

# UC Santa Cruz Vision Conference

*April 16, 2014 – The Big Themes*

## Big Picture Ideas

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1. information and communication
  - web presence
  - person to person
  - access information
  - who we are (ucsc )
2. Defining the roles of the colleges
3. Environment and sustainability
  - research
  - ucsc as model
4. Research
  - relevance to community
  - communicate, publicize
  - increase graduate student presence
5. cross collaboration
6. innovation vs. risk

## Group 1

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Academic and research excellence

1. Take stock in campus assets
  - natural beauty
  - demographics
  - location
  - college system
2. Integration of academic programs administrative policies and procedure, and campus priorities/ core mission
3. campus identity / brand

4. communication (internal, external)
  - strategic, intensive, efficient, consistent
5. need for metrics (assessment and benchmark)

## Group 2

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1. improve communication
  - internal and external ( challenges and gaps in both)
2. enhance and embrace our environment, built and natural stewardship
3. find the data for our big data problems and asses metrics and measurements
4. cultivate collaborations: learning levels, central / local university and community
5. shift to a culture that encourages buy-in (campus and community pride)

## Group 3

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1. coordinating internal and external communication
2. strengthen synergy and integration of academics, operations, student life, external partners
3. steward / lead at all stages of student success and transformation into alumni as ambassadors
4. culture of transparency and accountability, but not over-compliance
5. proactive forward thinking in areas of distinction (diversity, sustainability, research, external partnerships)

## Group 4

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- Academic and Research Excellence
- Student success
- Efficiency of processes
- Data-supported decision making and assessment
- Communication and identity awareness

## Group 5

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1. Coordination of process
  - breaking down silos

- management of data
  - identifying best practices
  - internal communications
2. Links to economic / social ecosystem of region
- tech transfer
  - collaborations with businesses
  - alumni networks
  - local government
3. Investment in visions
- broad initiatives that would help define our brand
  - forward thinking , not reactive
4. Shaping next generation of leaders
- promoting minority excellence
  - interdisciplinary learning
  - experimental learning
5. Communications
- advising our excellence
  - comprehensive communications strategy
  - cohesive websites

## Group 6

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- Upgrade and update public image
- coordinated and strategic internal and external communication
- Integration of academics, operations, student life and external partners
- value students and alumni as ambassadors
- proactive , forward thinking, areas of distinction
- Transparency
- improving infrastructure for student success
- pipeline- be the source for success
- resist culture of over compliance
- mutually beneficial partnerships

## The Details

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### Operations

1. process change urgent management needs to balance process efficiencies with core mission priority
2. decision making must involve appropriate parties accountability and authority
3. efficiency for risk aversion and overcompliance
4. evaluate cost benefit our centralized vs. Distributed
5. clear communication of processes promotes trust and improves morale

### External Engagement

1. Making research relevant and useful for govt and industry
2. links to economic ecosystems of the region
3. brand development and constituent building
4. build the ambassador role

### Research

1. improve institutional support
2. balance infrastructure and research
3. research for public good
4. productivity metrics in making research decisions
5. diversity funding sources

### Environment

1. Operational sustainability
2. connecting operations to academics
3. creating new academic programs
4. student experiential learning and student engagement
5. improve communication of sustainability efforts internally and externally

### Communication

1. not good at telling the complicated story of UCSC
2. web presence is important , but not good not unified
3. need centralized communication plan and strategy
4. need to distill image into brand
5. need better internal communication- better person to person

### Diversity

1. change in demographics

2. inclusion definition
3. academic program link to diversity
4. Integration of data and program
5. Assessment eval of programs success

#### Student Experience

1. integrated academic experience at all levels
2. integrated collaborative service experience
3. building community across all groups
4. strategic communication in person

