

# *Envision UCSC*

## Online Stakeholder Input Surveys



### Narrative response survey

This survey asks a series of questions about UCSC and our future. Topics include our values, our strengths and weaknesses, and areas for investment. There is also an opportunity to provide general input. As a note, your responses are anonymous, only the first question requires a response, and each text box is limited to 4000 characters.

- What institutional values inform and govern our behavior?
- Describe three of UCSC's strengths.
- Describe three of UCSC's weaknesses.
- As you envision 2020, what are the three top areas for us to invest in now?
- If you could change one thing at UCSC, what would it be?
- How would you describe UCSC to friends and family?
- If you have additional thoughts or ideas you would like to contribute to strategic planning for UCSC, please provide them below.

In brackets after each response is the answer to “With which stakeholder group do you most closely identify?”



- Academic freedom Respect for human diversity Commitment to the people of California [UCSC Faculty]
- community [UCSC Faculty]
- intolerance and political correctness aimed at securing and maintaining the status of a group of insiders [UCSC Faculty]
- Don't know how to answer this -- I'm not sure there is one top-down set of values (nor should there be, perhaps) [UCSC Faculty]
- We prioritize students. [UCSC Faculty]
- Trying to provide excellent and innovative teaching [UCSC Faculty]
- not sure [UCSC Faculty]
- Commitment to undergraduate education Respect for diversity Commitment to making a difference in the world [UCSC Faculty]
- I wish these were clearer! I have no real concept of this, even as a faculty member who has been here for almost 10 years. I think that our values should be discussed and shared and reinforced far more frequently, and should come from discussions among s [UCSC Faculty]
- historically social justice, but it seems that balancing budgets and gaining prestige are on the upswing [UCSC Graduate Student]
- liberal-ness [UCSC Graduate Student]
- Integrity Inquisitiveness Environmental stewardship Passion for teaching and mentorship [UCSC Staff]
- Free individual minds that are trained to think critically, to contemplate multiple perspectives at once, and most importantly encouraged to listen to the perspectives of others. [UCSC Staff]
- commitment to community and the natural landscape. [UCSC Staff]
- Fairness and equality, sometimes to an extreme. [UCSC Staff]
- Community, excellence, service to students [UCSC Staff]
- inclusion, academic excellence, student-centric, [UCSC Staff]
- Undergraduate access to faculty; diversity; tolerance; risk-taking research [UCSC Staff]
- Societal needs. [UCSC Staff]
- (1) Prestige, (2) Prestige, (3) Prestige [UCSC Staff]
- Focus on interdisciplinary learning, interdisciplinary programs such as environmental studies, history of consciousness, feminist studies --Original emphasis on undergraduates doing original fieldwork and research [UCSC Staff]
- Staying employed at UCSC, protecting department resources that have not already been lost, cashing in on retirement benefits. (Perhaps I should list these as weaknesses, but they strongly influence the behavior of many, many staff members) [UCSC Staff]
- Principles of community. [UCSC Staff]
- [UCSC Staff]
- Provide highest quality education opportunities to all qualified students and carry out important research that advances human knowledge and contributes to developing solutions to the world's most critical challenges. To create and maintain a culture of e [UCSC Staff]

- I don't know [UCSC Staff]
- That to succeed one must keep head down and say little. Change is punished, and families are discouraged. [UCSC Staff]
- very few institutional values left, UCSC has lost it's collective memory due to retirements and lack of training for new hires [UCSC Staff]
- Pursuit of excellence [UCSC Staff]
- Many faculty members seem to have an inferiority complex and really overdo in trying to look important. I think we need to stop comparing UCSC with UC Berkeley and try to be the best UCSC can be. [UCSC Staff]
- Authentic commitment to student academic success. Appreciation for multiculturalism and diversity. Active participants in ensuring educational equity and social justice. [UCSC Staff]
- I don't feel that you can group "us" together, different units have such different management structure and mission. In my unit our focus is on getting research done, but it seems that other units just want to do what they can to get in the way of it. G [UCSC Staff]
- social justice and environmental responsibility, we think outside the box and we always question the status quo [UCSC Staff]
- I find the question hard to answer. It could just be me, but after 20+ years here I can't really nail down a set of institutional values. There is the principles of community but it just reflects a basic set of values that you would find in many other p [UCSC Staff]
- Equal access to resources and opportunity for all stakeholders. A holistic view of atmosphere we create to live in together. Including the diverse life skills needed to succeed after college (students) and the diverse supported needed to succeed at work ( [UCSC Staff]
- UCOP Policies, School Policies, Divisional Policies [UCSC Staff]
- a sense of self-importance and superiority coupled with a love of nonsensical paperwork [UCSC Staff]



- 1. History/reputation for innovation and experimentation. Across the country and even the world, UCSC is still known as a place where institutional change can happen, boundaries can change, based especially on interdisciplinarity and university/extramura [\[UCSC Faculty\]](#)
- The college system. The natural setting. The Lionel Cantú center and its associated programs. [\[UCSC Faculty\]](#)
- Commitment (Desire) to respect diversity Attention to Undergraduate and Graduate Student Training Involvement in the Professional, Local, and Global Community [\[UCSC Faculty\]](#)
- 1) The commitment of the faculty to teaching undergraduates, 2) high quality instruction despite significant institutional barriers, 3) the college structure. [\[UCSC Faculty\]](#)
- [\[UCSC Faculty\]](#)
- Values social justice research Values research "at the margins" Commitment to undergraduate education [\[UCSC Faculty\]](#)
- the colleges research current top administration [\[UCSC Faculty\]](#)
- Acceptance of progressive scholarship Investment in undergraduate teaching Interdisciplinary possibilities [\[UCSC Faculty\]](#)
- Redwood trees (Just kidding) 1. Smaller size, 2. Balanced commitment to research and teaching, 3. Progressive, often willing to consider new perspectives/approaches [\[UCSC Faculty\]](#)
- 1. located in Silicon Valley 2. nice redwoods 3. only 45 minutes away from a major airport. [\[UCSC Faculty\]](#)
- cutting-edge and innovative research commitment to undergraduate education doing things a little differently (e.g., college system, few inter-collegiate sports, faculty research interests are eclectic) [\[UCSC Faculty\]](#)
- 1. faculty 2. research facilities 3. research innovation [\[UCSC Faculty\]](#)
- History of involving undergraduates in faculty research; beautiful campus; quality faculty [\[UCSC Faculty\]](#)
- location part of UC system [\[UCSC Faculty\]](#)
- Innovative teaching Environmental issues - research, training, and campus sustainability Collegial environmental [\[UCSC Faculty\]](#)
- beautiful campus students who are glad to be here and worked hard to get here the College system, which must be maintained! It's so important for students, especially students of color and undocumented students and first generation students to feel tha [\[UCSC Faculty\]](#)
- -commitment to diversity -innovative and transformative research -beautiful location [\[UCSC Graduate Student\]](#)
- the liberalness is a strength to a certain extent [\[UCSC Graduate Student\]](#)
- Civic engagement and activist roots 10 Colleges model of housing Amazing public transportation Amazing physical environment and care for that environment and global sustainability [\[UCSC Staff\]](#)
- Staff who care about the mission of the university Faculty who are brilliant, thoughtful, and ethical Diverse student population [\[UCSC Staff\]](#)

