

UC San Diego

Student Affairs

UC SAN DIEGO Student Affairs Strategic Plan
October 20, 2015

I. Introduction

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- Definitions

UC San Diego Mission

The mission of UC San Diego is to transform California and a diverse global society by educating, generating and disseminating knowledge and creative works, and engaging in public service.

UC San Diego Student Affairs Strategic Plan Introduction

Under Chancellor Pradeep K. Khosla's leadership, UC San Diego introduced its first [strategic plan](#) to the campus and regional community in the spring of 2014. The vision that emerged is a student-centered, research-focused, service-oriented public university. In the fall of 2014 Juan C. Gonzalez began his tenure as Vice Chancellor of Student Affairs. In addition to identifying student retention and success, safety and wellbeing, assessment and team work as key areas for the division to address, a focal point of his inaugural year was to update the Student Affairs Strategic Plan, which was launched in 2008. The new Student Affairs Strategic Plan accounts for the campus strategic plan, addresses organizational and leadership changes that have transpired since 2010, and prepares the staff for new challenges and opportunities in the years ahead.

Strategic Plan Process

Beginning in fall 2014, the Student Affairs Leadership Team engaged in a year-long process to update the division's strategic plan. During the fall and winter quarters the vision, mission, and core values for the division were revised and vetted with staff in each unit of the division.

In March 2015 a SWOT analysis of strengths, weakness, opportunities, and threats occurred with over 30 members from Student Affairs, Academic Affairs, the Undergraduate Colleges, and Alumni and Community Engagement. Strengths identified were the staff and the student-centered philosophy, followed by the collaborative nature of the division and a growing culture of assessment. The greatest opportunity identified within the division was the integration with Academic Affairs and the campus' new mission of being a student-centered, research-focused, service-oriented public university. The SWOT analysis also identified critical areas to be examined including aging facilities and infrastructures, low staffing levels and compensation.

Challenges to the division, perceived as opportunities, were identified as the changing needs of our students and external factors, such as state and national laws and policies.

Spring quarter was devoted to a review and reformatting of the division learning outcomes. This resulted in the identification of six **learning domains** units can use to anchor their student learning outcomes and design their programs and initiatives. In addition, units and departments are developing unit level assessment schedules with outcomes that align with the overall goals of the division strategic plan.

Finally, in the summer of 2015, the components of the strategic plan were finalized and presented to staff at the start of the 2015-16 academic term. The Student Affairs Strategic Plan will remain in place for a period of three years; it will be reviewed annually and updated as needed or as circumstances dictate.

Campus Partners

Throughout the strategic planning process campus partners were consulted and invited to participate in updating the Student Affairs Strategic Plan. These campus partners included colleagues from Academic Affairs, the Undergraduate Colleges, Alumni and Community Engagement, and Equity, Diversity & Inclusion. Student Affairs sees cross-divisional collaboration as essential in serving students and embraces its location under the umbrella of Academic Affairs, which aligns the division more closely to its counterparts in the classroom. Future updates of the Student Affairs Strategic Plan will continue to involve our campus partners.

Definition of Terms

In this strategic plan various terms are used to refer to processes or items in place in the Division of Student Affairs. The list of terms below explains the meaning specific to Student Affairs and the Student Affairs Strategic Plan.

Strategic Goal Areas

Strategic goal areas refer to broad and overall goals for the division. Each unit within Student Affairs will develop more specific goals relative to the five goal areas outlined in the Student Affairs Strategic Plan.

Institutional Goals

Institutional goals refer to goals defined by senior campus leadership that cross divisional lines. Most commonly these refer to the areas of undergraduate recruitment and student retention.

Outcomes Assessment

Outcomes assessment refers to the systematic collection, review, and use of information about educational programs and services undertaken for the purpose of improvement (Palomba & Banta, 1999¹). It is an iterative and on-going process.

¹ Palomba, C. A. & Banta, T. (1999). *Assessment essentials: Planning, implementing, and improving assessment in higher education*. San Francisco, CA: Jossey-Bass Publishers.

Evaluation

Evaluation refers to the systematic process of making value judgements based on criteria and evidence (Scriven, 1991²).

Learning Domains

Learning Domains refers to six learning areas UC San Diego Student Affairs programs and initiatives address.

Student Persistence & Retention

Student persistence and retention refers to strategic efforts to retain students year to year that leads to a successful graduation.

