

**UC San Diego
Student Affairs
Five-Year Strategic Plan
*Final***

INTRODUCTION

UC San Diego is in the midst of a monumental physical, intellectual, and cultural transformation. Renowned as one of the leading public research universities worldwide, a culture of collaborative innovation, creativity, and experimentation sparks discoveries, transforms lives, and advances society. The [UC San Diego Strategic Plan](#)—initiated by Chancellor Pradeep Khosla in 2014—guides the university in this new era of growth and transformation as a student-centered, research-focused, service-oriented public university. In support of the university’s [five transformational goals](#), Student Affairs collaborates with our distinctive college system, a world class Graduate Division, and other innovative partners to deliver a comprehensive and high-impact, student-centered experience both inside and outside of the classroom.

The mission of Student Affairs reflects this responsibility in that Student Affairs creates an inclusive and collaborative student-centered university that champion student success and well-being in our global society. Student Affairs does this by empowering students to discover and achieve their dreams. As a learning organization, this strategic plan prioritizes five goal areas and supporting objectives to evaluate progress, inform decision making, and assess Student Affairs’ contributions to UC San Diego’s transformational goals.

PARTNERS

Student Affairs believes that partnership and collaboration are the only method through which this bold plan can be accomplished. As in the development of this plan, our staff, students, faculty, alumni, and community members are instrumental to moving the plan forward. Stakeholders and campus partners—such as the Teaching + Learning Commons, Graduate Division, Enrollment Management, UC San Diego Health, and the colleges—will be included on implementation teams as we strive to accomplish what we have outlined in this plan.

THE IMPORTANCE OF STAFF

Student Affairs recognizes the critical role staff members play in the development of this plan and in making our campus student centered. The staff who serve students provide an important voice to facilitate opportunities where we can empower students to discover and achieve their dreams. Student Affairs is committed to the professional development of its team members, the recognition of their contributions, and the inclusion of their ideas in decision making.

VISION AND MISSION

Student Affairs Vision:

To empower students to discover and achieve their dreams.

Student Affairs Mission:

To create an inclusive and collaborative student-centered university that champions student success and well-being in our global society.

GOALS

Student Experience

Recognizing the unique structure of UC San Diego, we will work collaboratively to strengthen the student experience and increase university affinity by being student centered.

Goal 1: Generate a student-centered transformation to maximize our vibrant and engaging community through partnerships with the colleges and Graduate Division.

Objectives:

- 1.1 Advance the development and implementation of student-centered spaces and places.*
- 1.2 Cultivate campus pride by reaffirming what it means to be a Triton.*
- 1.3 Actively create and support engagement between students, staff, and faculty.*
- 1.4 Initiate new approaches to student-centered communication to effectively showcase our vibrant programs, experiences, and traditions.*
- 1.5 Engage the colleges and Graduate Division in developing programs and services that are accessible to all students.*
- 1.6 Provide a student experience that prepares all students to address the needs and challenges of a diverse and changing world.*

Student Success

We will work diligently to ensure that as students complete their degrees, their time at UC San Diego is complete with high-impact and engaging experiences.

Goal 2: Inspire students to discover meaningful connections, explore their interests, and participate in co-curricular experiences while pursuing their degrees in a timely manner.

Objectives:

- 2.1 Develop a collaborative and integrative holistic approach to enhancing student success.*

- 2.2 Promote resource and knowledge sharing by Student Affairs, Graduate Division, and Academic Affairs to create a more interconnected student experience.*
- 2.3 Leverage innovation, global interactions, Changemaking, and technology to advance student learning beyond the classroom.*
- 2.4 Connect more students to co-curricular activities and hands-on enrichment opportunities, on- and off-campus.*
- 2.5 Collaborate with the undergraduate colleges, Graduate Division, and Teaching + Learning Commons to effectively meet the evolving needs of an increasing on-campus student population.*
- 2.6 Recognize and harness the collective talents and expertise within Student Affairs to advance institutional priorities including: time to degree, graduation rates, and student success gaps.*

Well-being

Well-being and healthy practices are essential to sustained student success. As such, we will work to ensure basic needs are met and resources that promote wellness are utilized.

Goal 3: Cultivate an environment of well-being that empowers our campus community to establish and sustain healthy practices.

Objectives:

- 3.1 Promote a culture of care on campus, connecting students to appropriate and useful resources.*
- 3.2 Expand student access to basic needs programs and services.*
- 3.3 Reimagine programs and practices to encourage students and staff to live more balanced, active lives.*
- 3.4 Collaborate with UC San Diego Health to effectively meet the evolving needs of an increasing student population.*

Inclusion and Equity

Diversity, equity, and inclusion are foundational to the university; without these principles, we are ignoring essential elements of belonging and success. As we engage in our work, we will be equity- and diversity-minded.

Goal 4: Advance an inclusive culture and equitable practices and outcomes.

Objectives:

- 4.1 Develop, enhance, and encourage active student and staff participation toward an inclusive and interconnected campus community.*
- 4.2 Implement restorative practices to promote healthy dialogue and effectively resolve interpersonal conflict.*
- 4.3 Review existing programs and policies to inform the development and enhancements of new and current initiatives that advance inclusion for underserved student populations inside and outside the classroom.*
- 4.4 Ensure Student Affairs' programs and services complement and contribute to the university's strategic plan for inclusive excellence.*
- 4.5 Standardize equitable, inclusive, and fair hiring, training, and compensation practices.*
- 4.6 Collaborate with the Teaching + Learning Commons to advance faculty and educators' abilities to create equitable and inclusive learning.*

Partnership and Community

In order to achieve institutional goals, we will work collaboratively with students, faculty, staff, parents and families, alumni, and the broader local and global community.

Goal 5: Develop, engage, and sustain purposeful and meaningful partnerships that reimagine student centeredness.

Objectives:

- 5.1 Identify and engage campus partners, students, and faculty to collaborate on student-centered initiatives.*
- 5.2 Identify and invite off-campus partners (local, national, and global) to collaborate on student-centered initiatives.*
- 5.3 Leverage partnerships that reimagine collaboration across departmental lines in order to enhance the student experience, in and out of the classroom.*