- A student body that is becoming more diverse each year. The trees, the meadows and the access to to the ocean. An open minded faculty. [UCSC Staff]
- A beautiful natural landscape, a growing commitment to sustainability, [UCSC Staff]
- Its faculty. The colleges. Its founding "vision." [UCSC Staff]
- We value visionaries. We encourage creativity. We honor and support undergraduates. [UCSC Staff]
- Amazing students - active in social change work, courageous, brilliant! Some very dedicated staff and faculty who really care about all students. Colleges as learning communities. [UCSC Staff]
- Beauty of campus; relatively small size; undergraduate experience opportunities (colleges, OPERS activities, field studies) [UCSC Staff]
- 1. Student experiences for undergraduates. 2. Our campus natural environment. 3. Strong faculty. [UCSC Staff]
- research is world class beautiful place great place for families to grow up [UCSC Staff]
- (1) Pockets of research excellence; (2) Pockets of teaching excellence; (3) it's location. [UCSC Staff]
- History of Innovation and creativity --The stunning natural landscape of the campus [UCSC Staff]
- Engagement and commitment of Chancellor and EVC; commitment to diversity; commitment to academic excellence [UCSC Staff]
- Education Research Diversity [UCSC Staff]
- [UCSC Staff]
- Vision, professional excellence of faculty and staff, commitment to achieving important goals that serve the greater good. [UCSC Staff]
- Growing, small campus, talking about diversity [UCSC Staff]
- The students, the location, and some stellar faculty [UCSC Staff]
- great location, weather and location [UCSC Staff]
- Tolerance Undergraduate education Natural Environment [UCSC Staff]
- Some professors are approachable, system of 10 colleges, small campus, Social science majors. Becoming selective. [UCSC Staff]
- -The college system: small learning communities. -Engaged student body who participate in activism -Lively discourse of social justice and equity [UCSC Staff]
- Creativity Flexibility Transparency [UCSC Staff]
- 1. Our character: Independent spirit, quirky 2. Areas of research excellence: Astronomy and Astrophysics, Bioinformatics, Gaming, Coastal 3. Beautiful campus [UCSC Staff]
- It seems that we identify with Astrophysics and Genomics. This is good but there are other things happening on campus. [UCSC Staff]
- Diversity Tolerance Commitment to preserving natural beauty [UCSC Staff]
- Strong communication to staff, faculty, and students Strong benefits program for staff Strong planning environment for future growth [UCSC Staff]
- well-intentioned great medical care options jobs for life, so long as you don't break the law [UCSC Staff]

- Research, College experience for Students (Core Course, etc.), commitment to diversity/sensitivity [\[UCSC Staff\]](#)



Humanities, Soc Sci Divs and the potential of UCSC's undergraduate ed program and its interdisciplinary tradition to survive and to move into the future. 3. Lack of proactive and innovative academic programming that would have brought and retained faculty of color in the 90s means we are in a hole in that way as well. Lack of Asian and African information (coinciding, by the way, in Middle East) on campus is very worrisome. [UCSC Faculty]

- Lecturers are underpaid. [UCSC Faculty]
- The individual colleges are losing their identity and purpose, and the university should recommit to them as they are central to UCSC's identity. Not enough tutoring support for undergraduates outside of class (applies to writing especially). Classroom technology is often well behind the national curve. [UCSC Faculty]
- Prioritizing Sciences, Engineering over other divisions Retaining underrepresented students (it's not just about recruitment, but also about retention) Recruiting and retaining a diverse faculty and staff [UCSC Faculty]
- We are behind the times in 1) infrastructure and the use of technology in classrooms, 2) resources allocated to faculty for teaching and research, 3) staffing and ratio of students to instructors [UCSC Faculty]
- Lack of resources for under-represented groups Class sizes have become much too large at the undergrad level (not enough faculty) No centralized place for university-community collaboration [UCSC Faculty]
- poverty (lack of endowments) [UCSC Faculty]
- 1) Higher levels of bureaucratic inefficiency than other UC campuses. 2) Severe underfunding of highly qualified administrative staff both university and department wide, 3) Outdated technology and lack of IT support for instruction [UCSC Faculty]
- 1. Inadequate funds for grad support 2. Inadequate funds for undergrad teaching 3. Promises often unfulfilled (e.g., promise the incorporating DC in major would come with more TA/tutor support). 4. Lowest ranked among UC campuses in undergrad admissions, resources [UCSC Faculty]
- 1. internal politics that prevents achievement. 2. institutional resources are given to those who are insiders in a game of politics and not those who achieve or might achieve. 3. UCSC's lack of achievement and standards have become known to outsiders making it difficult to recruit top students and to place students in jobs and grad schools, among other issues. [UCSC Faculty]
- Resource-poor Faculty forced to do work that staff should do Not enough support for graduate students Not enough infrastructure -- we don't have many things that a "real" research university does, such as: expansive library access hours, excellent support for grant (writing and administration), writing tutors for students, statistical consultation support, funding for research clusters, funding for course development, center for teaching excellence to help improve teaching, etc. [UCSC Faculty]
- 1. campus safety (probably no other campus in the world has only 2 access roads, making access easily blocked by protesters, which regularly threatens thousands of campus residents) 2. inadequate PR on campus; our accomplishments are not sufficiently publicized nationally and internationally. our PR people should be creating stories, not passing along stories or asking faculty to create the stories for them. 3. we have a reputation for trees and potsmoking where we should be emphasizing excellence in scholarship and research, such as by admitting higher quality students and providing course releases for faculty to write grants. [UCSC Faculty]

