



2008/2009 Divisional Strategic Goals

The following goals were selected by the Student Affairs Leadership Team (SALT) as strategic priorities for the 2008/2009 year. These goals are in draft form. Final edits and prioritization of strategic Divisional goals will occur during Fall '08.

- I.** Conduct a periodic (e.g., once per quarter) "Open Forum" as an opportunity for students to participate in meaningful dialogue with administrators. Students will be able to express diverse concerns and ideas about matters that are important to them as well as explore collaborative solutions to challenges faced by the University.

Theme(s): Student Empowerment through Collaboration; Creating a Caring Community
Steward: AVC Campus Life/Dean of Students
Index: #1 & #30
- II.** Develop and publish an Annual Financial Report on the distribution of all student fees from the previous year. The information will be presented in a format and made accessible via a mechanism determined to be user friendly by students.

Theme(s): Student Empowerment through Collaboration
Steward: AVC Divisional Business and Administration
Index: #3
- III.** Compile a comprehensive list of all student leadership development opportunities offered through the Division. The list will include academic opportunities, internships, training programs, retreats, etc. and will become the base for a leadership development opportunities clearinghouse.

Theme(s): Student Involvement and Leadership Development
Steward: AVC Campus Life/Dean of Students
Index #4
- IV.** Develop and implement an annual assessment of the resources utilized (e.g., types of support, advisor time, event types, attendee numbers, etc.) by Student



Organizations, Student Governments, etc., to support their programs and provides recommendations for program enhancements.

Theme(s): Student Involvement and Leadership Development; Student Empowerment through Collaboration
Steward: AVC Campus Life/Dean of Students
Index #2 and 7

- V.** Develop and insert on all Student Affairs job descriptions an overview statement describing how Student Affairs supports teaching and learning. Create a mechanism in the performance appraisal system that evaluates individual performance in modeling the value of Student Affairs Professionals as Educators.

Theme(s): Student Affairs Professionals as Educators
Steward: AVC Div. Business and Administration
Index #8

- VI.** Introduce and set the expectation for Student Affairs professionals to use the Council for the Advancement of Standard in Higher Education (CAS) standards as a baseline for evaluating all Student Affairs units and programs.

Theme(s): Student Affairs Professionals as Educators
Steward: AVC Enrollment Management
Index #10a

- VII.** Develop a common set of learning outcomes to be shared and used throughout the Division to pre-determine expectations for, and evaluate the outcomes of programs and events.

Theme(s): Student Affairs Professionals as Educators
Steward: AVC CUHS
Index #10b

- VIII.** Begin research and data collection necessary to developing a Technology Strategic Plan for Student Affairs, which includes a current and future needs assessments, ITS service level agreements, incorporates “green” technologies, leverages best practices and sets technology policy, practices and priorities for Student Affairs.



(Goal VIII Continued)

Theme(s): Technology

Steward: AVC Div. Business and Administration

Index #11

- IX.** Create an educational program for staff that builds technology awareness beyond office productivity tools and develops an understanding of generational and cultural technology use differences and gaps.

Theme(s): Technology

Steward: AVC Enrollment Management

Index #12

- X.** Develop a plan to design, finance, build and open a Student Center by the Fall 2012 that meets the vision of the space as *The Hub, Heart, and Haven of Campus* for our students.

Theme(s): Student Center

Steward: AVC CUHS

Index #17

- XI.** Select an appropriate tool/method (e.g., Intergroup Dialogue) and develop a plan for creating opportunities for meaningful discussions about diversity within the UCSC community.

Theme(s): Diversity

Steward: AVC Campus Life/DOS

Index #21

- XII.** Develop and implement a “Diversity” component of the Student Affairs web site that communicates our commitment to diversity, and provides campus resources and guidelines and best practices.

Theme(s): Diversity

Steward: AVC Divisional Business and Administration

Index #24



- XIII.** Create and incorporate into job descriptions and the performance appraisal system a set of cultural competencies for staff, and identify cultural competency training opportunities for all levels of staff.

Theme(s): Diversity
Steward: AVC Divisional Business and Administration
Index #32 (New Goal)

- XIV.** Appoint a Vice Chancellor's advisory committee to guide our development as a more diverse and inclusive community

Theme(s): Diversity
Steward: AVC Campus Life/DOS
Index #33 (New Goal)

- XV.** Gather and compile information and ideas from students and staff about how to foster a greater sense of UCSC identity and pride and develop effective methods for communicating events. Information will be used to facilitate work with campus partners to create shared, large scale event(s) and programs that engage students and re-engage our alumni.

Theme(s): UCSC Student Culture
Steward: AVC Campus Life/DOS
Index #27

- XVI.** Create programs that encourage, recognize and reward staff who exemplify excellence in student support and care.

Theme(s): Creating a Caring Community
Steward: AVC Enrollment Management
Index #2



2009 – 2011 Student Affairs Appreciative Inquiry Strategic Goals

The following goals will be reviewed and possibly revised based on the work that takes place during 2008/2009.

2009/2010 Divisional Strategic Goals

Student Involvement Goal#2: 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. (Index #5)

Student Affairs Professionals as Educators Goal #2: 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. (Index#9)

Technology Goal #1: Create a technology strategic plan for Student Affairs by 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. (Index#11)

Diversity Goal #3: 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. (Index#23)

UCSC Student Culture Goal #1: 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. (Index#25)

2010/2011 Divisional Strategic Goals

Student Involvement and Leadership Development Goal #3: 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 gathering and assessment project (see Goal #1), and recommend a timeline and project implementation action plan to the Vice Chancellor. (Index #6)

Creating Synergies through Partnership Goal #2: 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. (Index #15)



Goals Combined with other Goals or Not Selected for Future Action

2	Student Empowerment through Collaboration	Goal #2: Beginning July 1 st and concluding December 31 st , 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 combined with goal#7 developed by the Student Involvement and Leadership Development team.
13	Technology	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.	Goal will be included as an element of the strategic plan for technology.
14	Creating Synergies through Partnership	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).	Goal to be combined with goal #9 developed by Student Affairs Professionals as Educators
16	Creating Synergies through Partnership	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.).	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 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.



18	Student Center	Goal #2: <i>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>	
19	Student Center	Goal #3: <i>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.</i>	
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>	
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>	<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 be made to make the tool applicable to the division.</i>
26	UCSC Student	Goal #2: <i>In the fall of 2008, the</i>	<i>Soliciting information on</i>



	Culture	<i>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>	<i>methods for communicating events will be conducted as part of goal #27.</i>
28	Creating a Caring Community	Goal #1: <i>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.</i>	<i>Goal will be used to develop messaging about the value of caring, student centered service. The VC and Arc's will set expectations for student service delivery within their organizations.</i>
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</i>	<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>



		<i>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>	
31	Creating a Caring Community	Goal #4: <i>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>	<i>Combined with goal #25 created by the Creating UCSC Student Culture team.</i>