DEDICATED TO THE MEMORY OF PAUL YUNOUYE (1975 – 2015)

Assistant Director, International Students & Programs Office

We were all so inspired by simply sharing our workday with Paul who was a caring, collaborative, and creative colleague. No words are sufficient to explain the loss we feel. However, we take some solace in knowing that a life that touches others goes on forever.
Exemplary Staff of the Year

Ronald “Sickie” Marcikic
## Service Award Milestones

<table>
<thead>
<tr>
<th>35 Years of Service</th>
<th>25 Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laurel Dean</td>
<td>Joe Arcia</td>
</tr>
<tr>
<td>Judith White</td>
<td>Linda Doughty</td>
</tr>
<tr>
<td></td>
<td>Leonora Enriquez</td>
</tr>
<tr>
<td></td>
<td>Jeffrey Milton</td>
</tr>
<tr>
<td></td>
<td>Sandy Whitten</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>30 Years of Service</th>
<th>20 Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yvonne Borrego</td>
<td>Dennis Harper</td>
</tr>
<tr>
<td>Thomas Colley</td>
<td>Teresa Martin</td>
</tr>
<tr>
<td>Valerie Krikes</td>
<td></td>
</tr>
<tr>
<td>Ronald Marcikic</td>
<td></td>
</tr>
<tr>
<td>Arlene West</td>
<td></td>
</tr>
</tbody>
</table>
# Service Award Milestones

## 15 Years of Service

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Douglas Carlone</td>
</tr>
<tr>
<td>Cynthia Dávalos</td>
</tr>
<tr>
<td>Terri Dowie</td>
</tr>
<tr>
<td>Yasmin Moreno</td>
</tr>
<tr>
<td>Tonia Pizer</td>
</tr>
<tr>
<td>Erica Quintor</td>
</tr>
</tbody>
</table>

## 15 Years of Service

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gary Ratcliff</td>
</tr>
<tr>
<td>Anthony Salerno</td>
</tr>
<tr>
<td>Wendy Taylor May</td>
</tr>
<tr>
<td>Karen Van Ness</td>
</tr>
<tr>
<td>Beverly Ward</td>
</tr>
<tr>
<td>Kris Wells</td>
</tr>
</tbody>
</table>
## Service Award Milestones

<table>
<thead>
<tr>
<th>10 Years of Service</th>
<th>10 Years of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janice Armellino</td>
<td>Michelle Ransom</td>
</tr>
<tr>
<td>Rosario Castaneda</td>
<td>Rachel Rigoli</td>
</tr>
<tr>
<td>Ryan Crawford</td>
<td>Kevin Ring</td>
</tr>
<tr>
<td>Jason Dillon</td>
<td>Mirian Rios</td>
</tr>
<tr>
<td>Dulce Dorado</td>
<td>Brian Ross</td>
</tr>
<tr>
<td>John Gaines</td>
<td>Thomas Rottler</td>
</tr>
<tr>
<td>Marcela Galan</td>
<td>Heide Runyan</td>
</tr>
<tr>
<td>Mark Kinsey</td>
<td>Clarissa White</td>
</tr>
<tr>
<td>Elizabeth LaPlante</td>
<td>Vanessa Yang</td>
</tr>
<tr>
<td>Danielle Manlapaz</td>
<td></td>
</tr>
</tbody>
</table>
Undocumented Student Services

Learn about the Undocumented Student Services Center at UC San Diego

Our Community:
United by Success, not separated by status

Contact
Jessica Muñoz, Coordinator
to arrange a workshop for your department today!
- Request a workshop online: undoc.ucsd.edu

Be the change that you wish to see in the world.
Mahatma Gandhi
Admissions & Enrollment Services

Fall 2015 Admit Packet
Testimonial: “The Art of Communication session taught me a lot about how to effectively convey my thoughts and ideas in group settings. I learned that being an active listener and finding the underlying cause of conflict definitely can help me to better serve my organization and find the root of actual problems, rather than merely addressing the symptoms. I will continue to apply these skills in my personal relationships and when I graduate and start working full time.”

