ABOUT THE ENVISION UC SANTA CRUZ PLANNING PROCESS

Envision UC Santa Cruz is a campuswide strategic planning process designed to envision the university’s future, formulate goals to build that future, and map the paths we will take to get there. This strategic planning process is being conducted under the auspices of Campus Provost and Executive Vice Chancellor Alison Galloway.

This report summarizes the many accomplishments made in key target areas since the strategic planning process began in the 2013–14 academic year. It also discusses the goals we continue to pursue and the many ways the campus community is engaging its collective talents to address those goals.

The Envision UC Santa Cruz planning process focuses on six target areas, with goals developed through campuswide input and collaboration.
The Six Envision UC Santa Cruz Goals

- Advance and support student success
- Allocate faculty resources strategically
- Support research excellence
- Make UC Santa Cruz a place where people enjoy working
- Address workload issues
- Tell the world our story

We encourage the entire UC Santa Cruz community to continue working together to pursue these goals, which are essential to the university's future success. For additional information, please visit the Envision UC Santa Cruz website.

UC Santa Cruz Mission and Values

UC Santa Cruz is a world-class research university with an extraordinary commitment to society and to the success of our students. Our faculty research programs advance human knowledge, understanding, and creativity through a shared spirit of innovation and discovery. Our outstanding academic programs, broad student research opportunities, and varied extracurricular activities fully engage students in this adventure and prepare them for the challenges of the future. Throughout all areas of campus operations, our dedicated staff are at the heart of UC Santa Cruz’s success.

As a community, we share core values that include a commitment to diversity, social responsibility, and environmental stewardship. Together we promote and protect a community that values and supports every person in an atmosphere of civility, honesty, cooperation, professionalism, and fairness. The UC Santa Cruz Principles of Community guide our daily interactions on campus and beyond.
ADVANCE AND SUPPORT STUDENT SUCCESS

Since its founding, UC Santa Cruz has provided students with the best of both worlds: the intimacy of a small residential college and the resources of a major research university. The campus is also distinguished by its unusually diverse and inclusive community and its commitment to student success. UC Santa Cruz is building on these strengths to expand our strong, comprehensive programs that support student diversity, retention, and graduation.

Goals

By taking a holistic approach to the undergraduate student experience, UC Santa Cruz is closing the gap between campuswide and UC-wide graduation rates and time-to-degree numbers. Our long-term goals include increasing four- and six-year graduation rates to 65 percent and 85 percent for the 2019 entering frosh class and to 65 percent and 87 percent for the 2019 entering transfer class. At the same time, we are working to eliminate gaps in these measures between African Black Caribbean (ABC)/Latino and white students and between low-income and non-low-income students, accounting for the effects of qualifications on entry.

The Envision strategic planning process builds on the goals and progress of Five for 2015, an earlier set of initiatives focused on supporting student success. For additional information on Five for 2015, see Appendix 1. These goals included establishing campuswide measures of success; developing new tools to support academic success; enhancing the role of colleges in student support; professional skills development for graduate and undergraduate students; and mentorship training for faculty and graduate students. The campus will also implement graduate student programs for mentorship, entrepreneurship, enhanced research and development training, and professional/career skills development.

In addressing these goals, we pursue the broader campuswide goal of diversity and inclusion by working to improve the campus climate for all students, with special attention to groups underrepresented in higher education.
Initiatives

• **Division of Student Success:** In fall 2015, key academic support units were reorganized into the Division of Student Success, overseen by a new Vice Provost for Student Success. The division oversees comprehensive support programs that meet the varied academic, financial, and other needs of our students. This includes the Student Success Centers, which offer a wide range of specialized services.

• **Coordination of Academic Support:** The division has developed and piloted systems that support predictive analytics to identify students at risk, support case management for advising and academic services, and provide for better tracking and management reporting of service outcomes. A new web-based advising system helps track and coordinate support provided by various sources, such as the colleges and academic divisions. An Advising Task Force was appointed to make recommendations about improving/restructuring delivery of academic advising.

• **Faculty and Teaching Assistant Funding:** Funding was reallocated for additional faculty and teaching assistant (TA) FTEs to improve student/faculty and student/TA ratios. These ratios had deteriorated significantly during multiple years of budget cuts.

• **Graduate Student Support:** The Division of Graduate Studies has launched the Graduate Horizons program, providing professional development for graduate students and postdoctoral scholars through group events and individual mentoring.

• **Assessment:** A plan for the assessment of student success initiatives is in place, with several studies completed and additional analyses underway.

Achievements

• **Reaccreditation Review:** The campus has completed WSCUC/WASC reaccreditation, which included review of student success metrics, program learning outcomes, and degree program and educational quality. The Commission commended the campus on “increasing six-year (undergraduate) graduation rates and closing the gap in rates for underrepresented minority students and first-generation students, while growing the student population and increasing diversity.”

• **Summer Academies:** The campus now offers summer academies for incoming students (e.g., the Summer Academy for Frosh and the Black Academy were offered in 2015) to acclimate students to campus life and give them a head start on core work in math and writing before they matriculate in the fall.

• **Undergraduate Research Support:** A $1 million grant from the Koret Foundation supports 50 undergraduate research projects each year. Student researchers work closely with faculty and graduate student mentors to conduct their projects.
• **Adaptive Learning (ALEKS-PPL):** This program allows incoming students to place higher in early math courses than they would have, improving their progress to degree without adversely affecting grades or pass rates. An analysis of the fall 2014 pilot (prior to full ALEKS deployment) and 2015 cohorts reveals statistically significant improvements in mean grade point and pass rate in subsequent math courses.

