Goals for 2012-13
My and the Division’s pervading focus for 2012-13 is the success of our undergraduates within our campus’ new effective and innovative structure, guided by the Five for 2015 and campus goals. Within this context, I have three priorities.

Enhancing Scholarship
Research Universities have much to offer their undergraduates. UC Santa Cruz, with its strong faculty commitment to undergraduate education and world-renowned research must extend and improve its programs and strategies, continuously building on the foundations of our Colleges, capstone experiences, general education, and research engagement. The increase in first-generation college students joining our campus demands refining our approaches to ensuring student success and providing advanced opportunities. In 2012-13, we are planning

- A first-year Navigating the Research University course to broadly acclimate new students to our campus and its possibilities.
- A framework for first-year Cohort Scheduling for 2013-14 that brings smaller groups of students through the same classes and sections for major preparation and first-year writing to form additional intentional communities within colleges.
- Consideration of a Dean’s Challenge Program for the 2014-15 class with academic and developmental challenges and milestones that help propel students to graduation.
- The foundations of a campus-wide Undergraduate Research Office partnering with the Vice Chancellor of Research, Deans, and the STEM Diversity Director.
- Engagement of graduate students in higher-education research that impacts our campus and undergraduate students through a Chancellor’s Graduate Internship Program.

Focusing on Transfers
In Fall 2012, one quarter of incoming students will have begun their studies in the California Community Colleges and other institutions. Our campus has developed programs and services for transfer students, especially in residential life and retention services. In the coming year, we will focus on the transfer experience from an academic perspective. In 2012-13, we are planning

- Full consideration of Major Preparation as a component of transfer admissions for all majors, an effort presaging the recent BOARS proposal. This should advance 2-year and 3-year graduation significantly over several years.
- Renewal of Transfer Outreach focused on transfer to UC Santa Cruz through realignment of the Transfer Partnerships Program with the Office of Admissions.
● **Evaluation of Transfer Advising and Support** with the Transfer Experience Team, Council of Provosts, and others, to further UC Santa Cruz’ position as a compelling and distinctive choice for transfer education.

**Building on 2011-12 Foundations**

During the past year we laid foundations to support the Five for 2015 by charging units, teams, and individuals with renewed attention to retention, graduation, time-to-degree, non-resident recruitment and graduation, curricular transparency, and becoming fully recognized for our dedication to serving first-generation students. Budget will be a challenge, but we will continue to focus on student success. In 2012-13, we are planning to

● **Ensure that all staff are Valued and Appreciated** for their work with and on behalf of students, and to ensure that processes, structures, and technology aid this work.

● **Grow Pathways to the University** by collaborating with schools throughout the region and expanding programs in the Educational Partnership Center (EPC).

● **Build a Student Culture** accelerating frosh to earning degrees in 4 years through collaboration with the Senate and initiatives in advising and the colleges.

● **Facilitate the Ideas and Strategies** of the cross-campus teams and divisional units.

**Accomplishments of 2011-12**

The past year has been exciting, challenging, and fun. Each year, our most important achievement is sustaining and improving undergraduate education with the dedication and excellence of many, from preparing students for success in admission, to supporting students and families, building communities in the colleges, planning paths to completion, continuing studies through the summer and abroad, and celebrating graduation. Additional accomplishments in the past year have been in three broad domains.

**Enhancing Divisional Community**

Our campus embarked on a decisive new vision of student-centered university organization at the start of the academic year. A major focus of the **new division** has been building community and extending collaboration. In 2012-13, we

● **Expanded Faculty Leadership**. College Provost leadership is the hallmark of our integrated learning community experience. The new **Faculty Director of the Educational Partnership Center** has provided wisdom and energy for expanding campus, regional, and statewide collaborations. The new **Faculty Director of Honors Programs** has deftly and thoughtfully grown first-year honors into a unified multi-college program. The new **Faculty Director of Education Abroad Programs** is a divisional leader expanding our cohort of international students. The structure has also multiplied the **VPDUE’s** ability to play instrumental roles in projects and strategies with each relocated unit.

● **Promoted Openness and Transparency** with inter- and intra-divisional teams and the use of **uc.ucsc.edu** to make divisional works available to all.

● **Evaluated Processes** to further the work of the division, its components, and its members. While adjustments to reflect the tripling in size are underway, we have made progress in clarifying policy and establishing divisional business functions.

**Launching Cross-Campus Teams**
Enhancing community and scholarship for undergraduates is a multifaceted challenge that demands participation from many constituencies across campus. In 2011-12, we formed multiple issue-focused groups to advance divisional and campus goals, especially Five for 2015. The first team, responding to the divisional retreat, developed the Navigating course above. The pre-existing Transfer Team was expanded, and three other teams begun.

- The **Advisory Committee Academic Computing** (ACAS) is renewing focus on our computing tools and helping students. Through supplemental funding, AIS has shifted from compliance only to enhancements that will realize the potential of the system and empower students with self-advising, freeing advisors to focus on choices and development. We procured a document management system that will serve the campus well, and worked with ITS/BSOE to create systems for deans’ awards, financial aid appeals, and other processes within the Drupal framework.

- The **International Recruitment and Retention Team** joins together admissions efforts in bringing international students to campus with international education and college efforts to build maximally supportive communities.

- The **Hispanic Serving Institution Team** combines scholars and professionals to “increase our visibility as a pipeline to college — and beyond — for all students from underrepresented groups.” The team, launched in May 2012, is working over the summer in three areas: eligibility, grant, and foundation support; outreach and messaging; and campus support. The team connects strongly with our regional P-20 efforts through GEAR UP, SAPEP, and other initiatives.

**Helping Programs Help Students**
The Division of Undergraduate Education is only a small part of campus engagement with undergraduate degrees. Thus, the facilitation of education among myriad units, programs, and institutions is always a focus of the Division. In 2011-12, we

- Fostered **Innovation in the Colleges** with the establishment of the UC Santa Cruz First-Year Honors Program, support of residential tutoring, and continuance of multi-quarter “stretch” education for less-prepared students in mathematics and writing. College Provosts and Administrative Officers launched many more innovative and supportive programs on their own and with collaborators.

- Ensured the **launch of Online Course Evaluation**, saving over 50,000 sheets of paper and countless hours of distribution, collection, analysis, storage, and transport.

- Created **holistic review** evaluation processes, consulted on major qualification, and began planning for academic requirement and course workflows to Aid the Senate.

- Assisted Programs beginning new approaches to writing training, and developed analyses of mathematics, chemistry, languages, statistics and other areas to aid programs, deans, and decision makers.

- Planned the increase of **Classroom Capacity** by 6% prior to new construction with a highly regarded approach to open project analysis and management.