-Principal Member of Tau Beta Pi
Intercollegiate Athletics

UC San Diego Athletics Mission
EXTEND UC SAN DIEGO’S CULTURE OF EXCELLENCE

- Elevate the UC San Diego Student Experience
- Strengthen the Alumni Connection
- Increase Community Mindshare
- Build the National UCSD Brand
The Colleges

Revelle College
John Muir College
Thurgood Marshall College

Earl Warren College
Eleanor Roosevelt College
Sixth College
Cool Campus Challenge

EVEN OUR SQUIRRELS ARE #UCOOL
Student Affairs
Revised Strategic Plan

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

Core Values
INCLUSIVITY
PERSONAL GROWTH & ENGAGEMENT
WELLBEING
ACCOUNTABILITY
EXCELLENCE

Strategic Goal Areas:

- RECRUITMENT & YIELD
- RETENTION
- LEARNING
- community building
- WELLBEING
What is the Purpose of Our Work?

I assert we work at UC San Diego to make a difference in our students’ lives, I believe the work of our faculty, staff, students and researchers will impact our world in a better way, and I know the interactions and services we experience and provide will also affect us.

My personal belief is that students give back to us. They motivate us, they inspire us, and they provide us with hope and energy to help us create our own dreams, for us and our children.
Our Vision

To develop every student to lead, innovate, solve problems and contribute to the betterment of the world.
Your success is our goal!
The Future

We continue to provide excellent service to our students.
What we do has deep meaning to our students and to ourselves.
We stay grounded with our priorities.
We must be guided by our vision, mission, and values---they are not empty words.
WHY Evaluation?
Evaluation

We evaluate to demonstrate the impact of our work. Specifically, how does our work impact graduation rates, time to degree, persistence, retention, student growth, etc.?
## Assessment vs Evaluation

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Assessment</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timing &amp; Purpose</td>
<td><em>Formative</em>: ongoing, to improve learning</td>
<td><em>Summative</em>: final, to gauge quality and impact</td>
</tr>
<tr>
<td>Orientation</td>
<td><em>Process-oriented</em>: how learning is going</td>
<td><em>Product-oriented</em>: what’s been learned</td>
</tr>
<tr>
<td>Use of Findings</td>
<td><em>Diagnostic</em>: identify areas for celebration &amp;/or improvement</td>
<td><em>Impact</em>: arrive at an overall impact/score</td>
</tr>
</tbody>
</table>
Assessment and evaluation go hand in hand (micro vs. macro, short term vs. long term).

Both are important lines of inquiry asking different questions of ourselves and our programs.
Student Retention & Success (SRS) Goals

Utilize the expertise of the SRS Team to expand the academic and transition resources for all undergraduate students.

Develop new collaborations with academic partners to deliver added value for college and campus based student programs and services.

Directly contribute to the campus priorities of decreasing time to degree, increasing the four-year graduation rate, and reducing existing disparities for URM students.

Establish consistent assessment of learning outcomes while evaluating impacts on metrics.
DR. BARBARA SAWREY

Associate Vice Chancellor for Academic Affairs/Dean of Undergraduate Education (AVCDUE)

Voice and advocate for undergraduate education
Our Student-Centered University: An Academic Lense

Barbara Sawrey
Associate Vice Chancellor, Academic Affairs, and Dean of Undergraduate Education

VCSA All Staff Meeting
October 27, 2015
Overview of Today’s Talk

• UC San Diego Strategic Plan
• UC Budget Framework Initiatives
• National student trends
• Societal trends
• What employers say they want
• Particular UC San Diego issues
• How UC San Diego is responding
Rethinking the Future of a Public Research University

• UC San Diego’s first-ever strategic planning process initiated to develop shared goals for the campus at a critical turning point in our history
  ▪ 50th anniversary in 2010
  ▪ Decrease in state funding and increasingly competitive field for federal dollars

• Inclusive strategic planning process led to the creation of five goals, and a sharpened mission and vision
The Five Goals of the Strategic Plan

• Goal 1
Delivering an educational and overall experience that develops students who are capable of solving problems, leading, and innovating in a diverse and interconnected world

• Goal 2
Cultivating a diverse and inclusive university community that encourages respectful open dialogue, and challenges itself to take bold actions that will ensure learning is accessible and affordable for all
The Five Goals of the Strategic Plan

• Goal 3
Nurturing and supporting a collaborative and interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives

• Goal 4
Supporting and promoting just and sustainable forms of economic development, shared prosperity, and social and cultural enrichment regionally and globally

• Goal 5
Creating an agile, sustainable, and supportive infrastructure by ensuring a dedication to service, people, and financial stewardship
UC San Diego is a …