• **College Transition Collaborative:** This program, piloted in 2015–16 improves students’ sense of belonging on campus before they even begin their coursework.

• **The Science & Engineering Collection** project is part of a larger goal to create a space supporting student success in the sciences and engineering fields. To produce that space, the Library removed duplicated and low-use print materials from the Science & Engineering Library to create a much-needed open and accessible area for the campus’s growing student population. The highest-use items are still in the Science & Engineering Library. Most journal subscriptions are available online, and many books are available as e-books. Additionally, students have access to the circulating print collections of all of the other UC libraries.
FIRST BLACK ACADEMY BUILDS CONFIDENCE AND CONNECTIONS

In September 2016, the inaugural UC Santa Cruz Black Academy welcomed 23 incoming students for a four-day introduction to campus life. “We are looking to equip our students with the tools necessary to be successful scholars,” said Shonté Thomas, Director of the African American Resource and Cultural Center (AARCC), which sponsored the event. “We want them to find their place, feel welcome and academically supported.” Black Academy was organized for students identifying as African/African-American/Black/and/or Caribbean. The fall 2016 incoming class includes a 38 percent increase in African American/Black students.

$5.7 MILLION GRANT SUPPORTS STUDENT SUCCESS IN STEM FIELDS

To keep Latino and low-income students on a path to degrees in STEM fields (science, technology, engineering and math), UC Santa Cruz has been awarded a $5.7 million grant from the U.S. Department of Education’s program for Hispanic-Serving Institutions (HSI). The Science Education & Mentorship In Latino Lives in Academia (SEMILLA) Project, based in the Division of Student Success, will enable the campus to create a comprehensive set of interventions—guided by analysis and research teams—to support students inside and outside the classroom.

UC Santa Cruz, in partnership with San Jose City College (SJCC), also received a $3.2 million grant from the HSI program for the five-year Cultivamos Excelencia Project. The project’s goal is to motivate and retain Hispanic/Latino and other high-need students at SJCC to complete their bachelor’s degrees at UC Santa Cruz. About 30 percent of UC Santa Cruz’s undergraduates are Latino, and about 40 percent of undergraduates are from low-income families.
ALLOCATE FACULTY RESOURCES STRATEGICALLY

In its first 50 years, UC Santa Cruz has built strong and successful academic programs that reflect the campus’s core commitment to research excellence and undergraduate and graduate education. UC Santa Cruz is known for its strong emphasis on cross-divisional collaboration and innovation. At the same time, our academic programs reflect the commitment of the entire campus community to core values that include diversity, social justice, sustainability, communities of learning, and community partnerships.

Goals

As we move forward we will build on these significant strengths and commitments to continue breaking new ground. We must use all faculty FTE resources strategically, whether they are new or replacing current positions. Our academic resource planning process must revitalize existing academic strengths while developing programs that grow and enhance our research portfolio, support graduate program growth, and maintain our dedication to undergraduate education. We are also committed to expanding our strong record of recruiting, retaining, and promoting faculty of diverse backgrounds.

Specific goals identified through the strategic planning process included:

- Maintain or increase the excellence of existing undergraduate programs and improve the educational experience for a substantial number of undergraduates.
- Strengthen the focus on graduate education, including greater internationalization, to align more closely with the AAU institutions of the University of California.
- Enhance the research profile of the campus by supporting doctoral growth in existing programs or new programs with high growth potential.
- Promote coordinated inter-departmental and cross-divisional planning to maximize impact of faculty hires.
- Improve performance on nationally accepted measures of quality as assessed in external benchmarks and rankings.
We will continue to pursue these goals through coordinated processes that are transparent and incorporate input from faculty, divisional deans, and the Academic Senate.

**Initiatives**

- **Faculty Recruitment and Hiring:** As part of the faculty recruitment authorization process, deans demonstrate how hiring plans address the goals above, as well as how they enhance faculty diversity, promote cross-divisional investments and collaborations, and reinvigorate areas that have historically been centers of excellence.

- **Curricular Capacity and Innovation:** To improve and sustain the undergraduate educational experience, deans have made greater use of teaching professor appointments focused on building curricular capacity, teaching effectiveness, and expanding pedagogical and curricular innovation.

- **Silicon Valley Initiatives:** The Academic Senate, deans, and administration have collaborated to put forward strategic academic program initiatives that build and sustain an active presence in Silicon Valley. Based at the new UC Santa Cruz Silicon Valley Campus and in partnership with UCSC Silicon Valley Extension, these initiatives position UC Santa Cruz as a leading provider of academic and professional graduate degrees that integrate well with the innovative spirit that characterizes the area.

- **Graduate Program Growth:** The Joint Senate/Administrative Task Force on Graduate Growth assessed campus efforts to achieve doctoral and master’s program growth. Their recommendations—spanning issues such as program capacity, allocation strategies, incentives and policy, and professional development—are being addressed in the Graduate Division strategic plan.

**Achievements**

- **Restored Faculty Funding:** Since “rebenching” commenced, the campus has used these resources to restore funding to 15–20 “hollow” faculty FTEs per year (i.e., budgeted faculty lines for which the funding was cut to address structural deficits prompted by state funding reductions). As a result, the number of filled ladder faculty positions has begun to recover, from 530 in 2012–13 to 555 in 2015–16. More progress will be achieved as hires per year are exceeding separations and retirements per year.

