					
NEW GOAL 33	Diversity	Appoint a Vice Chancellor's advisory committee to guide our development as a more inclusive community.		X					

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