- Lack of institutional support for intellectual life on campus including funding speaker series' and bringing scholars to UCSC for talks. The West coast is already isolated from the important Humanities centers on the East Coast, and we need to do a better job at being part of the intellectual conversation. This is a major flaw of the campus. [\[UCSC Faculty\]](#)
- Historically poor fundraising from alumni to support teaching and research - Lack of vision - not setting priorities when cutting budgets - Too much wasted time on bureaucracy and committees [\[UCSC Faculty\]](#)
- 1. Administration often is deeply disconnected from students and lecturers--what I would call the project of learning--and instead is deeply invested in the "business" of the university. Do administrators know what we do every day? Do they visit classrooms? Do they connect with students in crisis and work to resolve these issues? Do they participate in the work of preparing for and teaching classes with the goal of changing students' lives? They seem very far removed from our world--the world of the thousands of students and hundreds of teachers on this campus to whom UCSC is not a business. 2. Another issue is the incredibly problematic hierarchy within academia. As a lecturer, I get paid \$38,000/year to teach more than two classes per quarter and innumerable independent studies for students who are desperate to be sponsored by a faculty member to learn about what they are interested in. Many senate faculty (note the ridiculous oppression even present in that terminology) are paid FOUR TIMES as much to teach far, far fewer courses than I do. Yes, they do research--but they're often much less invested in the success of their students, and/or they aren't good teachers, because their priority is their own work, and they do not see teaching as their own work, strangely. Rarely does our campus reward, prioritize, witness, or value the work done by lecturers, which is the bulk of the teaching experienced by many of our undergraduates. Why isn't this instruction, and its instructors, seen as important? 3. Students of color do not feel welcome across campus. Women and Queer students do not feel safe on this campus. Undocumented students live in fear of being deported and cannot share their struggles with their friends, staff members who are here to support them, or faculty members. The lack of inclusion, often along the lines of physical safety, is a really central problem at UCSC. Yes, some people feel safe, comfortable, welcome, and included here. But those are the students, staff, and faculty who are white, upper middle class or middle class, straight, and often male. Others still feel very, very marginalized here, and our retention rates for many of these groups are abominable. [\[UCSC Faculty\]](#)
- insufficient and inequitable funding -mainstream bent on defining success and prestige - an overemphasis on top down decision making [\[UCSC Graduate Student\]](#)
- too radical to be practical, non-centralized campus, financial difficulties [\[UCSC Graduate Student\]](#)
- Difficulty students have in getting into classes (it shouldn't be this hard) Too much red tape around financial processes - Lack of funding and resources for Student Judicial Affairs office (it really can't be a ONE person office with a campus of our size) and for the record I don't even work in that office. Offices too decentralized and silo-ed [\[UCSC Staff\]](#)
- Lack of communicating our image to Bay Area residents - Inability to get rid of staff who do not produce or who put up roadblocks for others - Faculty (few) who have huge egos and do not work as team players [\[UCSC Staff\]](#)
- Less support and job security to some faculty and instructional staff. The great losses of Arts and Lectures, American and Community Studies, and perhaps Shakespeare SC. Much less access and mentoring from the faculty to the students. As a UCSC student from the 70's, I thrived from my relationships with some of my professors. I learned from the

relationships almost more than from the material taught. I would like to advocate for more opportunities such as internships for students to be with faculty. Let's offer ways to make their education meaningful as well as productive. [UCSC Staff]

- Attempt to build the university into something quite different (and lesser) from the original vision of the university, a general lack of awareness of the thoughts, feelings, and opinions of the campus community, Lost sight of what the campus' values are and what the campus could be in terms of a leader in environmental studies and sustainability education. [UCSC Staff]
- Its faculty. Its inability to do anything that might be considered "unfair" to a group. Its need to involve everyone in every decision. [UCSC Staff]
- We do not have the money to put where our mouth is. We have some very weak middle managers. We have antiquated business processes and systems. [UCSC Staff]
- Some administrative structures are very mysterious and strange re-classifications happen that create high-level administrators out of former administrative assistant level people. More transparency and ethical processes would help this. Very cumbersome administrative processes sap staff time and energy. Not easy to know about all the events and opportunities available to students and others. [UCSC Staff]
- Lack of public facilities and access; leadership dysfunction in some units; lack of faculty diversity [UCSC Staff]
- All of the following, in my opinion, directly weaken our ability to provide support for students and faculty; thus, implement our ability to enhance research and teaching. 1. Too much internal bureaucracy. 2. The recharge system often incentives cost inefficiencies. 3. Inability to take advantage of internal expertise. [UCSC Staff]
- there is no opportunity for career development for non-faculty research staff [UCSC Staff]
- (1) Competing visions & goals within divisions, academic departments, and administrative units; (2) Insufficient funding; (3) Academic reputation not consistent with reality. [UCSC Staff]
- 1. lack of long-term planning, being reactive instead of proactive 2. IT, needs to be updated and supported [UCSC Staff]
- Expensive cost of living in Santa Cruz area makes it difficult to recruit faculty and staff. - -Campus needs to treasure its humanities, social science, and arts divisions as much as Natural and Physical Sciences. --Campus needs to treasure our library and restore its budget. [UCSC Staff]
- From a staff perspective: Low morale following budget and staffing cuts; lack of accountability among mid-level administrators and managers; lack of salary parity with other UC campuses [UCSC Staff]
- Cost of living (Santa Cruz) Cost of education Overly large GE classes [UCSC Staff]
- 1. Lack of integration between many of the electronic business and educational info management systems used daily. (this creates many inefficiencies in carrying out work). 2. Lack of consistent institution wide communication protocols making it difficult to identify and locate the people needed when coordination is necessary. (One simple example: Require everyone to include their full name, title and email, phone contact info on all electronic communications - simple. Another, require UC business to be carried out via UC email and not personal emails. Last simple example: Require all entries in the Staff Directory to be complete and include the employees direct supervisors contact info as well). 3. Need to better adjust work loads and expectations regarding productivity when

positions need to be cut from programs and working groups. Too frequently smaller staff struggle to carry out the same amount of work in a group after losing positions which leads to drop in moral, productivity over all as well as injuries and burn-out when a resetting of priorities and expectations should be carried out to maintain reasonable and healthy work loads. [UCSC Staff]