- **Teaching and Learning Support:** The Center for Innovations in Teaching and Learning (CITL) was initiated in fall 2016. The center is a resource and support center for the teaching mission of the campus, supporting all faculty and graduate students. Jody Greene, professor of literature, feminist studies, and history of consciousness, was named CITL’s founding director.

- **Silicon Valley Campus:** In 2016, UC Santa Cruz opened the new Silicon Valley Campus, a multidisciplinary teaching and research hub that also houses UCSC Silicon Valley Extension. A September 2016 grand opening event featured an open house and talks by leading faculty researchers.

- **Endowed Chairs:** The campus has raised funding for and filled eight UC Presidential Chairs, increasing the number of endowed chairs by 30 percent.
Will sea level rise sink the Silicon Valley? Can games be socially relevant? Will we decode cancer? Those questions and more were explored during the grand opening of the new UC Santa Cruz Silicon Valley Campus in September 2016. The Silicon Valley Campus is a multidisciplinary teaching and research hub that supports stronger connections with Silicon Valley industry. The campus also houses UCSC Silicon Valley Extension.

The celebration featured an open house, a ribbon cutting, and engaging talks by leading campus thinkers. Chancellor George Blumenthal said the center makes a logical connection: “UC Santa Cruz and the Silicon Valley share DNA. We ask big questions. We don’t accept conventional wisdom. We seek to make the world a better place through innovation.”

UC Santa Cruz’s new Center for Innovations in Teaching and Learning (CITL) opened in fall 2016. Jody Greene, professor of literature, feminist studies, and history of consciousness, is the center’s founding director. CITL is part of a national shift in higher education culture that puts greater emphasis on aspects of learning. The center will be a valuable resource for faculty, helping them incorporate best practices and new technologies into their teaching, says Vice Provost for Academic Affairs Herbie Lee. “The student body is quite different from when many faculty were hired, and understanding how to adapt teaching practices can make faculty more effective. There is also an increasing amount of research on teaching effectiveness from which all instructors can benefit.” The center will provide traditional one-on-one mentoring and teaching feedback, and it will also facilitate teaching assistant development, classroom cultural competency training, and assessment of student learning.
SUPPORT RESEARCH EXCELLENCE.

From its founding in 1965, UC Santa Cruz has progressively emerged as a research university of distinction, both among the other campuses of the UC system and among institutions of higher education nationally and internationally. The impact and reputation of our faculty research and the strength of our graduate programs are crucial factors in attracting top faculty, graduate students, and undergraduates. Similarly, our research excellence is an important attraction to industry and government partners.

Goals

To maintain and expand its research prominence, UC Santa Cruz must make significant strides in research funding, productivity, and publicity. This will enable the campus to expand graduate enrollments, attract and retain exceptional faculty, and provide undergraduate research opportunities. A broad multipronged initiative will seek to expand sponsored projects, industry and foundation opportunities, partnership arrangements, entrepreneurial opportunities, and research transfer activities.

As part of this initiative, we will build robust relationships with local and regional industry. We will also support increased grant proposal submissions across all disciplines and units to achieve per-unit targets. To the greatest extent possible, we need to increase the degree to which research provides financial support and training for graduate students.

Specific goals include:

• Institute an **Office of Research Development** to promote research efforts by faculty and expand extramural funding and partnership opportunities.

• **Assess gaps** between our research support and our research needs.
• Improve **coordination between researchers and support providers**, such as ITS and the Library.

• Implement **tools to streamline grant processes and strengthen capacity** to support larger awards.

• Develop **metrics** to assess and continuously improve research capabilities and support.

**Initiatives**

• **Office of Research Development**: The campus provided three years of seed funding for the Office of Research Development (this was initiated with one-time funds and still needs to be permanently funded). Dr. Audrey Levine (previously a program officer at NSF) was named director and hiring is underway for six staff (via cost sharing with the divisions).

• **Industry Relations**: Dr. Mohamed Abousalem was named to AVC of Industry Alliances and Technology Commercialization. He is overseeing a new comprehensive lifecycle approach to commercialization and entrepreneurship (with new programs to be unveiled in Spring 2017).

• **Organizational Restructuring**: The Office of Research has been reorganized to expand efficiency and integrate these new units. AVC Tedd Siegel manages strategic initiatives, research development, and Silicon Valley Campus. AVC Campbell oversees Research Administration and Compliance Directors. AVC Abousalem oversees IATC directors and related programs.

• **Research Computing Infrastructure**: AVC Siegel has partnered with Andrea Hesse, Director of Academic Divisional Computing to assess and address research computer infrastructure needs across the campus.

• **Campuswide Engagement**: The Office of Research VCR and AVCRs have visited all academic departments to gather input and establish ongoing communication.

• **Support Metrics**: Directors provide quarterly activity/productivity metrics. These are reviewed, and trends communicated to the P/EVC. VCR is launching a four-focus-area accountability initiative that includes customer service tracking, AVC special projects tracking, and communication/PR metrics.

**Achievements**

• **Highlight Research Accomplishments**: Launched Inquiry magazine, a widely distributed annual research digest that covers campus research and interdisciplinary collaborations.

• **New OR Website**: A new Office of Research website is in development and will soon be released.

• **Hosted UC-Wide Research Development Conference (2015)**: Participants from all ten campuses and OP gathered at UC Santa Cruz to discuss RD best practices.
• **Silicon Valley Outreach:** Regular events are held in the OR-managed SVC event space to increase Silicon Valley awareness and engagement. These included the 2016 SVC Open House and an all-day Hewlett Packard Materials Science meeting.