# UC Santa Cruz Vision Conference

*April 18, 2014 – The Big Themes*

## Big Picture Ideas

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1. Integration of ...
  - Research + teaching
  - R + T mentorship
  - Research + OPS
  - Now Dispersed Diversity Efforts
2. Be more proactive in research and communications
3. External communications and engagement
4. Building communities
5. Internally externally
  - as networks
  - avoiding silos
  - leveraging resources and diversity
6. Efficiencies

## Group 1

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- As a decentralized university, it is easy for us to work and think in silos. Not connected or coordinated
- Integrating students and faculty / research into process of meeting our civic and operational goals are key
- Communication plan is essential both internally and externally. If we have a unified narrative we have a strong voice and investment within and without
- Sustainability should become our campus ethos. We should build this into everything
  - This is a platform for common ground, internally and for the community
- Our focus should remain on retaining diverse students and faculty and supporting our changing demographics
- Community as a broad perspective

## Group 2

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1. Coordination + supporting the synergies (operational)
2. Integrate research, teaching and public service (mission)
3. H's broader than you think - Look! (pipeline sustained / thoughtline before during and after)
4. Embrace our potential as an international model of a public research university
5. Promote nested communities and relationships

## Group 3

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1. Telling our story
  - identify and articulating it internally
  - knowing how to share it externally
2. Integration and synchronization
  - encourage risks in crossing boundaries between campus units
3. Reflect our values in clear outcomes
  - environmental leadership
  - courageous leadership in diversity and justice

## Group 4

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1. Communication
  - branding
  - our story
  - diversity
  - student voice
  - internal and external
2. Funding
  - Government vs private
  - economic impact
  - staff
  - student affordability
3. Integration
  - partnership

- research and education
- cross disciplinary
- internal and external
- Diversity programs

#### 4. Community

- Internship
- colleges
- alumni
- service opps
- diversity
- support student org
- intellectual engagement
- biz community education

#### 5. Sustainability

- social environmental justice
- on and off campus projects
- stewardship

### Group 5

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- Communication is key to everything
- Comprehensive mentorship
- Communities and environment
- Inclusivity and community engagement
- Build excellence : lead in both research and education
- Reinforce culture of innovation, flexibility and intellectual generosity

### Group 6

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1. Telling our stories
2. Leveraging UCSC: Natural Resources
  - Leader in advancing global, national and local sustainability
3. Cradle-to-grave student experience
4. Commitment to being world-class research institution

- Commitment putting research into practice
  - internal/ external stakeholders
5. Community building of and on campus
- Partnership Outreach

## The Details

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### Communication and Reputation

1. a lot to be proud of that we don't tell
2. recognize importance of consistent web presence to all
3. coordinated strategic communication plan with support
4. distill our image / brand
5. improve internal communication

### Student Experience

1. integrate / focus of all levels of learning
2. take advantage of campus setting
3. improve diversity
4. improving strategic and coordinated communication
5. improve infrastructure for student success

### External Engagement and Partnerships

1. meet needs of economic ecosystem
2. recognize students and alumni as our ambassadors
3. improve image of ucsc as city on a hill
4. define brand
5. more coordination of efforts to facilitate engagement

### Environment and Sustainability

1. stewardship in physical environment
2. operational sustainability
3. connections between academics and operations (uses expertise)
4. communications and collaborations
5. consider new academic programs or even a school environment
6. student experiential learning

### Diversity

1. Changing state / national demographics- create app for leadership role

2. meaningful definition of diversity
3. comprehensive integration of data
4. integration of academic training and research programs with student success and student life
5. centralized assessment of programs

#### Operations

1. change process needs to balance enterprise management and effectiveness supporting mission
2. decision process around change need to have clear delegation of authority
3. resist a culture of over compliance
4. weight cost and benefits of centralization vs. de-cent
5. clear communication about change process to improve trust and morale

#### Research

1. Reinvent institution research support to remove obstacles
2. be proactive in research development
3. track metrics of research productivity
4. balance of research and teaching
5. research is a public good promote achievements