A Vision for UC Santa Cruz

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Chancellor Cindy Larive

#2 University in the nation for Social Mobility -US News and World Report

Defining Success

Solidify Status as Research Leader

Promote Student Success

Streamline Organization and Processes

Cultivate an Inclusive Campus

Solidify Status as Research Leader

- Steward research excellence
- Support grant activity
- Support research and creative scholarship collaboration
- Grow and diversify graduate student population
- Grow and diversify the faculty

Support Grant Activity

Goal:

8-10% increase per year

Support Grant Activity

- Build research development infrastructure
- Support innovation, entrepreneurship & industry collaborations
- Provide support for early career researchers
- Enhance research opportunities for UCSC graduate students
- Facilitate development of large scale initiatives and new funded centers

Strategically Support Research and Creative Activity

Build on framework of Strategic Academic Plan to support areas of strength and new collaborations.

Grow and Diversify Graduate Student Population

Graduate student success is crucial to research success

UC Santa Cruz set rebenching goal to increase PhD students to 12% of 2011-2012 undergraduate enrollment

Requires affordable housing, inclusive climate, competitive packages, and increased grant funding

Grow and Diversify the Faculty

14% of UC Santa Cruz faculty members identify as URM

Must commit to best practices in hiring, retention, and promotion

Requires affordable housing, inclusive climate, support for faculty development, and competitive salaries and startup

Promoting Undergraduate Student Success

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Improve graduation rates and eliminate graduation gaps

Proactively address basic needs and inclusivity

Promote advantages of college structure

Improve Graduation Rates and Eliminate Graduation Gaps

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Four-year Graduation Rates by Systemwide Academic Index, Fall 2013

Improve Graduation Rates and Eliminate Graduation Gaps

UC Santa Cruz has set public goals to achieve the following by 2030:

- 70% on-time (4-year frosh and 2-year transfer) graduation rates
- 85% 6-year frosh graduation rate
- 90% 4-year transfer graduation rate
- Eliminate graduation rate gaps for Pell, first-generation, and underrepresented groups

UC-wide average 4-year graduation rate is projected to be 76% in 2030

Improve Graduation Rates and Eliminate Graduation Gaps

There isn't just one solution, but many issues to address across campus:

- Revise curriculum for pathways, bottlenecks, high stakes courses
- Investigate change to a semester academic calendar
- Improve ease of transfer between majors
- Increase utilization of online learning and summer session
- Enhance advising for all student populations
- Improve career readiness
- Support student mental health and resilience

Promote Advantages of College Structure

Universities around the country are creating first year communities to replicate the structure UC Santa Cruz originated.

How do we continue to innovate this structure?

What role should faculty play?

It's Not Just About Graduation Rates

To ensure that UCSC provides high quality education for all students

Faculty-led assessment of learning empowers:

- faculty by providing evidence to improve teaching and learning
- students by providing them with degree-specific expectations for their achievement
- university by articulating what our students can do when they graduate

Proactively Addressing Basic Needs

CASFS is a leader in supporting students with food insecurity

Slug Support provides holistic solutions to students in need

Campus must address long and short term housing needs ASAP

Spring 2018 UCUES Responses on Food Security

48% of UC Santa Cruz students identified as having low or very low food security

Spring 2018 UCUES Responses on Homelessness

UC Santa Cruz reported the highest rate of homelessness of any UC campus

Spring 2018 UCUES Responses to Statement "I feel I belong on campus"

Students of color, first gen and Pell eligible students are more likely to disagree or strongly disagree

UC Student Demographics

	Merced	Riverside	Irvine	Santa Barbara	Davis	San Diego	UCLA	Santa Cruz	Berkeley	UC-wide
	Freshmen									
Pell	64%	50%	33%	32%	32%	34%	25%	28%	22%	33%
First gen	74%	55%	43%	41%	40%	38%	26%	31%	23%	38%
URG	62%	42%	28%	29%	27%	25%	25%	27%	18%	29%
All three	44%	24%	15%	15%	15%	13%	12%	11%	8%	15%
	Transfers									
Pell	58%	54%	45%	34%	43%	45%	40%	43%	41%	43%
First gen	61%	59%	51%	42%	50%	48%	46%	45%	43%	48%
URG	52%	50%	30%	29%	26%	24%	29%	39%	23%	30%
All three	32%	27%	14%	12%	12%	12%	13%	17%	9%	14%

Proactively Addressing Inclusivity

Ensure an inclusive climate is a priority at all levels

Elevate chief diversity officer

Streamline Organization and Processes

- Align communication organization
- Data-informed decision making
- Budget transparency and accountability
- Think outside the box

Align Communication Organization

New AVC & Chief Communications and Marketing Officer reporting to Chancellor

Improve website for internal and external audiences

Understand our mission and goals so that we can tell our shared story

Data-Informed Decision Making

- Requires clear processes and preparation for decision making
- Careful use of data and best practices must guide our student success efforts
- IRAPS is creating important campus dashboards to facilitate analysis
- SSERC provides analytic tools to understand student experience and interventions

Budget Accountability and Transparency

Budgets should not drive decisions – budgets should support strategy

Annual budget process

Clear and accessible shared budget tools and assumptions

All resource allocations come with reporting requirements – how did we spend our money?

Think Outside the Box

Develop a culture of "yes"

Entertain unique answers to our problems:

- Networked campus
- More flexibility for students to study away
- Change calendar to semesters
- Better utilize University Extension
- Explore partnerships with UCs, CSUs, and industry

Cultivating an Inclusive Campus

Listen for understanding

Take responsibility

Share the spotlight

Practice empathy

Recognizing challenges to inclusivity

help.ucsc.edu

Questions?

web: chancellor.ucsc.edu

E-mail: chancellor@ucsc.edu

Twitter: @cynthialarive