• **Cayuse Implementation:** The campus allocated resources for Cayuse research administration, proposal, and compliance management software, initiated winter 2016.

• **Research Funding Workshops:** Launched a workshop series for faculty on finding and competing for research funding from NSF, NIH, DoE, other governmental agencies, and foundations. A two-day grant-writing workshop for early career faculty was followed up with funding for one-to-one consulting for those who wanted it.

• **Broader Impacts Support:** Launched the Broader Impacts Office (a pilot project funded by the Office of Research and the deans of Physical and Biological Sciences, the Baskin School of Engineering, and Social Sciences) to assist researchers with the preparation of high-quality NSF Broader Impacts statements for proposals.
EIGHT NEW ENDOWED CHAIRS SUPPORT RESEARCH

In the past two years, UC Santa Cruz created eight new endowed chairs to support faculty research, as donors seized the opportunity to establish chairs using matching funds committed by UC President Janet Napolitano. The eight new chairs—in fields ranging from screenwriting to open-source software—bring the campus total to 30.

Alumnus Sage Weil was one of those who took advantage of the match, contributing a total of $3 million to establish the Sage Weil Presidential Chair for Open Source Software and to support research at the campus’s Center for Research in Open Source Software (CROSS). Scott Brandt, vice chancellor for research and professor of computer science, has been appointed as the inaugural holder of the endowed chair.

Weil knows how important such support can be; he developed his computer science Ph.D. thesis project into a highly successful open-source software product (the data storage system Ceph).

INQUIRY MAGAZINE LAUNCHED

In 2015, the Office of Research and University Relations launched Inquiry, a new annual magazine that highlights UC Santa Cruz research accomplishments. Among the wide-ranging stories featured in the first issue of Inquiry were the research of paleogeneticist Beth Shapiro, (whose insights into Pleistocene extinctions are informing our understanding of climate change); and psychologist Craig Haney’s research into the impact (and questionable effectiveness) of solitary confinement in prisons.

The 2016 issue looked at how Raphael Kudela’s research team is working to understand and predict toxic algal blooms along the Pacific coast, and how the distinctive structure of Chamorro (the endangered native language of Saipan) sheds light on the ways language influences thought processes.
MAKE UC SANTA CRUZ A PLACE WHERE PEOPLE ENJOY WORKING

UC Santa Cruz staff embody the excellence that is at the core of the campus’s success. Through years of budget cuts, with little reduction in workload, our focus has necessarily been on sustaining operations, sometimes at the cost of reduced support for employee development and engagement. Our staff have remained resilient and positive throughout these challenges, maintaining a resolute commitment to UC Santa Cruz’s mission and to its students.

Goals

For our institution to advance, we must support the development and job satisfaction of our workforce. At the same time, we must advance the campus’s strong and ongoing commitment a campus climate based on the UC Santa Cruz Principles of Community, the core values and practices that guide the campus as we build an open, vibrant, and diverse community.

To achieve these goals, we are engaging staff campuswide to create processes and craft procedures that sustain our supportive work environment and develop our human capital. We will enhance career paths that support both the development of current staff and recruitment of additional dedicated public service employees.

Specific goals and metrics identified through the Envision strategic planning process include:

- Increased employee satisfaction and evidence of improvement in UC Santa Cruz’s culture of respect as measured by opinion surveys.
- Improvements to good management and supervision practices as measured by employee evaluations.
- Increased employee input into decision making and sharing of ideas and best practices across division/unit lines.
Initiatives

- **Staff Recognition Programs**: Campuswide and divisional programs that recognize and appreciate staff contributions have been expanded.

- **Principles of Community Workshops**: As part of the UC Santa Cruz Principles of Community Campaign during 2015–16, the campus held monthly 90-minute workshops (November 2015–May 2016) to explore what each principle means from both an institutional and individual perspective and to discuss ways to incorporate the principles into the workplace.

- **Staff Forums**: Forums presented by the chancellor’s and campus provost/EVC gathered feedback on key issues and responded to questions from the campus community. The Staff Forums are jointly sponsored by the Staff Advisory Board, and managers/supervisors are strongly encouraged to provide release time for employees to participate.

- **Sharing Campus Accomplishments**: *Tuesday Newsday* was launched, a new weekly campus-oriented news forum designed to showcase top news and media coverage about the campus, messages from campus leaders, and “news you can use” for faculty, staff, and students.

- **Chancellor’s Messages**: The chancellor provides regular messages highlighting campus priorities and points of pride.

- **Campus Welfare Committee**: The Campus Welfare Committee is being re instituted.

Achievements

- **Awareness of Campus Accomplishments**: Staff and faculty are better educated about happenings on campus, the campus's successes, as well as individual achievements. The new Tuesday Newsday format has increased readership of UC Santa Cruz news stories and campus messages.

- **Staff Recognition**: Nearly 5,000 Thumbs Up awards are given annually to individual staff and teams through an initiative sponsored by the Staff Advisory Board. A new “peer-to-peer” staff recognition program features monthly staff profiles on the Staff Advisory Board website.

- **Campus Climate**: Fully 83 percent of UC Santa Cruz respondents said they were comfortable or very comfortable with the overall climate on campus. Similarly, 78 percent were comfortable or very comfortable with their department or work unit. However, other results helped identify areas for improvement.

