Undergraduate Education: Goals and Accomplishments
July 15, 2016

Goals for 2016-17

- Governor's initiatives. Realize the benefits of the curriculum review, transfer pathways, 3-year pathways, and other system-wide initiatives.
- Curriculum management. Procure a catalog system as the first component of the new system.
- College access. Strategic program growth and expanded regional services, to cultivate campus research, college access, and national recognition.
- College endowments. Increase college engagement through alumni activities and engagement.
- Classroom space. Expand classroom space, utilization, and availability as possible.
- Enrollment. Meet campus enrollment targets, exceeding where appropriate, including summer.
- Summer session. Continue development of office to foster and sustain large-scale success.
- Student success. Pursue a broad portfolio of projects and collaborations to enhance retention, student support, and time to degree.
- Sense of community and collaboration. Ensure a focus throughout the year on staff engagement, morale and development, and teamwork within and outside the division.

Progress on Goals for 2015-16
Based on Undergraduate Education: Goals and Accomplishments, July 2015.

Enrollment

- Non-resident enrollment. Grow applications 25%, and similarly yield and enrollment. Not achieved. 20% application growth, 10% admit growth, yield decline for smaller NR class.
- Undergraduate access and diversity. Grow regional programs with Talent Search, HSI, and other grants; expand African-American and Native American enrollment. Achieved. Collaborated on successful HSI grants, submitted Talent Search proposals, ABC expected to grow 3.3% to 4.3% of incoming frosh class; slight increase in Native American. 7th Grade Summit. Achieve UC. Leadership in systemwide financial aid revision with significant benefit to our students.
- Summer. Increase course offerings and grow FTE enrollment by 7%. Goal exceeded. Expecting 11%+ growth in FTE enrollment, 14% in courses, and 17% in graduate student employment.
- Transfer enrollment. New summer session transfer academy. Summer application for Winter entry restarting summer 2016. Intensive casework by admissions to offer winter admission on major preparation conditions. SJCC/UCSC HSI grant. BFI transfer pathways.
- International visitors and pipelines. Our spinoff Division of Global Engagement is growing its infrastructure for, and portfolio of, visitor programs in collaboration with divisions and Senate.

Academic Foundations

- First-year curriculum. In progress with continued work amongst Council of Provosts (CoP), Writing Program (WP), and Senate. Council of Provosts completed an inspiring and well-reasoned proposal based on experience and current research.
- Pre-college. Grow college preparation regionally with extramural and state-funded EPC programs, discounted high school programs in Summer Session, and S4C involvement. Completed and continuing. Collaborated on S4C Gates Grant, connecting UCSC mathematics department of the S4C Math Articulation Committee, summer enrollment of more than 50 high school students, and multiple funding proposals developed and submitted by the EPC.
• English for non-matriculated students. Our spinoff Division of Global Engagement is pursuing English programs to further help campus goals of funded graduate student growth.

• Summer academies. Expand the summer academies for entering students by growing attendance, building the pilot first year, and launching a new transfer academy. First year academy is more than 50% over target, and transfer academy 20% below pilot year target; both targeted 100.

Academic Achievement

• 3-year pathways. Office of Campus Advising Coordination led campus effort to successful completion of this goal and is integrating pathway discussion in orientation and other venues. Office of the President selected our 3-year pathway site to show the Department of Finance.

• Honors, challenge, and research. Integrated honors and challenge program, re-envisioned the staff structure, collaborated with Student Success to secure new funding and staffing in support of campus-wide undergraduate research support.

• International Opportunities. Our spinoff Division of Global Engagement is pursuing.


• Time to Degree. Met Challenge 45 goals in collaboration with the Senate, including reductions in unit requirements in some majors.

Divisional Development

• Advisory Committees. Divisional advisory committees have led to revised staff appreciation breakfast structure, divisional engagement survey, and prioritization of operational pain points.

• Academic Human Resources (AHR). Divisional AHR office successfully launched and now processes summer session appointments and college appointments.

• Employee Engagement. Cookies with Richard at each of UE’s ~20 units highly successful. Staff appreciation breakfast focussed on the stories shared during these visits.

• Enhanced Collaboration. Summer 16 success greatly affected by new CHES housing discount, Chancellor’s tuition discount, and new Financial Aid approaches. Colleges and writing program teamwork key to reenvisioning the first year. New level of engagement between IRAPS and EM critical to meeting enrollment targets. Continued collaboration with BET and other units to build African American critical mass.