Student-centered, research-focused, service-oriented public university
## Demographics of Today’s Students 2014-2015

<table>
<thead>
<tr>
<th></th>
<th>U.S. Freshman Nationwide</th>
<th>U.S. Population</th>
<th>CA Population</th>
<th>SDSU</th>
<th>UC San Diego</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>67%</td>
<td>62%</td>
<td>39%</td>
<td>34%</td>
<td>22%</td>
</tr>
<tr>
<td>African American</td>
<td>11%</td>
<td>13%</td>
<td>7%</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Asian</td>
<td>13%</td>
<td>5%</td>
<td>14%</td>
<td>13%</td>
<td>50%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>17%</td>
<td>17%</td>
<td>39%</td>
<td>31%</td>
<td>16%</td>
</tr>
<tr>
<td>Native American</td>
<td>2.4%</td>
<td>1.2%</td>
<td>1.7%</td>
<td>&lt;1%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Low income</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>40%</td>
<td>22%</td>
</tr>
<tr>
<td>First Generation</td>
<td>19%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>27%</td>
</tr>
</tbody>
</table>
National Student Trends

• More diversity
• More females
• More veterans
• More students with disabilities (other than physical)
• More international students
• More community college transfers
• More student debt
• Fewer in arts & humanities majors
Societal Trends

• Questioning the value of a BS/BA
• Some small colleges closing doors
• Community colleges now offering 4-year degrees
• Concern with time-to-degree
• College primarily as a path to a job
• Dependence on social media, while reduced time socializing in person
• Availability of online degrees
• Increasing State Government oversight
What Employers Say They Want

• Communication and interpersonal skills
• Critical thinking and problem solving skills
• Ability to work in teams and across disciplines
• Cross-cultural sensibility
• Integrity and ethical behavior
• Local and global engagement
• Leadership
Particular UC San Diego Issues

- High number of STEM students
- High Pell Grant eligible student body
- Location on the Torrey Pines Mesa
- Co-location of School of Medicine, School of Pharmacy and Pharmaceutical Sciences, and Scripps Institution of Oceanography with General Campus
Particular UC San Diego Issues (Cont’d)

• A young campus
• High 6-year graduation rates, but low 4-year graduation rates for freshmen
• Large community college transfer population
Governor Brown’s May 2016 budget revision identified a series of programmatic items for the University of California.
Budget Framework Initiatives

1. Freshmen/Transfer (2:1 ratio)
2. Data to Identify At-Risk Undergraduate Students
3. Three-Year Bachelor’s (BA/BS) Degrees
4. Time to Degree Advising
5. Transfer Pathways (Pathways Work)
6. Transfer Pathways (Implementation)
7. Major Requirements
Budget Framework Initiatives (cont’d)

8. Alternative Credits
9. Course Identification
10. Technology and Course for Undergraduates
11. Online Programs for Workforce Needs
12. Adaptive Learning
13. Summer Session
14. Activity Based Costing
How UC San Diego is Responding

- Predictive analytics
- Academic Advising Initiative Grants
- Writing, language, and culture support
- Jump-start summer programs for incoming students
How UC San Diego is Responding (Cont’d)

• Following AAC&U High Impact Practices
• Judicious technology use
• Monitoring student progress
• The Education Initiative
• Teaching + Learning Commons
• Improving time-to-degree
Following AAC&U High Impact Practices

- First-year seminars and experience ✓
- Common intellectual experience (core) ✓ Req
- Learning Communities ✓
- Writing-Intensive courses ✓ Req
- Collaborative assignments ✓
- Undergraduate research ✓
- Diversity/Global learning ✓ Req
- Service learning, community based projects ✓
- Capstone courses ✓
Judicious Technology Use

- Podcasting: podcast.ucsd.edu
- Learning Management System (LMS)
- Flipped Classrooms: Learning Glass
- Online Courses
Monitoring Student Progress

- Feedback to students
- Input for advisors
  - Virtual Advising Center (VAC)
  - DARS 2.0
  - Four Year Plans
The Education Initiative

Adapting the best global thinking about educational strategies

UC San Diego Education Initiative

The aim of the Education Initiative is to look at ways that UC San Diego can adapt the current best global thinking about educational strategies to further support the intellectual, academic, cognitive, and social development of our undergraduate and graduate students, and to give faculty access to the latest research on learning and teaching that they can then incorporate into their courses.