- **Training and Development**: These include the expanded campus Diversity and Inclusion Certificate Program (for staff since 2010, for faculty since 2012, and for graduate students starting in 2015); a Mentoring Program for faculty; and a number of other training and development programs.
CHANCELLOR’S ACHIEVEMENT AWARDS FOR DIVERSITY HONOR WORK, COMMITMENT

The Chancellor’s Achievement Awards for Diversity provide a high visibility forum for honoring students, faculty, staff, and programs working for diversity and inclusion at UC Santa Cruz. Award winners for 2016, selected through a campuswide nomination process, included Faye Crosby, distinguished professor of psychology and provost of Cowell College. Crosby received the Lifetime Achievement Award for her research on affirmative action and on diversity issues in education and business.

The People of Color Sustainability Collective was recognized for highlighting the contributions that communities of color have made in advancing sustainability and working to redefine sustainability to include diverse cultural interpretations.

TITLE IX OFFICE EXPANDS

When Tracey Tsugawa arrived at UC Santa Cruz in August 2014 she was more than the new campus Title IX Officer—she was the entire Title IX office. Today, Tsugawa and a staff of four handle a growing number of reports of sexual harassment and sexual violence.* Anna Bartkowski, Isabel Dees, and Ray Lader joined the team in fall 2016 as complaint resolution officers, and Laura Young-Hinck continues to serve as response team coordinator. The office expansion is the result of additional funding committed by Campus Provost/Executive Vice Chancellor Alison Galloway. In addition to new resources, the campus Title IX office has been moved into Business and Administrative Services, headed by Vice Chancellor Sarah Latham.

*Title IX is a 1972 federal civil rights law that prohibits discrimination on the basis of sex in an education program or activity that receives federal funding. Under Title IX, sexual harassment, which includes sexual violence, is a form of unlawful sex discrimination.
BALANCED OPERATIONS: ADDRESS WORKLOAD ISSUES

UC Santa Cruz relies on its exceptional workforce to build and maintain the knowledge of how to navigate the complex policies and procedures required for smooth campus operations. As budget reductions have impacted the size and shape of administrative structures throughout the campus, we no longer have the number of people necessary to complete basic but complex transactions in a timely manner. We must overhaul processes—both at the central campus and divisional levels.

Goals

The Business and Administrative Services (BAS) Division has launched a major campuswide initiative that has become known as “Stewardship as a guidepost and simplification as a value.” The initiative is assessing and tackling complex processes that affect the entire campus.

At every level—from the individual, to the unit, and across campus—the initiative’s goal is to mindfully develop processes that balance effectiveness and efficiency while weighing controls against costs. We must support our employees in developing new skill sets and actively encourage all employees to review processes and procedures and question policy interpretation. We will empower our employees to advance value-added change and be recognized and rewarded for their work.

While precise metrics will vary by function, efforts to modify and revise processes will be measured by how well they achieve an optimal balance between efficiency and effectiveness and between institutional risk and cost.

Initiatives

• **BAS Simplification Initiative:** BAS continues to expand the major internal process simplification initiative launched in 2013–14 (see above and also Appendix 2). Four Solution Development Teams focused on business processes that impact units campuswide—travel, entertainment, procurement, and hiring. Each team identified specific recommendations to simplify processes and make them more efficient. A series of “must” statements developed by BAS enables staff to assess whether the processes they develop, support, or manage meet the goals of simplification.
• **BAS Strategic Plan:** The 2015–2020 BAS Strategic Plan expands the simplification initiative with a Balanced Scorecard Framework that addresses operational goals and performance in four categories: financial, constituents, processes, and staff learning and development. The plan outlines priorities for technology, professional development, and plan assessment. The Strategic Plan is already being implemented, overseen by the Strategic Planning Leadership Team.

• **The Safety, Wellness & Injury Management (SWIM) team** continues to steadily improve efficiency and effectiveness. The team works with individual departments across the campus to promote wellness, establish safety standards and safe work practices, identify and correct hazards, and provide other safety support.

• **Training and Recognition:** 1) BAS offers Lean Training across the division to individuals and to entire departments; 2) the Simplification STAR Award is in its third year, recognizing employees contributions to advancing simplification; 3) UC Santa Cruz provides campus-wide pro-level membership with Academic Impressions, a world-renowned pioneer in professional development for higher education.

• **Career Tracks:** Following a pilot project in 2015, the campus has implemented UC Career Tracks, a systemwide job classification structure that brings the campus in line with UC norms and provides employees with better-defined career paths.

**Achievements**

• **Savings through Streamlined Processes:** Many recommendations from the BAS Simplification Initiative have already been implemented, ranging from the pilot of the new Entertainment Reporting Form (ERF), to revisions to the hiring process. The new online bid room saved one project 70 hours in document preparation and distribution alone. By standardizing the process for hiring temporary staff, the time to submit a request was reduced by 75 percent, resulting in an annual savings of 235 hours.

• **UC Santa Cruz Scotts Valley Center:** The campus has signed a long-term lease on 127,000 square feet of office space in the Enterprise Technology Centre (ETC) in Scotts Valley. Beginning in early 2017, 350 staff from three divisions (BAS, ITS, and UR) will relocate to the Center, allowing for increased collaboration and efficiency.

• **ELR Restructuring:** Restructuring of the Staff Human Resources (SHR) Employee and the Labor Relations (ELR) Department has resulted in a streamlined organizational structure and improved service delivery.