Recruitment & Yield

Recruitment has to do with the early recruitment of high achieving and diverse prospective students. Yield occurs after an admission offer has been made and is the collective effort to get highly sought-after students to accept that offer and enroll at UC San Diego.

Wellbeing

Wellbeing refers to all the dimensions of personal wellness including, but not limited to, emotional and psychological, personal, financial and spiritual wellbeing. In addition, we consider wellbeing to include safety in its personal and psychological forms.

Community

Community refers to a sense of personal belonging, mutual respect and awareness for one another, as well as upholding the [UC San Diego Principles of Community](#).

II. Student Affairs Strategic Plan

- Mission
- Vision
- Core Values
- Strategic Goal Areas

Mission

Student Affairs supports the enrollment, academic success and wellbeing of every student by developing their intellectual, social and moral growth.

Vision

To develop every student to lead, innovate, solve problems and contribute to the betterment of the world.

² Scriven, M. (1991). Evaluation thesaurus. Newbury Park, CA: SAGE Publications, Inc.

Core Values

As student affairs professionals, we strive to live by the same values that we promote to our students.

Inclusivity

We value a university in which every individual is affirmed and where we seek to understand, respect and celebrate our diversity as reflected in the UC San Diego Principles of Community.

Personal Growth and Engagement

We strive to create a student centered community where co-curricular experiences strengthen and broaden student learning inside and outside the classroom.

Wellbeing

We value a community that encourages a balanced life, healthy choices and an environment that facilitates a sense of belonging for every student.

Accountability

We value integrity, open communication, assessment and evaluation that demonstrates the impact of our work.

Excellence

We strive to be a division recognized as leaders in the field of Student Affairs, engaged in scholarship and best practices.

Strategic Goal Areas

Goal 1 Recruitment & Yield

Attract and enroll highly capable and diverse California, out-of-state and international students.

Goal 2 Retention

Increase the academic success, persistence and timely graduation of all students.

Goal 3 Learning

Provide learning experiences that develop the skills and character needed to lead, innovate and solve problems.

Goal 4 Community Building

Build a welcoming, engaging, safe and inclusive community to create a sense of belonging for all students.

Goal 5 Wellbeing

Deliver programs and services to facilitate a culture of health, safety and wellbeing of students.

III. Outcomes Assessment and Program Evaluation

- Assessment
- Program Evaluation

Outcomes Assessment

We engage in outcomes assessment to improve student learning, programming, and service delivery. Evidence is used to identify areas of success as well as areas for improvement. It is an ongoing, systematic, and intentional process. As a division, we created [Student Affairs Learning Domains](#), and units have created outcomes that align with the learning domains to ensure our efforts intentionally contribute to our mission, vision, and goal areas 3, 4, and 5.

Program Evaluation

We engage in program evaluation to determine the impact our programming and services have on students' long-term outcomes such as graduation and retention rates. Specifically, program evaluation is our mechanism to measure goal areas 1 and 2.

IV. Accountability

- Schedule
- Methods for Accountability
- Sharing Across Campus

Schedule

The Student Affairs Strategic Plan will cover a three year period beginning in fall 2015 through spring 2018. The Student Affairs Leadership Team will evaluate the plan annually and convene appropriate ad hoc workgroups to address any updates that are needed or as circumstances dictate.

Methods for Accountability

The Student Affairs Leadership Team will take ownership of ensuring the alignment of our work with the UC San Diego Strategic Plan and the Student Affairs Strategic Plan. Annual reports by Student Affairs teams and units must support the strategic goal areas and/or institutional goals. Student Affairs divisional leadership will be asked to address goal areas and institutional goals in meetings with the Vice Chancellor and in annual evaluations.

Sharing Across Campus

A key component of Student Affairs work is teamwork and collaboration. Student Affairs partners with units outside of the division to move the agenda forward in maintaining UC San Diego's excellence. Several senior directors and leaders from campus partners are members of Student Affairs administrative teams and ad hoc workgroups and meet consistently with the VCSA. Our commitment to cross collaboration is steadfast. We welcome opportunities to partner with other campus entities and value their feedback and mutual collaboration in making our organization stronger at serving and educating students.

For more information about Student Affairs, please visit: studentaffairs.ucsd.edu or email studentaffairsinfo@ucsd.edu.