What we are reading...
Where we are learning...

Featured Events

- Academic Computing & Media Services (ACMS): Instructional Technology Showcase - Sep 21, 2015, 9:00am-12:30pm, Center Hall 222 - Register here
- Learning Spaces Collaboratory Webinar Series: Making the Case: Catalyzing the Creativity of Learners by Inventing and Reinventing Makerspaces - Sep 23, 2015, 12:30pm-2:00pm, Center Hall 318 - Register here

- All Events
Teaching + Learning Commons

A network of resources to improve how we teach and learn.

The Teaching + Learning Commons is a structure, a mindset, and a network of resources advancing UC San Diego’s commitment to excellence in teaching and learning.

Synergistically, the Commons’ three units promote teaching and learning as ongoing and collaborative process of inquiry, experimentation and reflection:

- The Center for Engaged Teaching supports faculty, graduate students, and postdoctoral scholars in their roles as educators.
- The Office for Online and Technology Enhanced Education enhances teaching and learning through innovative use of technology.
- The Center for Engaged Learning provides all students with resources and opportunities for academic success.

Candidates for Director, Center for Engaged Teaching

An international search has selected three candidates for Director, Center for Engaged Teaching: Dr. Diane Ebert-May (Michigan State University), Dr. Christopher Dewers (Indiana Wesleyan University), and Dr. Kelly Matthews (University of Queensland, Brisbane, Australia). The candidates will be giving two public presentations, focusing on their scholarly research and their vision for the Center for Engaged Teaching, during their visits to UC San Diego campus from Sept. 23 – Oct. 2.

Advising Doctoral Students presented by Graduate Division
Teaching + Learning Commons

The Commons is dedicated to the theory, practice, and scholarship of teaching and learning.

• Housed in three subsidiary units
  – Center for Engaged Teaching
  – Center for Engaged Learning
  – Office for Online and Technology Enhanced Education.
The Center for Engaged Teaching (CET) supports faculty, graduate students, postdoctoral scholars, and staff in their roles as educators at UC San Diego, and provides instructional development for graduate students and postdoctoral scholars preparing to enter the faculty ranks. Its mission is to accelerate the application of research findings to improving teaching and learning, thus supporting the development of learning environments in which everyone can excel.
Center for Engaged Learning

The mission of the Center for Engaged Learning (CEL) is to help students aspire to standards of excellence that lead to maximum engagement in educational opportunities both in and out of the classroom. The CEL will provide resources to enable all students to achieve this meaningful educational engagement.
Engaged Learning Goals

First-Year Experience: Designed to welcome new freshmen and transfers to the UC San Diego community and help them make the most of their undergraduate experience.
Engaged Learning Goals (Cont’d)

**REAL**: The Research Experience & Applied Learning portal offers research, internship, international, service learning, entrepreneurial, leadership, and other co-curricular opportunities that help students build real-world skills by applying knowledge gained in the classroom.
Define your Future
UC San Diego offers a unique family of tools to help you make the most of your college experience.

Research Experience and Applied Learning (REAL) Portal
Discover:
• Internships
• Research opportunities
• International experiences
• And more

Co-Curricular Record (Coming Winter, 2016)
Capture:
• Document activities on an official record
• Share official record with employers and grad schools

Enhanced Electronic Transcript
Review:
• Embedded reference data
• Course descriptions
• Instructor information

Electronic Portfolio
Share:
• Videos of your service
• Documents reflecting your talents
• Audio of your 30-second elevator pitch
Improving Time to Degree

- Summer 2015 Success
  - 6% increase in headcount
  - 4% increase in enrollment
  - 7.5% increase on-campus summer residents
  - 150% increase in incoming FR and TR taking classes
  - Summer Academies

- Academic Advising Innovation Grants awarded to four units
Improving Time to Degree

- Reinstated Course Development and Instructional Improvement Program
- Supplemental Instruction pilots launched in Mathematics
- Four year plans for every major in every College on plans.ucsd.edu
- Continual Improvements in DARS
Improving Time to Degree

- Transfer Major Preparation approved by Senate for Fall 2017 implementation
- Revamped Basic Writing Program
- Additional tutors for ESL students in BWP and College Writing Programs
Questions?

Barbara Sawrey
Associate Vice Chancellor, Academic Affairs, and Dean of Undergraduate Education

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October 27, 2015
Thank you!