• **Information Technology Services (ITS):** Information Technology Services teams have developed more efficient and effective ways to address complex IT issues, saving money while increasing services. These included: 1) The move from physical to virtual servers in the Data Center, saving tens of thousands of dollars annually through lower hardware and maintenance costs and reductions in power consumption; 2) Enabling users to reset passwords online has significantly reduced the number of person-to-person interactions at the Help Desk; 3) The automation of student applicant email accounts has reduced the number of help tickets by 83 percent; 4) New automated tools have reduced staff time needed to examine system logs for potential security issues.
In May 2016, UC Santa Cruz entered into a 20-year lease for office space at the Enterprise Technology Centre (ETC) in Scotts Valley. The UC Santa Cruz, Scotts Valley Center will house portions of the divisions of Business and Administrative Services, Information Technology Services, and University Relations in 127,000 square feet of office space in two three-floor modules. The new facility will unite employees in a central location, allowing for more collaboration and increased efficiency. Staff are scheduled to occupy the newly renovated space in December 2016 and January 2017.

“The UC Santa Cruz, Scotts Valley Center will provide our staff members with a facility that supports collaboration and a sense of community,” Campus Provost/Executive Vice Chancellor Alison Galloway said. “Additionally, moving employees from 2300 Delaware to the new Scotts Valley Center will further our academic mission by providing much-needed space for research and inquiry.”

The Curriculum Management Project at UC Santa Cruz aims to streamline and improve the outdated systems now used to manage the campus curriculum and create course catalogs. These new systems will save time and will also greatly improve information access for students, faculty and staff.

A complex array of tasks are involved in managing the campus curriculum, including development/approval of course descriptions and program statements; updating and publishing course catalogs; and class scheduling. Many of these tasks are still done manually, and the systems involved do not “talk” well to each other, requiring extra work to ensure consistency.

The project, which began in October 2016 and is expected to take two to three years to complete, is being overseen by the Office of the Registrar in the Division of Undergraduate Education, in collaboration with Information Technology Services, the Academic Senate, and a multitude of offices and individuals across campus.
TELL THE WORLD OUR STORY.

UC Santa Cruz has earned national and international recognition both for the impact of its faculty research and for excellence and innovation in undergraduate education. Yet UC Santa Cruz's achievements have still not received the broad attention they merit. Expanding public awareness of UC Santa Cruz and its accomplishments is an essential part of building a strong future for the campus. A reputation for excellence helps the campus to recruit and retain top faculty who will, in turn, strengthen research and teaching programs and attract external funding. It enables us to attract talented graduate and undergraduate students and retain strong ties to our alumni and donors. On campus, awareness of UC Santa Cruz’s accomplishments helps maintain a strong sense of pride, identity, and community.

Goals

UC Santa Cruz is in the process of implementing a unified communications and branding strategy that will encompass all campus units. We must also expand national and international publicity highlighting campus accomplishments, especially relating to faculty research and student success. At the same time we are strengthening our web presence (including a more visible NewsCenter website) and outreach to targeted constituencies (community members, potential students, alumni, and donors).

We must also expand internal communication to ensure that the campus community is broadly informed about UC Santa Cruz achievements and events. This includes building a campus culture that values fundraising as vital to the success of the academic mission. We also need to engage the local and regional community through outreach, events, and information about the many ways UC Santa Cruz benefits the community.

Initiatives

- **Expanded Staffing**: We provided seed funding (for three years) for a Chief Communications Officer responsible for the development and implementation of strategic communications and marketing programs to enhance the public profile of the institution.

- **50th Anniversary**: As part of the campus’s 50th-anniversary activities, we invested in dynamic internal and external marketing and communications to insure that UC Santa Cruz is more widely known and included in national and global discussions.
- **Digital-First Focus:** We have changed to a digital-first focus on developing digitally native content with broad reach, including a new focus on in-depth reporting on themes such as ocean health and linguistics in technology. We have also instituted content redistribution on Medium.com and social media–only engagements such as Reddit AMAs.

- **Website Redesign:** The UR NewsCenter website is being redesigned, with completion planned by mid-2017.

- **Consistent Branding:** To facilitate consistent campuswide branding, a campuswide web template was developed and distributed.

**Achievements**

- **National Coverage:** Expanded national media coverage has included expert mentions, research stories, and op-eds in the *New York Times, Washington Post, LA Times*, and *SF Chronicle*.

- **Inquiry Magazine:** In collaboration with the Office of Research, UR launched *Inquiry* magazine, a widely distributed annual research digest that promotes awareness of campus research and interdisciplinary collaborations.

- **Leveraging the 50th Anniversary:** The 2015 50th anniversary Alumni Weekend drew a record crowd of 2,500, who enjoyed a wide range of events and festivities. The fall 2015 Founders Day celebration featured alumna and astronaut Kathryn Sullivan as master of ceremonies, and honored chef and food activist Alice Waters. Throughout the 50th anniversary year, our Original Thinkers series highlighted faculty leaders who helped shape their academic fields while building the UC Santa Cruz campus.

- **Giving Day:** In May 2016, the campus's the first-ever Giving Day drew nearly 3,000 donors and raised more than $340,000 in just 24 hours.

- **Major Giving:** We leveraged opportunities to amplify campus accomplishments and recognize excellent programs through two major gifts: $7 million to establish Rachel Carson College, and the Pirkle Jones and Ruth-Marion Baruch photography collection, valued at $32 million.

- **Social Media:** Social media engagement doubled over the past year, with steady increases in Facebook audiences, Twitter followers, and Instagram audiences (a fivefold increase over the past 12 months).

