

# UC Santa Cruz Vision Conference

*April 16, 2014 Shared Visions*

## Group 1

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1. Value of all UCSC degrees rises (Bachelors, Masters, Doctoral)
2. Risk with a purpose: UC Santa Cruz as an incubator for innovation
3. UCSC is the UC of Silicon Valley
4. Minority excellence, environmental consciousness, and social justice as vital ingredients of leaders of the future; UCSC's distinctive model
5. Identify and invest in programs that work
6. Revitalize UR and OR for strategic development of campus.

## Group 2

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1. Institutional structures to promote and reward cross-discipline (and individual) research and teaching, with dedicated funding to integrate students as research assistants and TAs
2. A) Every student has at least one instance of experiential learning  
B) We have excellence programs for minorities to build on their strengths and contributions
3. A) The linkage between operations and academics is strengthened  
B) Our campus is a living laboratory
4. A) We send our alumni out to solve the world's challenges  
B) We embrace activism broadly without turning it into a caricature
5. A) Research and project implementation make us and our region a model  
B) Donors and companies are excited to fund and engage with the campus
6. We have better opportunities to understand each other's perspectives: empathy and people matter

## Group 3

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- On-boarding and off-boarding prep for academic career...and then professional and post-UCSC experiences for undergrads and grad students
- UC Santa Cruz is a “center for centers”
  - Anticipated new areas of knowledge
  - Integrates students and faculty and ideas
  - Supports basic research
  - Fosters creation of new research centers
- Our alumni are engaged and accessible partners in our mission. They want to maintain ties.
- We are known for producing diverse workers and scholars who can lead in a globalized era.
- A cosmopolitan learning and living environment – diverse perspective can challenge us in positive ways
- We are known for multiple areas of outstanding research
- Fruitful links to community (industry, local, tech, government) are too many to count

## Group 4

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1. Not just “narrow excellence”
  - Incentives for research excellence, support for same
  - Community-building around research
    - Centers/institutes
    - University-wide programs
    - Team-based research (undergrad, grad, faculty, staff)
  - Doing research on our own issues, solving them
  - Collaborative
2. Student Experience
  - **Community** enhanced, a commitment to community as central to the culture
  - Culture of inclusion - diversity, changing demographics feel like part of a community: research, social, town

- Increased metrics of student **success** (for all groups)
  - Mentorship
  - Navigating with ease through studies
- 3. Sustainability
  - Defining and integrating to all levels of the campus:
    - Research
    - Operations (mode of water use)
    - An integral metric for all decisions
    - A model for **green** university
    - New uses of outside space for community, on campus and beyond
- 4. **Personal** commitment to student development - academic, social
  - Teaching that is as cutting edge as research
  - **Communication**
    - Internal - “Let’s find a way”
    - External - people see that what we say is observable in what we do: “We live what we teach”
- 5. Silicon Valley
  - Recognition of university, graduating students
  - UCSC seen as asset/partner by surrounding communities
  - Multi-faceted, bidirectional partnership model
- 6. Deeper/broader cultural diversity

## Group 5

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In the future...

- 1) The success of the school of the Environment and our Silicon Valley Plan - evidence of
  - Our more robust infrastructure for research support
  - Cross-divisional efforts
  - Model campus for sustainable practices

## 2) Increased outward facing collaboration

- Opportunity
- Preparation
- Recruitment
- Alumni
- Internships for our students
- Internships for K-12
- Regional sustainability efforts

## 3) Communication is not an issue

- Presence on web
- Connection to alums
- Connection to new students
- Policy for internal communication

## 4) Consideration of semester vs. quarter system

## Group 6

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### 1) Large, complex multi-investigator partnerships

- Train graduate students to meet emerging demands, across diverse industries

### 2) UCSC provides a community that supports students' needs

- Career preparation
- Feeling they are part of something big happening at UCSC

### 3) City views UCSC as part of the solution, not the problem

### 4) UCSC is a world-class research institute with a clear upward trajectory with respect to both teaching and research

- Better PR and strengthen alumni base!

### 5) Industry partnerships

- Silicon Valley
  - Research
  - Student experience - internship programs
- K-12 partnerships

- Raise awareness of UCSC
- Private donors

# UC Santa Cruz Vision Conference

*April 18, 2014 Shared Visions*

## Group 1

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### UCSC in 2020

- Excellence demonstrated through AAU membership
- Experiential education
- Leadership for the public good
- Connections in a technological world
- UCSC as a destination!

## Group 2

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1. High-profile, interdisciplinary, inter-generational research clusters that attract funding, publicize research, build graduate cohorts for a local, national, and global impact
2. Safe, supportive, intellectually stimulating campus climate that facilitates holistic student experience linking students of diverse backgrounds to
  - faculty
  - the environment
  - fellow students
  - the community
3. Institute or Center for Sustainability
  - Links research, operations, teaching and community efforts
4. World-class research university distinguished by its commitment to environment, justice, diversity and educational opportunities
5. Better infrastructure to:
  - connect campus with business and nonprofits
  - bring community to campus, and the campus to the community

## Group 3

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1. Our structure enables interdisciplinary research.  
We are recognized as a world-class research university that gives back to society.
2. Our students feel safe, empowered, engaged and have school pride.
3. We are the greenest university in the country that shares with the local community and the world our mistakes and successes in this social experiment.  
We partner with local community to solve common issues including water, food, and transportation.
4. We are a unique combination of outstanding research, education, diversity, sustainability, and social justice.  
We have a coordinated and well-articulated view of who we are and where we're going.
5. With our partners, we improve college prep rates and are closing the education gap.  
Taking advantage of our IP, working with businesses and government, we have been able to create local businesses and well-paying jobs

## Group 4

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### RESEARCH

- Nationally Recognized
- Interdisciplinary

### STUDENT EXPERIENCE

- Students are proud, diverse, well-informed and well-supported
- Colleges are thriving

### ENVIRONMENT & SUSTAINABILITY

- Campus is still beautiful
- Institute of Environmental Sustainability that affects all aspects of the campus

### REPUTATION - INTERNAL & EXTERNAL

- Pride
- Research leader
- Diverse
- Innovated

- Work on important, contemporary state issues

#### EXTERNAL ENGAGEMENT & PARTNERSHIPS

- Community cross-fertilization-supported
- SV
- Local schools
- Businesses

#### OPERATIONS

- Less Bureaucracy
- Better data window
- Good place to be an employee and student

### Group 5

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#### Collaboration over competition

- research excellence transparently defined
- restore colleges as lived education communities

#### Mandatory experiential learning component in every undergrad program

- use to meet campus / local / international goal
- partner with city, county, and schools

#### Commitment to our legacy of social activism

- conscious consumption
- environmental sustainability
- social justice
- inclusion/ diversity
- involvement locally, globally

#### Supporting 21st century student body

- cultural competencies among faculty and staff
- investment in recruitment, retention, gender equality, and quality of life
- support for international, low-income, 1st generation college students



## Group 6

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1. Increased awareness of research excellence
  - local systemic issues addressed by leveraging campus efforts / resources
  - demystification of concept-to-market process
2. Supportive
  - community building
  - experimental
  - increase in collective identity
3. Benchmark for managed growth
  - school of the environment
  - inventory of all efforts (community +campus-wide) leads to greater collaboration
4. We become the UC of choice
  - we are recognized and taken seriously
  - social values reflected in research efforts
  - commit resources to increase internal / external community
    - end to poverty, creations or model society
5. Public / private partnerships
  - Businesses, tech (Silicon Valley)
  - Other organizations
    - increased alumni outreach
    - improved relations with city
6. Scalability, innovation
  - education on human scale