• Financial Stability. Developed strategies for the campus’ expected budget reduction process.

• International Engagement. Our spinoff Division of Global Engagement is doing well.

Bring Services and Systems into the Early 21st Century

• Student Success Collaborative. UE has put immense effort into working with EAB SSC, ITS, and Student Success to develop a smooth launch, even with the appearance of multiple hurdles. The system launched July 1, 2016, and we look forward to its positive impact on our students.

• Enrollment Forecasting. Built a strong collaboration with IRAPS that led to high leveraging of consultant analysis to bring enrollments the closest to target in recent memory. Greatly refined non-resident award strategy through careful analysis and experimentation.

• Summer Session Processes. Created new office structure leading to highly successful Summer 2016 session with over 10% growth in participation, including approximately $1M of tuition to the campus from online courses.

• Curriculum Planning. The multi-year Curriculum Management Project campus catalog and curriculum and leave planning (CCLP) system is launched.

• Academic Advisement Reports. Delayed by SSC Campus, new staff are hired to ensure progress.
• EPC Databases. Ongoing analysis and potential adoption of another campus’ system.
• International Partnerships. Extensively pursued by our spinoff Division of Global Engagement.

Additional Achievements
• General assignment course time slots. Modified class and passing times to facilitate introduction of an additional time slot, increasing capacity within current stock.

Colleges I-VIII Highlights
Colleges are the cornerstone of our student experience. Each one of the distinctive colleges offers thematic academic and developmental curriculum, support, and a smaller community within the larger research university. Here are a few highlights from the past year:

• Cowell College fêted the extraordinary accomplishments over six years of Cowell Provost Faye Crosby, winner of a 2016 Teaching Excellence award and now namesake of the Faye Crosby and Robert "Bob" Newman Senior Commons. Cowell staff won two Chancellor's Achievement Awards for Diversity: Faye Crosby for lifetime achievement and Ethan Hutchinson, lead academic preceptor, for leadership in social justice and training. Nearly 100 friends from the community contributed to the dedication of the Coeleen Kiebert Sculpture Patio. As the Cowell Community wished Provost Crosby well, it welcomed incoming Cowell Provost Alan Christy.

• Stevenson College celebrated the 50th anniversary of its founding with a commemorative concert performance by pioneer class rock band Flowers of Evil and current jazz band Kadence Keys. Stevenson also awarded several Josh Alper Marines Memorial awards to students demonstrating his independent “do it yourself” spirit.

• Crown College launched a Writing Center and integrated curriculum with the tech industry. Aspects included a summer session class in entrepreneurship, co-sponsored with the Center for Innovation and Entrepreneurial Development; and an advanced professional communication class designed by a UC Santa Cruz alumna who works as Content Strategist at Facebook.

• Merrill College offered a Research Deconstruction course, focussed on first-generation students in the Merrill, Crown, and Oakes science learning communities; led an innovative year-long Focus on Africa course, culminating in a trip to the 2015 World Economic Forum on Africa, made possible with donations to the college; and continued its Undergraduate Research Mentorship, Classroom Connection, and field study programs.

• Kresge College renovated the Kresge Seminar Room, hosting inaugural visiting lecturer Michael Nava; celebrated the life of Founding Provost and National Academy member Robert Edgar, a pioneering geneticist; planned for the revitalization of Kresge; and announced the Kresge Lab low-unit courses exploring music, writing, natural history, photography, and agro-ecology.

• Porter College welcomed Chicago-based artist Stephanie Brooks as Artist in Residence for the Core Course, while the inaugural Pavel Machotka Chairs in Creative Studies at Porter taught new courses specially designed to involve undergraduates in the scholarly and creative work of UC Santa Cruz faculty.

• College Eight's Sustainability Studies Minor graduated its first class of six students and received a Best Practices award at the California Higher Education Sustainability in June. The College held a highly-successful, 50th anniversary "Utopian Dreaming" conference in November 2015.

• Oakes College Oakes College promoted student success and educational equity with: a Scientist in Residence Program; the Westside Writing Center; fundraising and taking six students to a national Student Success Summit; developing a Certificate for the Oakes Service Learning Program; piloting a peer advising program and the Oakes Ambassador Program, connecting incoming students with Oakes alumni; and collaborating with Community Studies.