- -Faculty not sensitive to students of different cultures. -Too many directors and assistant directors scheduling too many meetings -Lack of opportunity to promotion or wage increase. (staff members need to leave the unit and apply to work in another place to get a wage increase. Those of us who stay in the same unit for long time never even reach the middle steps of the wage scale. [UCSC Staff]
- Culture of fear, low pay and high rent discourage families, no retention of qualified staff. [UCSC Staff]
- upper level management disconnected from students and staff, far too many levels of upper management, lack of enforcement of campus policies or laws-PD is never on campus, [UCSC Staff]
- Failure to manifest principles of community Administrative risk aversion Faculty/staff caste system [UCSC Staff]
- Overworked and underpaid staff members. Too many meetings, too many directors. Lack of diversity among faculty members. [UCSC Staff]
- -Too much of the student experience is driven by forms and unrealistic deadlines. For example, the major declaration deadline often forces students to declare a major that is not related to their long term education and career goals. We need to do a better job of framing retention goals around supporting students in realizing their dreams. - We need to provide more learning support services. Many students come from high schools that under prepared them for UCSC, and as an institution we need to foster students academic development so that even those who enter into Math 2 can build the skills to become computer scientist and doctors. There are not enough tutors and mentors on campus to support the high demand. -We need to improve students access to classes that they need. Too many are shut out of critical courses due to enrollment caps. We also need to provide lower-division students access to smaller class sizes. [UCSC Staff]
- To "Risk Averse" To Bureaucratic To many administrators not enough "Doers" [UCSC Staff]
- 1. Academic inconsistency 2. Lack of confidence as a insitution 3. Not united as a whole. The divisions are very siloed. [UCSC Staff]
- There is little non-work interaction between staff and faculty- again from my viewpoint. We don't have very good local sources of potential employees when you compare to bay area. The information technology infrastructure is fairly poor if you want to really do serious science across the board. [UCSC Staff]
- Redundancy Bureaucracy Drug culture [UCSC Staff]
- Poor, poor, poor pay for staff - EXTREMELY under market value for Bay Area Not enough compliance and consistency within divisions, central offices and across campus regarding research administration (I'm coming from a Stanford environment) Too much hostility and individuals, divisions, and offices not owning their jobs or not wanting to take responsibility and work with other individuals, divisions, and central offices as a cohesive team with consistency for the greater good of the University. In other words, too, too much of "that's not my job!" from everyone. [UCSC Staff]
- unions make it almost impossible to fire bad employees counter-intuitive forms and policies performance reviews not helpful -- other models available [UCSC Staff]

- Staff salaries and benefits, Staff professional advancement, Staff/faculty fees for parking  
[\[UCSC Staff\]](#)



- The Humanities, hiring more faculty, and on campus housing. [\[UCSC Alumni\]](#)
- Supporting great projects, student and grad innovations, and faculty [\[UCSC Alumni\]](#)
- 1. Research, development, and service provision/support in areas related to reading, writing, and language (vocab, communication skills) for undergraduates. This would include staff as well as faculty. 2. Faculty hiring/funding a) who will be incentivized for providing service to the university (undergrad as well as graduate program development, teaching, graduate mentoring, cross-dept/division) b) Priority on hiring outreach to faculty of color and programming clusters focused on socially relevant problem-solving. 3. Interdisciplinary program development based on a Media/Communications footprint that would be relevant to the sciences (including biomed) & engineering as well as the other divisions. This would allow grant-seeking and extramural projects at all levels, short and long term, including local and regional. It could build usefully on the FilmDigital and the very high-tech Digital Media and New Arts installations programs which currently serve a very small, exclusive portion of the campus and are frankly perplexing. [\[UCSC Faculty\]](#)
- Paying lecturers a much better wage. Defining a full course load as 6 courses/yr, not 8. [\[UCSC Faculty\]](#)
- Classroom technology. Writing Programs for undergraduates. Libraries and librarians, especially those who work closely with undergraduates. [\[UCSC Faculty\]](#)
- Student recruitment and retention following through on our commitment to diversity Recruiting and retaining faculty [\[UCSC Faculty\]](#)
- 1) Technology and materials for bringing our teaching into the 21st century (e.g. smart boards in classrooms). 2) Increase in commitment to faculty and staff 3) Scholarships and funding for graduate students [\[UCSC Faculty\]](#)
- Hire more faculty, esp in critical race and ethnic studies Provide more resources for under-resourced groups, esp AB 540 students Strengthen community-engaged scholarship [\[UCSC Faculty\]](#)
- [\[UCSC Faculty\]](#)
- the colleges research [\[UCSC Faculty\]](#)
- 1. Revamping the inefficiency of our bureaucracy so that faculty can engage in productive research and not administrative tasks that should be handled by well-trained staff as is done at other Universities, 2) Better administrative grant support so that we can write funding for graduate students, 3) technology (computers for faculty, computers for instruction in the classrooms). [\[UCSC Faculty\]](#)
- See above [\[UCSC Faculty\]](#)
- I would not invest any more money in UCSC until it resolved its internal governance issues; otherwise, the money will just go to a group of faculty who aren't doing much now and not to initiatives that would result in achievement. [\[UCSC Faculty\]](#)
- graduate student support (X 3) [\[UCSC Faculty\]](#)
- 1. ensuring at least one access road stays open for campus residents during strikes. 2. PR -- and not just those mixed message logos like the thumb up and down. real writers who write compelling stories about campus research outcomes and get those articles into print around the country and world. 3. faculty. the better the faculty, the better the institution. [\[UCSC Faculty\]](#)
- 1. Digital Humanities (to increase the visibility of the Humanities on campus, as well as to increase the value of a Humanities undergraduate degree). 2. Increased funding levels for

graduate students to get them through with less TA duties, moving them along faster. This does not mean funding more graduate students (in number) but better (in terms of quality). As the academic job prospects for students with a graduate degree in the Humanities and Social Sciences has changed dramatically in the past 5 years, we need to re-evaluate how many students we can responsibly accept for graduate study, and we need to re-evaluate how our training will prepare students in a concrete way for outside the academy. If we take only great students and give them support to move them through efficiently and get them connections to industry and the public sector (and work hard to place them), our degrees will have increased value and we will build a network of graduates employed outside the academy by 2020. That is a responsible Humanities/Social Sciences vision for graduate education. Creating a large pool of applicants for a vanishing number of tenure-track jobs in the academy is not responsible graduate education. [\[UCSC Faculty\]](#)

- Undergraduate education - keeping some small classes Graduate support - need to provide support to existing programs before adding new ones Maintaining a strong research infrastructure - again will mean prioritizing certain departments or facilities. [\[UCSC Faculty\]](#)
- 1. Retention and outreach to students of color, queer, undocumented, and first-generation college students, and open financial support and vocal encouragement of programs to support these students on campus. 2. A change in the way lecturers are treated, recognized, and paid--and a realization that this change is directly linked to prioritizing and improving undergraduate education here. Lecturers and undergraduates--who make up the majority of non-staff member people on this campus!--do not think of UCSC as a research institution, because we do not see the benefits of this research. Only the administrators, grad students, and tenure-track "senate" faculty (which do NOT make up the majority of people on this campus) even view this as a Research Institution. The rest of us aren't given these privileges--we aren't included in the research taking place in any valuable ways, and we certainly don't see the thousands of dollars of funding that this small portion of our campus receives. 3. Campus-community relations, including parking issues and campus signage--access to campus is a huge issue. [\[UCSC Faculty\]](#)
- 1. progressive and justice oriented scholarship -- the same sorts that give UCSC it's legacy in the social sciences and humanities 2. attracting and, perhaps more importantly retaining graduate students who will spread the values of this campus 3. developing and expanding quality educational opportunities for undergraduate students that resist temptation to water down their education (e.g. huge student to faculty or ta ratios where scantron exams become the mainstream). [\[UCSC Graduate Student\]](#)
- 1) better undergraduate training- specifically in writing. this can be improved through smaller classes. 2) more financial support for graduate students 3) a more united student body (and graduate student body) [\[UCSC Graduate Student\]](#)
- Solving the difficult students have in having access to classes they need. Resolve financial challenges while taking as few private "corporate" dollars as possible; the academy shouldn't be bought out. Increase international student enrollment, but make sure the services are in place to actually support and retain them. [\[UCSC Staff\]](#)
- Community relations and PR Training of staff!!! Especially future leaders of the campus Up-to-date WELL RESEARCHED software to assist administrators [\[UCSC Staff\]](#)
- More funding and support for the Humanities. More outreach to the community such as Arts and Lectures. More experiential education opportunities such as internships in the

community, programs and activities through Student Affairs and OPERS, and student employment on campus. [\[UCSC Staff\]](#)

