Goals of 2022-23 Campus wide Strategic Planning

This is a defining moment in time for UC Santa Cruz. It has been 57 years since our founding in 1965 and we have matured into a preeminent student-centered research university, an HSI and AANAPISI, and member of the AAU. Over nearly six decades, we have continued to proudly embrace and advance our founding values of social justice and environmental sustainability.

The last campuswide strategic plan, Envision, was launched nine years ago in October 2013 around six 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, and tell the world our story. In 2017-18 the campus launched a Strategic Academic Plan (SAP) with a focus on interdisciplinary research and faculty hiring, and reducing recognized barriers to collaborative and interdisciplinary activities.

The strategic planning we will undertake this year will build on these prior strategic planning efforts, but will be broader than the SAP and similar to Envision in addressing opportunities for improvement and transformation impacting a wide cross section of campus constituents and experiences. The strategic plan will chart a path for progress on our campus goals over the next decade and establish metrics by which success will be measured. The plan will be opportunity-focused, identifying new and emergent future dimensions of research, education and service to advance our global and regional impact, improve the experiences of our students, staff and faculty and strengthen the university in our efforts to lead at the intersection of innovation and social justice.

Charge - Envisioning Graduate Education for the Future Committee

We value graduate education as an integral component of our mission and seek to provide our graduate students with instruction, research and professional development opportunities to help them prepare for rewarding lives and making important contributions to society. The committee will create opportunities for faculty, staff, and students to discuss how the campus should approach graduate education over the next decade. Venues for discussion might include town hall meetings and open forums, both in-person and online, as well as focus groups and surveys. The cross-cutting themes of equity, social justice and academic excellence should be central to every aspect of the committee’s work and meaningfully integrated into all committee outputs.

The committee’s work will benefit from the work of the Implementation Task Force for Inclusive Excellence in Graduate Education (ITF) and similarly builds on the work of the Joint Senate-Administration Working Group on Graduate Education. The ITF and its subcommittees plan to have consultation and town halls in Winter quarter 2023 and this consultation can inform and be integrated into the work of this committee.

The committee is asked to address the following areas but may choose to consider additional topics based on community input:
• Identify potential new graduate programs in areas of strength and emerging areas of opportunity, including PhD and professional Masters programs, as well as post-baccalaureate and credential programs.

• Propose support and resources to recruit the best PhD, MFA and Masters students while ensuring that student recruitment is aligned with department and program outcomes and capacity, and incorporates strategies to diversify the graduate student community.

• Propose support and resources to significantly improve retention and time to degree within the 5/2 funding model.

• Recommend enhanced support mechanisms, both material and cultural, by which mentors, departments, academic divisions, and the students themselves can prepare for a range of career outcomes, especially careers outside of academia, including opportunities for collaborating in the community, professional development, on-campus employment, and internships on- and off-campus.

• Recommend housing options and new structures and services to support student retention, development, graduation, identity, well-being, sense of belonging, and community. Recommendations should take into consideration the different support needs of graduate students at the Silicon Valley Center.

The outcome of the committee’s efforts will be goals, metrics and a narrative for each area addressed summarized in a report that incorporates campus feedback on how to improve graduate education over the next decade. The final version of the report will be integrated with the work of the other committees to form the campus strategic plan.

As the completion of the strategic planning process runs parallel with the implementation work of the ITF, both will be coordinated during the summer and fall 2023. The Graduate Division will monitor progress toward achieving the goals laid out in the strategic plan using the metrics defined by the plan.