A Vision for UC Santa Cruz
September 10, 2019
Chancellor Cindy Larive
#2 University in the nation for Social Mobility
-US News and World Report
Defining Success

- Solidify Status as Research Leader
- Promote Student Success
- Streamline Organization and Processes
- Cultivate an Inclusive Campus
Solidify Status as Research Leader

- Steward research excellence
- Support grant activity
- Support research and creative scholarship collaboration
- Grow and diversify graduate student population
- Grow and diversify the faculty
Support Grant Activity

Goal:
8-10% increase per year

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<th>Dollars in Millions</th>
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Support Grant Activity

• Build research development infrastructure
• Support innovation, entrepreneurship & industry collaborations
• Provide support for early career researchers
• Enhance research opportunities for UCSC graduate students
• Facilitate development of large scale initiatives and new funded centers
Strategically Support Research and Creative Activity

Build on framework of Strategic Academic Plan to support areas of strength and new collaborations.
Grow and Diversify Graduate Student Population

Graduate student success is crucial to research success.

UC Santa Cruz set rebenching goal to increase PhD students to 12% of 2011-2012 undergraduate enrollment.

Requires affordable housing, inclusive climate, competitive packages, and increased grant funding.
Grow and Diversify the Faculty

14% of UC Santa Cruz faculty members identify as URM

Must commit to best practices in hiring, retention, and promotion

Requires affordable housing, inclusive climate, support for faculty development, and competitive salaries and startup
Promoting Undergraduate Student Success
Promoting Undergraduate Student Success

- Improve graduation rates and eliminate graduation gaps
- Proactively address basic needs and inclusivity
- Promote advantages of college structure
Improve Graduation Rates and Eliminate Graduation Gaps

4 Years, First Generation and Pell Eligible

<table>
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<th>UCSC Ave</th>
<th>Pell</th>
<th>First Gen</th>
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Improve Graduation Rates and Eliminate Graduation Gaps

4 Years, Race/Ethnicity

- UC Ave
- Asian/PI
- White
- UCSC Ave
- African Am
- His/Latinx

Year:
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014

Percentage:
- 20%
- 25%
- 30%
- 35%
- 40%
- 45%
- 50%
- 55%
- 60%
- 65%
- 70%

Legend:
- Total
- African American
- Asian/PI
- Hispanics/Latino(a)
- White
- Total UC
Four-year Graduation Rates by Systemwide Academic Index, Fall 2013
Improve Graduation Rates and Eliminate Graduation Gaps

UC Santa Cruz has set public goals to achieve the following by 2030:

• 70% on-time (4-year frosh and 2-year transfer) graduation rates
• 85% 6-year frosh graduation rate
• 90% 4-year transfer graduation rate
• Eliminate graduation rate gaps for Pell, first-generation, and underrepresented groups

UC-wide average 4-year graduation rate is projected to be 76% in 2030
Improve Graduation Rates and Eliminate Graduation Gaps

There isn’t just one solution, but many issues to address across campus:

• Revise curriculum for pathways, bottlenecks, high stakes courses
• Investigate change to a semester academic calendar
• Improve ease of transfer between majors
• Increase utilization of online learning and summer session
• Enhance advising for all student populations
• Improve career readiness
• Support student mental health and resilience
Promote Advantages of College Structure

Universities around the country are creating first year communities to replicate the structure UC Santa Cruz originated.

How do we continue to innovate this structure?

What role should faculty play?
It’s Not Just About Graduation Rates

To ensure that UCSC provides high quality education for all students

Faculty-led assessment of learning empowers:

• **faculty** by providing evidence to improve teaching and learning
• **students** by providing them with degree-specific expectations for their achievement
• **university** by articulating what our students can do when they graduate
Proactively Addressing Basic Needs

CASFS is a leader in supporting students with food insecurity

Slug Support provides holistic solutions to students in need

Campus must address long and short term housing needs ASAP
48% of UC Santa Cruz students identified as having low or very low food security.
UC Santa Cruz reported the highest rate of homelessness of any UC campus
Students of color, first gen and Pell eligible students are more likely to disagree or strongly disagree.

- Freshman entrants: 20% disagree or strongly disagree
- All undergraduates: 22% disagree or strongly disagree
- Pell: 23% disagree or strongly disagree
- Hisp/Lat: 23% disagree or strongly disagree
- First Gen: 24% disagree or strongly disagree
- URG: 24% disagree or strongly disagree
- Transfer entrants: 26% disagree or strongly disagree
- Afr Amr: 30% disagree or strongly disagree
## UC Student Demographics

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<tr>
<th>UC Campus</th>
<th>Merced</th>
<th>Riverside</th>
<th>Irvine</th>
<th>Santa Barbara</th>
<th>Davis</th>
<th>San Diego</th>
<th>UCLA</th>
<th>Santa Cruz</th>
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Proactively Addressing Inclusivity

Ensure an inclusive climate is a priority at all levels.

Elevate chief diversity officer.
Streamline Organization and Processes

- Align communication organization
- Data-informed decision making
- Budget transparency and accountability
- Think outside the box
Align Communication Organization

New AVC & Chief Communications and Marketing Officer reporting to Chancellor

Improve website for internal and external audiences

Understand our mission and goals so that we can tell our shared story
Data-Informed Decision Making

Requires clear processes and preparation for decision making

Careful use of data and best practices must guide our student success efforts

IRAPS is creating important campus dashboards to facilitate analysis

SSERC provides analytic tools to understand student experience and interventions
Budget Accountability and Transparency

- Budgets should not drive decisions – budgets should support strategy
- Annual budget process
- Clear and accessible shared budget tools and assumptions
- All resource allocations come with reporting requirements – how did we spend our money?
Think Outside the Box

Develop a culture of “yes”

Entertain unique answers to our problems:

- Networked campus
- More flexibility for students to study away
- Change calendar to semesters
- Better utilize University Extension
- Explore partnerships with UCs, CSUs, and industry
Cultivating an Inclusive Campus
Listen for understanding
Take responsibility
Share the spotlight
Practice empathy
Recognizing challenges to inclusivity