- Preservation of campus reserve land and natural space, sustainability with regards to resource use and exhaustion, environmental and natural history programs and education [\[UCSC Staff\]](#)
- Infrastructure / maintenance. The library. Staff. [\[UCSC Staff\]](#)
- Functional, modern infrastructure. California high school students: outreach and preparation for university education. UCSC students in all disciplines: focus on training them to do research and think critically. [\[UCSC Staff\]](#)
- Student cultural competency development. Streamline administration. Vibrant college communities. [\[UCSC Staff\]](#)
- Creating a culture where undergraduates understand the value of staying connected and giving back as alumni, and creating the infrastructure to do so, meaning Student Affairs and academic divisions have to invest in this---they forget, or don't have the time or orientation to understand that "their" students are our future alumni; invest more in athletics. [\[UCSC Staff\]](#)
- 1. Student experiences that directly related to jobs and graduate education. 2. Strategic faculty hires. 3. Investment and support of staff. [\[UCSC Staff\]](#)
- figuring a way of maintaining highly trained research staff-making it an attractive work environment for them to remain and allowing them to thrive beyond being postdoctoral fellows [\[UCSC Staff\]](#)
- (1) Student financial aid; (2) biotechnology; (3) astronomy/astrophysics. [\[UCSC Staff\]](#)
- 1. hire more staff, not high-level administrators, but staff that produce the most work and value 2. IT, needs funding to update and support tech development and infrastructure [\[UCSC Staff\]](#)
- UCSC's increasing Latino population reflects changing demographics of California. We need to keep investing in Chicano Latino Resource Center and Chicano Latino Research Center (recently cut); Latin American and Latino Studies major; Spanish for Spanish Speakers. We also need to make UCSC a more welcoming place for African American students, staff, and faculty and for Native American students, staff, and faculty. --Declining literacy among college students--hence need for more emphasis on writing classes. The Campus Writing Program has been cut severely in the past few years and should be revitalized. Library research skills need to be a central part of teaching literacy. UCSC is a unique institution with a complex relationship to its innovative past. I believe the campus needs to reengage collectively with its historical memory, not in a nostalgic longing to recreate 1965, but in a thoughtful and nuanced manner. The existing resources in Special Collections and Archives, including photographs, documents, and oral histories collected over the past fifty years will help with that process, but greater resources need to be invested in this area. A backlog of campus archives in Special Collections needs to be processed. Unlike many other UC campuses, UCSC has no university archivist to do outreach to campus units, select, and preserve materials for the future. The oral history program is underfunded. I would like to see more funding devoted to this area over the next five years. [\[UCSC Staff\]](#)
- Leadership integrity and accountability, for example including 360 degree evaluations, demonstrated commitment to Principles of Community and ability to hold staff accountable to these; education in cultural competency; salary parity with other UC campuses [\[UCSC Staff\]](#)

- Undergraduate education (to encourage critical thinking) Financial Aid to help students and families/control costs of attending UCSC Adequate staffing levels and reasonable workloads [UCSC Staff]
- 1. IT in the financial management area especially. The FIS systems are antiquated and not user friendly and create many barriers to productivity. 2. Physical Plant regarding buildings and grounds. (OPERS, The campus entrance, barn, Get ITS, PP, EH&S offices out of the trailers up under the redwoods. 3. Always, the educational programs. [UCSC Staff]
- 1- I'd like to see UCSC as a pioneer on technology and online delivery of some classes. I think we are not following the needs of the people. 2- Increasing the support system for international students needs. If we are bringing international students, we need to know how to welcome people of different cultures and how to support ESL and other students. 3-increase the efficiency of the offices getting new technologies and decreasing the bureaucracy [UCSC Staff]
- Staff education, lessening housing problem caused by UCSC policies, staff retention. [UCSC Staff]
- our campus building and roads, the campus was built for 7500 students, we can not keep stuffing the student into more and more crowded classrooms, full sidewalks and buses stopping in intersections [UCSC Staff]
- Staff salaries Scholarship funds to support middle class students Protect distinction -- revitalize the colleges, be the Brown of the west coast instead of trying to compete with the MITs. [UCSC Staff]
- Technology. Younger staff members. Mandatory diversity training so faculty who really need to understand people of different background actually attend the training. understanding of different cultural backgrounds. understanding of students who speak English as a second language needs [UCSC Staff]
- Lower student to adviser ratio so that we can provide meaningful support for academic success and retention. [UCSC Staff]
- People (faculty AND staff) Core research and instruction issues Business process redesign [UCSC Staff]
- 1. Staying connected to our alumni 2. The undergraduate experience. Ensuring students have all the resources they need to succeed. More councilors? Cheaper housing? 3. Liberal arts! STEM is important but we cannot loose site of the very important baseline that our campus was founded on. By 2020 there will be a lack of a good public liberal arts schools--it will be a differentiator for us. [UCSC Staff]
- 1)City University relationship. It is still lacks in many areas. 2)What is UCSC identity? Create an identity that allows people to identify an icon with the campus.e.g. Stanford redwood, UCB clock tower, etc. Not sammy the slug- it seems so high school. 3) Green infrastructure, this is going on now with basic things, but having solar for example augmenting the campus power and building green modern buildings that use various advanced technologies... LED lighting, outdoor air to cool interiors, green data centers. [UCSC Staff]
- Student retention The Arts Research [UCSC Staff]
- Strong, compliant, consistent Research Administration training for ALL levels of Research Administrators. Building a strong team in EMF department in order to lead the call towards the changing Research Administration environment and all of the changes involving funding and funding sources so that UCSC stays a funding leader in top quality, world research. Invest in your staff with higher salaries that are competitive with the Bay

Area market or you WILL continue to lose quality employees due to the high cost of living in the Bay Area and continue to attract lower quality employees who lack the training and experience that come with more professional training brought in by employees only willing to work for a competitive wage. [\[UCSC Staff\]](#)