- **Online Courses:** UC Santa Cruz continues to expand its free online course offerings, which provide opportunities for enrichment learning, and global access to educational materials from a first-class research university.

- **Internal Communication:** *Tuesday Newsday* was launched, designed to showcase top news and media coverage about the campus, messages from campus leaders, and “news you can use” for faculty, staff, and students. This new format has increased readership of news stories and campus messages.
NATIONAL MEDIA FEATURE
UC SANTA CRUZ PROGRAMS

UC Santa Cruz has been the subject of a number of high-profile headlines in national media outlets. The legendary food writer Mark Bittman traveled to UC Santa Cruz in fall 2015 to explore “the roots of organic farming” for the New York Times. The video of his visit to the UC Santa Cruz Farm & Garden included a discussion with Daniel Press (executive director of the Center for Agroecology & Sustainable Food Systems) about the campus’s role as the “mothership of organic agriculture.

The excitement generated by UC Santa Cruz’s 50th anniversary also led to major national media coverage. The Los Angeles Times had an excellent article on the campus’s 50th, (alongside similar milestones at UC Irvine and Cal State San Bernardino).

FIRST ANNUAL GIVING DAY
A RUNAWAY SUCCESS

In May 2016, UC Santa Cruz’s first-ever Giving Day raised more than $340,000 to support a wide array of campus programs and projects. More than 3,000 donors supported 65 projects that ranged from renovating the Quarry Amphitheater, to graduate student internships, to a childhood cancer initiative.

Giving Day—which will become an annual event—is a 24-hour online fundraising drive to support UC Santa Cruz students, faculty, and campus programs. Dozens of project teams reach out to build support for their favorite programs, generating a festive atmosphere campuswide. One of the most popular projects in 2016 was the Bird School Project, which offers local K-12 students hands-on scientific field experience as they study local birds. Founded by UCSC alumni Darrow Feldstein and Kevin Condon, the project raised $25,000 in Giving Day donations.
OUR VISION

UC Santa Cruz has made enormous progress in its first 50 years, and the campus will continue to build on that success as we develop and expand our teaching, research, and service programs. The Envision UC Santa Cruz Strategic Plan provides a focused vision and clear road map to move the campus forward. At the heart of that vision is building UC Santa Cruz’s role as a pre-eminent public university distinguished by our high-impact research, teaching excellence, and a commitment to diversity, social justice, the environment, and educational opportunity.

Our innovative approach to research and experiential education provides a transformative student experience that prepares students for career success and instills in them the value of service to society. By providing a safe, supportive, intellectually stimulating environment, the campus facilitates a holistic educational experience for all students, including under-represented groups.

Our campus operations are integrated with research and teaching throughout campus to facilitate cross-boundary, collaborative work. We optimize operations with a focus on process improvement and appropriate risk management. Our operations make our nationally recognized green campus a model for sustainable practices.

At UC Santa Cruz we live what we teach. The campus Principles of Community guide daily interactions on campus and beyond, and we embrace all forms of diversity across our community. Our employees know they are valued and feel connected to our mission. Our actions and their outcomes continually demonstrate our dedication to the greater good.

We encourage members of the campus community to learn more about the Envision UC Santa Cruz strategic planning process by visiting http://cpevc.ucsc.edu/envision-ucsc/vision/index.html.
APPENDIX 1.

FIVE FOR 2015

In 2011, CP/EVC Galloway announced Five for 2015, a set of initiatives focused on supporting student success. The goals for each of these initiatives have been successfully achieved by 2015–16, with some initial targets exceeded in this time interval. The initiatives and their outcomes/milestones achieved are to:

Increase retention rates for undergraduate students.
One-year retention rates remained stable as the campus experienced significant undergraduate enrollment growth, implemented holistic review, and achieved HSI status. The campus also achieved its highest six-year graduation rate. To continue to improve retention and graduation metrics, the campus, as part of broader Envision UC Santa Cruz initiatives, has invested in and set aggressive goals for improved undergraduate student success outcomes.

Enhance academic pathways to allow students to graduate in four years or less.
To provide deans with resources to provide curricular capacity aligned with student demand, the campus regularized “undergraduate supplementary funding” allocations to the academic divisions. These allocations are based on agreed-upon formulas using degrees conferred and projected academic division enrollments above established baselines. With strong Academic Senate/administration collaboration, a comprehensive review of course requirements is under way. This work has already resulted in a reduction of upper division unit requirements in many majors, while still achieving degree learning outcomes. Three-year B.A./B.S. pathways for the top 11 majors have been crafted, published, and incorporated as options in academic advising (http://advising.ucsc.edu/success/3-year-pathways/).

Prepare the campus to achieve Hispanic Serving Institution (HSI) status.
The campus joined the Hispanic Association of Colleges & Universities (HACU) in May 2013, based on exceeding 25 percent Hispanic undergraduate enrollments in Fall 2012. UC Santa Cruz received two U.S. Department of Education “Emerging HSI” grants. The first is $2.6 million over five years to support intensive and redesigned instruction in writing and math, to increase the sense of belonging among Latino/Latina students, and to deepen academic coaching services. The second (jointly with San Jose City College) is $1 million to support transfer preparation for undergraduate research.