- digital and online learning, including full degree programs. permanent home for the silicon valley campus. quality control of classes, even if some professors get upset about it [\[UCSC Staff\]](#)
- Staff Salaries and Benefits, UCSC Retirement, Admissions (including retention and out of state residents) [\[UCSC Staff\]](#)



- I would have the university pay lecturers much better, and give lecturers more professional opportunity. [UCSC Faculty]
- It should be tuition-free, but nobody takes that original state commitment seriously these days. Fewer adjuncts and more full time, ladder rank professors. [UCSC Faculty]
- Having a more diverse campus--at all levels--that truly embodied respect and equity for students, staff, and faculty, creating safe spaces for dialogues about "isms" (e.g., sexism, racism, classism) that begin to educate and change us to learn at the univ [UCSC Faculty]
- Increase staff, tech and computer support, [UCSC Faculty]
- Hire more faculty. We are stretched way too thin for the number of majors we have, [UCSC Faculty]
- streamline the bureaucracy [UCSC Faculty]
- The inefficient bureaucracy. [UCSC Faculty]
- the internal governance process; I would like to see UCSC adopt the governance procedures of the UC system. [UCSC Faculty]
- Less authoritarian [UCSC Faculty]
- Campus access during protests. This is absolutely critical for the future of UCSC. Families should not have to regularly live under house arrest or to be kept away from their homes. The university offered homes to faculty, staff, and students. Access to t [UCSC Faculty]
- Better support for intellectual life for faculty [UCSC Faculty]
- I would cap undergraduate enrollments at their current level rather than continuing to grow. [UCSC Faculty]
- Inclusivity along all lines listed above: diversity of student and faculty from all traditionally underrepresented backgrounds; witnessing, rewarding, and valuing the work done by our enormously marginalized lecturers as essential to the experience of our [UCSC Faculty]
- more transparency in decision making; more bottom up processes in decision making. [UCSC Graduate Student]
- less impractically radical [UCSC Graduate Student]
- The difficulty students have in getting into classes. EXAMPLE: I have had student workers who take two summer sessions of courses, just to increase their total credits so they can register a few minutes or hours before their peers so they will have a bett [UCSC Staff]
- Having outgoing staff train replacements so we are not constantly dealing with staff who don't know how to do their jobs - this includes written descriptions of job duties [UCSC Staff]
- Focus less on growth and offer more support to what human and material resources we have now.. My job is to work with students who are overwhelmed by stress. Stress is an epidemic nowadays and there is no reason for it. [UCSC Staff]
- It would be to shift the campus's focus from competing with other UC's to the unique opportunity our campus has to be the world's leader in environmental studies and outdoor education [UCSC Staff]
- The Academic Senate. [UCSC Staff]
- The below market pay for staff. [UCSC Staff]
- The undervaluing and overworking of staff. [UCSC Staff]
- Student to alumni transition and culture. [UCSC Staff]

- Create a more cost effective way to support education and research on campus by reducing the logistical hurdles in place that stymy progress. [UCSC Staff]
- see 3, 4 and 5 above. UCSC is a premier research facility but gives little/no encouragement or career development for PhD. level scientists who are beyond postdoctoral training but wish to remain in academic research. [UCSC Staff]
- Valuing inclusion creates committees with too many people. [UCSC Staff]
- more budget transparency re. allocations of funding more equity in allocation of resources [UCSC Staff]
- Low pay for staff and faculty [UCSC Staff]
- Increase salaries for lower paid staff so that all employees can make a living wage. Santa Cruz is one of the most expensive places to live in our country and many individuals and families are struggling to make ends meet. This change would also improve m [UCSC Staff]
- Modernize and integrate the IT systems. [UCSC Staff]
- I'd have a mandatory cultural awareness training for all faculty members. It is my perception that the faculty who could benefit the most learning about different backgrounds and students needs are the ones who would never participate in these trainings. [UCSC Staff]
- Culture of mediocrity, people who push for change get little support, those who succeed tend to keep head down and say very little, those who perform well are not rewarded and those who do not perform are not punished. [UCSC Staff]
- no public vehicles in the campus core, 3 stories on east remote with a eastern access through pogonip. [UCSC Staff]
- Maintain decorum and self-restraint so that in our pursuit of excellence we do not lose sight of our commitment to providing access to higher education for the kids of California. [UCSC Staff]
- Staff should be compensated well. Some staff who chose to stay in the same unit for many years never see their wages increase. Some people stay working for 20 years in one unit and never even get to the middle of the wage scale. Professors need to take [UCSC Staff]
- More tutoring, mentoring and academic supports to help students from historically marginalized backgrounds succeed at UCSC in their major of choice. [UCSC Staff]
- Reduce administrative overhead [UCSC Staff]
- I would like to see more professional development in senior positions. UCSC is more hierarchical than I thought it would be when I came to work here. Therefore, those at the top have a deep impact on the culture and climate of the entire campus. I think i [UCSC Staff]
- Unfortunately I must say the current administration. I don't think it has a strong vision or presence as to where the campus should be heading. Everything seems very haphazard. [UCSC Staff]
- Overall - the fragmented culture - there are few times when our campus does feel like a true "community" coming together - I would like to see more of that fostered. From a staff perspective - the disparity between pay scales and Santa Cruz community hous [UCSC Staff]
- The below market wages for staff. [UCSC Staff]

- more equitable pay [\[UCSC Staff\]](#)
- Staff Salaries! [\[UCSC Staff\]](#)

## How would you describe UCSC to friends and family?



- A UC school whose accomplishments are not as well publicized as some of the bigger more prestigious UC campuses. [External Stakeholder]
- My favorite all-time UC campus. The natural landscape, the close-knit campus design, and the flexibility to try new things all make this school unique still in the UC system, and very much valued. [External Stakeholder]
- Beautiful and world class. [External Stakeholder]
- A beautiful campus with an emphasis on science and technical skills, transitioning to becoming more of a trade school (not a positive, to my mind). [Other (specify below)]
- a group of alternative thinkers out to make a mark in their world [UCSC Alumni]
- The most beautiful campus and location with open dialogue... Grateful Dead archives.... freedom loving, intelligent, compassionate students and staff. [UCSC Alumni]
- A transformative experience. [UCSC Alumni]
- It used to be a great school. It looks like it is going in the wrong direction. Instead of trying to be the best it can be, it is trying to stay worse than other UCs. That is a problem. Why not try to be the best UC? Crazy. It used to be I told everyone t [UCSC Alumni]
- Innovative, inspired, unique, young, dedicated to making a better future for its grads and the people of California. [UCSC Alumni]
- An idealic place of unique dedication to suicidal justice and committed individuals [UCSC Alumni]
- Still has so much potential, because it has a high critical mass of excellent, dedicated people and continues to attract people who are willing to go above and beyond in order to create something better, and different, to have a meaningful life. The dama [UCSC Faculty]
- A world-class university in a beautiful setting with superb opportunities for undergraduate education. [UCSC Faculty]

- A great university that is still committed to teaching and research but often does not provide enough resources for faculty and staff to do our best jobs possible and not feel overworked and burned out. [\[UCSC Faculty\]](#)
- A campus that is spiraling downward due to lack of funding. Not what it used to be. [\[UCSC Faculty\]](#)
- A place that takes seriously social justice research and undergraduate teaching. A place trying to do too much with too little. A place where what makes it unique is endangered. [\[UCSC Faculty\]](#)
- quirky [\[UCSC Faculty\]](#)
- An outstandingly unique progressive campus climate that is embarrassingly underfunded and poorly administrated. [\[UCSC Faculty\]](#)
- a joke of a university; however, there are a few faculty and students who are really good so don't throw the baby out with the bath water (I found this is the best way to get students jobs with skeptical employers). [\[UCSC Faculty\]](#)
- I usually stress that we are unusual among research universities in our commitment to undergraduate education and that we often approach things from the margins (in a good way). [\[UCSC Faculty\]](#)
- A good public school with some excellent opportunities, but whose brand may decline in future years if it continues on its path. For one thing, UCSC should figure out how to get more high performing students to attend. Right now it's a school attended by [\[UCSC Faculty\]](#)
- great place to work [\[UCSC Faculty\]](#)
- UCSC is a top notch research institution that has historically committed to undergraduate education. It used to be quite distinctive from the other campuses but every year becomes more like the other UCSC. [\[UCSC Faculty\]](#)
- a beautiful, progressive, and intellectually enriching place at risk of succumbing to mainstream pressure [\[UCSC Graduate Student\]](#)
- don't go here [\[UCSC Graduate Student\]](#)
- The redwoods and physical environment are always the first thing that comes to mind! Perhaps it should be something else, but I can't help it is true. [\[UCSC Staff\]](#)
- The best place I have ever worked! Good energy from students. Research being done that is changing the world for the better. Gorgeous campus. [\[UCSC Staff\]](#)
- A beautiful place that has turned a bit too frenetic, competitive and impersonal. Great student body. [\[UCSC Staff\]](#)
- A place with immense potential but with a poor order of priorities [\[UCSC Staff\]](#)
- A beautiful spot full of aging hippies who can't let go of the past but whose hearts are in the right place. [\[UCSC Staff\]](#)
- It's an interesting and beautiful place where an undergrad will have the opportunity to do research and be treated as a scholar, not a scholar wannabe. [\[UCSC Staff\]](#)
- An excellent educational institution in a beautiful natural setting with students who are passionate and many who are engaged in activism and social change. An institution that is creative and diverse and quirky enough to keep it interesting. Underestim [\[UCSC Staff\]](#)
- A beautiful, well-intentioned campus, well-deserving of its faculty and student accolades, but with its share of organizational challenges. [\[UCSC Staff\]](#)

- Dedicated, environmentally minded, and socially aware [UCSC Staff]
- An institution with a proud history that has weathered many challenges as it has grown, diversified, and faced budget cuts. A workplace culture now driven by risk aversion. A gorgeous campus with many bright, committed, promising students. The largest emp [UCSC Staff]
- A great place to get a quality education where important research is being done. Caution: the cost of education is not affordable for many and may put you or your family in debt for years. [UCSC Staff]
- Inspiring institution and people. Many staff stretched a little too far. [UCSC Staff]
- as univ that is growing and hoping to become more selective. [UCSC Staff]
- A beautiful campus. [UCSC Staff]
- morally bankrupt, over priced, a pale shell of the "dream becoming real" [UCSC Staff]
- A good employer and solid place to get an education. But it is also an overburdened bureaucracy that appears increasingly extrinsically motivated in ways that risk rotting the core. [UCSC Staff]
- Too much talk about caring for staff wellbeing, but there is no commitment to pay decent wages and offer staff incentive to stay. [UCSC Staff]
- Complex Dynamic Bureaucratic Diverse [UCSC Staff]
- People working and learning in a lovely setting doing interesting innovative things. [UCSC Staff]
- An amazingly beautiful place that encourages people to think outside the box and to not be afraid to be 'different'. It is a place that attracts people who have a tendency towards a counter culture experience and a commitment to the greater good. It has w [UCSC Staff]
- Quaint. Not really focus on a clear set of enumerated goals but sort of all over the place. That is not a bad in itself, if that is what you want to be. [UCSC Staff]
- An utterly beautiful campus filled with amazing individuals. [UCSC Staff]
- A friendly place to work, somewhat lacking in campus-wide cohesiveness and very lacking in competitive wages. An institution that does not value it's employees or fight for market value wages for them. [UCSC Staff]
- beautiful campus, but not worth the money -- go to a CSU instead. [UCSC Staff]
- A beautiful campus. [UCSC Staff]



food establishments! It is ridiculous that students have to go to 7/11 for food/supplies. A campus movie theater (Kresge used to have one) and tolerance... and not just p.c. tolerance.... a place to stand up and speak your mind... a "soapbox" area for poetry reading or simple opinions. .. and more trailer park communities that help keep UCSC "real" [\[UCSC Alumni\]](#)

- Get a GOOD PR department that shows the world that UCSC is better than other schools for academic reasons, not just the view... Tell the world about our students, faculty and staff. What they do and have done, not just that we get into the paper because of 4:20 and campus shut downs. Pot smoking? Why isn't that when the campus is shut down? No buses no one allowed on campus on 4/20! That would be great! [\[UCSC Alumni\]](#)
- The Ed Talks were great. Santa Cruz residents and those of our surrounding communities could learn so much from UCSC faculty. I would like to see a permanent presence in the community where meaningful presentations and seminars take place. NOT ON THE WESTSIDE - somewhere central. Buy the Rittenhouse Building? Use Cabrillo College campus perhaps? [\[UCSC Alumni\]](#)
- The University needs to come to grips with the fact that it resides in a local/regional economy. The UC needs to step up its corporate responsibility in terms of rent control (down), minimum wage (up), and useful scholarship (not just undergraduate-funded short-term volunteers). [\[UCSC Faculty\]](#)
- No further development of the university to bring in more students, as we have passed the carrying capacity of the city's water. [\[UCSC Faculty\]](#)
- Strengthen the college system, since it distinguishes UCSC from other UCs and private universities. In my experience as a UCSC alumni and lecturer, people's attachment to the university happens at the college level. Given that there is no central student meeting place, the colleges are what create a sense of belonging. [\[UCSC Faculty\]](#)
- Follow through on the strategic plans--it seems we spend a tremendous amount planning and not enough time implementing these plans [\[UCSC Faculty\]](#)
- Undergrad colleges need reorganizing. Link colleges to majors. Colleges continue to have themes reflected in core course, but they reflect a few majors linked to each college. Way to link students to academic themes in ways relevant to their academic trajectories; help students find identities with others in majors; link faculty to colleges in more meaningful way; integrate college advising and major advising; students graduate in college with their major. Other potential advantages. Lots of inertia to overcome to make this happen, though. [\[UCSC Faculty\]](#)
- If between now and 2020 UCSC figures out how to allow people access to their homes during strikes, this will be a major accomplishment. No one outside of the university may care about it, but it will ensure that the worst outcome of current policy doesn't come to pass -- someone dies on campus because the university, for years, has prioritized protestor's rights to protest over campus resident's health and safety. If things do not change, someone will eventually die, or a child will go missing, and this is not the kind of PR we want. I also think we should get 420 moved off campus. There is no reason this has to take place on a UCSC field. Have the town deal with it, not us. Our reputation should be about academic excellence, not pot smoking. [\[UCSC Faculty\]](#)
- I truly hope that this planning process will lead to some clear priorities. I feel like we go through planning exercises almost every year at a campus level, plus external reviews at the department level and other planning processes. But, each time we have had budget cuts administrators have been unwilling to make hard decisions and prioritize programs. So, the cuts have been across the board percentages. It's hard to pick winners and losers