Achieve financial stability.
At the end of 2013–14 (FY14), the campus permanent budget was in balance, despite state cuts of $65.6 million and mandatory cost growth of $72 million since 2008–09. Revenue increases through tuition increases (and enrollment increases) accounted for about half the solution. We cut programs at all levels of the institution to address the remaining imbalance, with total cuts equal to 19 percent of the core budget. Since that time, we have had a persistent mismatch between revenue growth (~4 percent) and mandatory cost growth (~6 percent), equivalent to a structural deficit that grows by $4–$6 million each year. We have taken mitigating steps to reduce this structural deficit. However, we cannot maintain financial stability without a substantive increase in revenues, leading to the need to aggressively grow nonresident undergraduate student enrollment and our advocacy of annual tuition increases of 5 percent.
Increase nonresident undergraduate student enrollment.
The 5 percent goal for national and international undergraduate students was exceeded in 2015–16 when 6.4 percent of undergraduates were nonresident (485 national and 525 international students). The campus will continue to increase its nonresident enrollment toward UC norms. The campus’s new goal is to increase national and international undergraduate student enrollment to at least 10 percent of total undergraduate enrollment by 2020.
APPENDIX 2.

EXAMPLE SIMPLIFICATION/EFFICIENCY INITIATIVES AND OUTCOMES
Business and Administrative Services (BAS)

Four solution development teams focused on business processes that impact units campus-wide—travel, entertainment, procurement, and hiring. Each team identified specific recommendations to simplify processes and make them more efficient. Many recommendations have already been implemented, with more underway, ranging from the pilot of the new Entertainment Reporting Form (ERF) to revisions to the hiring process. The new online bid room saved one project 70 hours in document preparation and distribution alone. By standardizing the process for hiring temporary staff, the time to submit a request was reduced by 75 percent and resulted in an annual savings of 235 hours.

Internally, the division carefully examines the processes within each of its units, both small and large. Process changes in the Cashier’s Office enabled a reduction in staff from 5.0 to 2.5 FTEs. Collaborative work on the Water Savings Task Force was recognized with a 2015 Best Practice Award for Water Conservation at the California Higher Education Sustainability Conference.

The campus invested in infrastructure upgrades for water, and drought management resulted in approximately $215,000 in reduced annual water and sewer costs to the campus.

BAS increased efforts to improve the campus work environment, as well as achieve savings in the form of cost avoidance in the area of wellness and safety. The Safety, Wellness & Injury Management (SWIM) team is critical in reducing the campus’s workers’ compensation costs. This team works together with individual departments across the campus to promote wellness, establish safety standards and safe work practices, identify and correct hazards, provide training, investigate injuries and “close calls,” simplify reporting, ensure good medical care if needed, help employees remain engaged even with temporary work restrictions, and assist return to full capacity through support of personal physical conditioning.

The SWIM team continues to steadily improve in efficiency and effectiveness. For example, monthly videoconferencing is used to directly involve managers of departments with high injury frequency in the investigation/correction/improvement cycle. This UC Santa Cruz monthly injury review has been selected for presentation at this year’s systemwide Risk Summit. In 2014, UC Santa Cruz was recognized for having the greatest overall reduction in workers’ compensation costs among all UC campuses during the 10-year period of FY03–FY13.

By comparison, if the campus accrual rate for FY15–16 had remained at the FY02–03 level relative to the other campuses (138 percent above average), the campus would have had to pay an additional $3.7 million in annual workers’ compensation costs over and above the FY15–16 assessment of $3.6 million.

Training and recognition are key elements of the BAS efficiency and simplification strategy. The division offers Lean Training across the division to individuals, through a three-part module, and to entire departments. The Simplification STAR Award is in its third year. Recipients are recognized for their advancement of simplification across the division, and initiative outcomes are posted to inspire additional ideas.
Information Technology Services

Information Technology Services teams have developed more efficient and effective ways to address complex IT issues, saving money while increasing services. These teams worked in the following areas:

- **Virtualization**—The move from physical to virtual servers in the UC Santa Cruz Data Center has resulted in lower hardware and maintenance costs and considerable reductions in power consumption. Total savings amount to tens of thousands of dollars per year.

- **Customer self-service**—Providing the capability to reset passwords online has significantly reduced the number of person-to-person interactions at the Help Desk. The automation of student applicant email accounts has reduced the number of help tickets by 83 percent. This improvement has also streamlined the Registrar’s Office processes in this area. Self-service management of emergency notification information will also be implemented.

- **Security**—Acquisition and implementation of automated tools has reduced the effort needed to examine system logs for potential intrusions, attacks, malware, or other security issues.

University Library

The University Library has undertaken projects that have allowed reallocation of resources for collections, and they will repurpose library space to meet next-generation needs. Actions have included:

- Creation of a Digital Scholarship Commons to serve as a hub and a catalyst for the creation, management, and delivery of digital content. The initiative has saved money, supported curricular innovation, and resulted in new interdisciplinary scholarship.

- Institution of a Demand-Driven Acquisition (DDA) process to offer patrons a list of librarian-curated (eBook and print) titles from which to select; when selected, titles are automatically purchased. Both acquisition and staff savings accrue and have been used to cover annual costs ($60,000–$80,000) of needed CDL e-resources, locally needed journals and datasets (for campus-unique research interests), and archival and streaming media services.

- A gift-funded repurposing of space and a transformation of the Science and Engineering Library, which is underway. This will transform the space into a dynamic resource that energizes and inspires our science and engineering students. Anchored around a Student Success Center (with advising, counseling, and other services), this space will include an active learning classroom, a café, laboratories with the latest digital tools for learning and research, and group study rooms.