but ultimately we have to accept that we can't do everything in the current funding situation. Improving our fundraising to private donors is critical to everything. UCSC has a history of starting new initiatives but there's often not any funding behind them. [UCSC Faculty]

- I don't think many of us have a concept of what "strategic planning" is. Is it how to raise more money and then spend it? A student who went to one of your forums was equally confused by this title. Can these euphemisms be made far clearer to the general public? Not all of us know what the real meaning of these administrative terms are--do you? [UCSC Faculty]
- As a staff member, I would eventually love to see some sort of tuition benefit, where I could take one or more free classes a year to professionally develop myself. [UCSC Staff]
- We have not been successful at getting the word out about how our campus has changed in the past 10-15 years. I tell people all the time about our research and accomplishments, and it always surprises people - they still think of UCSC as the hippie school. [UCSC Staff]
- Educate to the whole person [UCSC Staff]
- I believe we have other options for campus expansion. I am personally quite upset at the fact that the campus does not honor the obvious fact that we are located on the most beautiful and unique piece of land out of all of the UC campuses. The current plans for northward expansion into the upper campus are extremely poor in their foresight for the future of this university. I understand clearly that the campus needs to expand in order to serve the state's population, but destroying invaluable landscapes while recruiting students from out of state (or out of the country) is not the way to go about doing things. Please consider this in planning strategies for the coming years. [UCSC Staff]
- We have to take better care of our staff and a big part of that is not only salary, but training and educational opportunities and well-crafted procedures and tools to use in getting the job done. [UCSC Staff]
- Consider removing the camper park. [UCSC Staff]
- Thank you. [UCSC Staff]
- I'd like UCSC to become a leader offering online education. I still hear comments that online classes are not efficient and that shows the antiquated thoughts of some people who still refuses to accommodate to the use of technology. -recognize the broken rules that don't work for staff and do something to fix it. Staff members who have been working here for over 20 years can't get a wage increase unless they move to another unit. Reward staff who have stayed working well in one position. -Do not charge employees for parking. [UCSC Staff]
- Expanding campus is a bad idea for the effect it will have on the town. The limited resources (land and water) are already stretched too thin. Many Colleges are much older than UCSC and have decided they are big enough for the community that they live in. UCSC talks of sustainability, but how sustainable is it to be this large in a small community, when our presence has gone from a positive to a negative for most in the community who are not involved directly with UCSC? Most who worked at UCSC 20 years ago could buy a home and raise a family in Santa Cruz, can this same thing be said of new hires? It is almost impossible for the majority of UCSC employees to own (or even rent) a single family home and raise a family in Santa Cruz. [UCSC Staff]
- EASTERN ACCESS, EASTERN ACCESS, EASTERN ACCESS, EASTERN ACCESS, EASTERN ACCESS [UCSC Staff]

- The makeup of the steering committee for this exercise represents the usual cast of characters and fails to recognize (put a face) on line staff and managers. Add some free thinkers from w/in the staff to your steering committee. [UCSC Staff]
- I think we could offer an intro to UCSC one unit class for all incoming students. It could be mandatory and it will be an opportunity to make sure students know where to find support if they need it. [UCSC Staff]
- It is unfortunate that you scheduled only one staff strategic planning meeting during a time when many of us will not be able to attend. It makes me feel like our input is not valued. Try an 8am, lunch or 4:30pm meeting time, and somewhere on campus so we can easily go between our work space and the meeting. [UCSC Staff]
- Less talking, more doing. [UCSC Staff]
- I think it is important to retain our character and keep our academic offering connect to what makes us different. Can we put together meaningful courses and programs that combine the disciplines in ways that others do not? Can we take an offensive position instead of a defensive one as programs and courses are designed? I would love to see us come out with truly unique and relevant programs. I think we also need to be fearless in how we embrace learning modalities of the future. [UCSC Staff]
- I would have all the groups ponder why UCSC and UCSD are basically the same age and look at where UCSD is? It is not that UCSC has to a mega-giant school but given this comparison it seems that UCSC has been stuck in non-growth mode for decades. The campus also needs some Noble Laureates as well. [UCSC Staff]
- Daycare options for staff and faculty seems like something that would have happened a long time ago. [UCSC Staff]
- A PI training program that educates new faculty on research funding in general and develops responsible stewardship of research funds. A REQUIRED staff training program that educates ALL research administration staff on research funding in general and develops responsible stewardship of research funds and builds the excitement of being part of a world-class research institute that really believes in the impact it can have on the future of our world. Would love to see EMF take on this type of leadership role in the post-award arena, and OSP take responsibility for training the staff and faculty in pre-award research administration. [UCSC Staff]
- continue to make these kinds of things available to the public. having the "progress" site was a good idea. [UCSC Staff]

## Notes about the survey:

- The “narrative response survey” appears on the Envision UCSC website at <http://cpevc.ucsc.edu/envision-ucsc/surveys.html>
- There were 66 responses; 7 of these, however, were blank.
- Survey responses were collected between 11/26/2013 and 1/29/2014; the survey is now closed.
- The survey tool was *SurveyMonkey*® (<https://www.surveymonkey.com/>)

## Notes about the word clouds:

- Used *Wordle*™ (<http://www.wordle.net/>)
- Settings were:
  - Font: Lucida Sans
  - Layout: Half and half
  - Color: Organic Carrot
- No words were eliminated so the word cloud might be misleading in some cases – e.g., the word “students” is used extensively in the responses about weaknesses, but this doesn’t imply that our students are weak, only that some of our weaknesses are related to students.