

Future of Academic Affairs

Annual Forum

January 26, 2023, 9 a.m.

UC San Diego

FUTURE OF ACADEMIC AFFAIRS FORUM

JANUARY 26, 2023

EVC Elizabeth H Simmons

UC SAN DIEGO CONTEXT

REDEFINING THE PUBLIC RESEARCH UNIVERSITY:

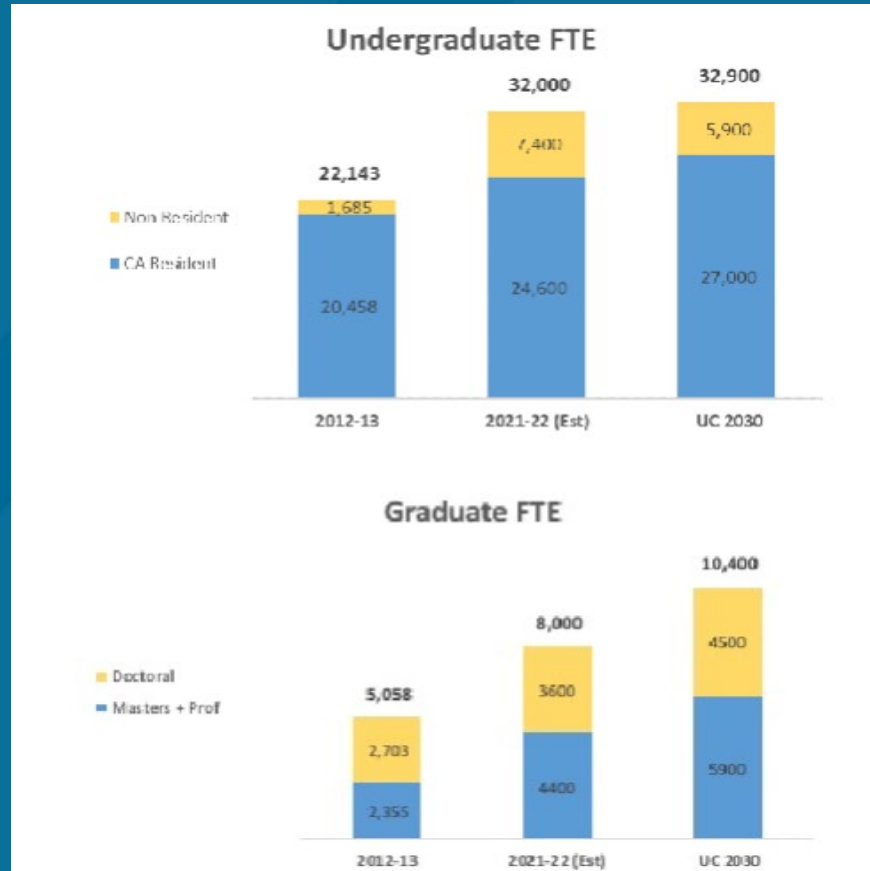
Our Vision is to become a student-centered, research-focused, service-oriented public research university

Our Goal is to be a DESTINATION for art, culture, education, and healthcare.

We are achieving this by transforming our campus

- **Intellectually**, through scholarly, artistic, pedagogical, and medical initiatives that draw on multiple disciplines and approaches;
- **Physically**, to become a residential campus designed to support the needs of our increasingly diverse student cohort;
- **Culturally**, by renewing our entrepreneurial spirit of non-tradition, taking risks, creating bold initiatives, and connecting strongly with the broader San Diego community.

A DECADE OF STEEP ENROLLMENT GROWTH:



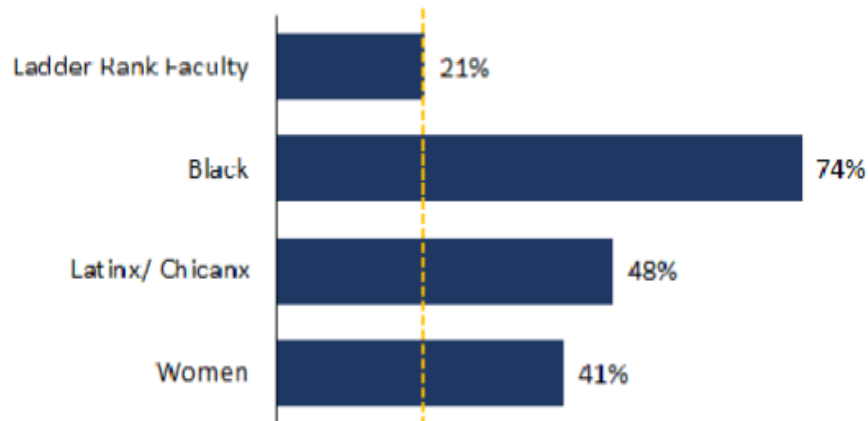
A DECADE OF NOTABLE GROWTH IN DIVERSITY:

Students

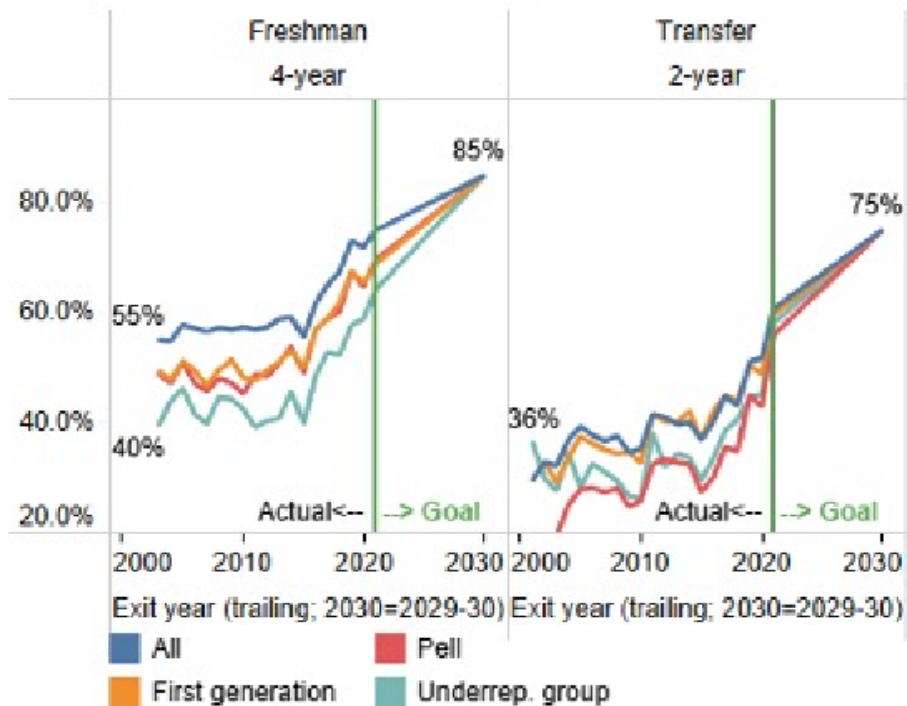
Fall Headcount	2012	2021	growth
Total Undergraduates	22,676	33,343	47%
Total URG	3,964	8,119	100%
Hispanic/Latinx	3,537	6,974	97%
African American	427	1,008	136%
American Indian	104	137	32%

Faculty

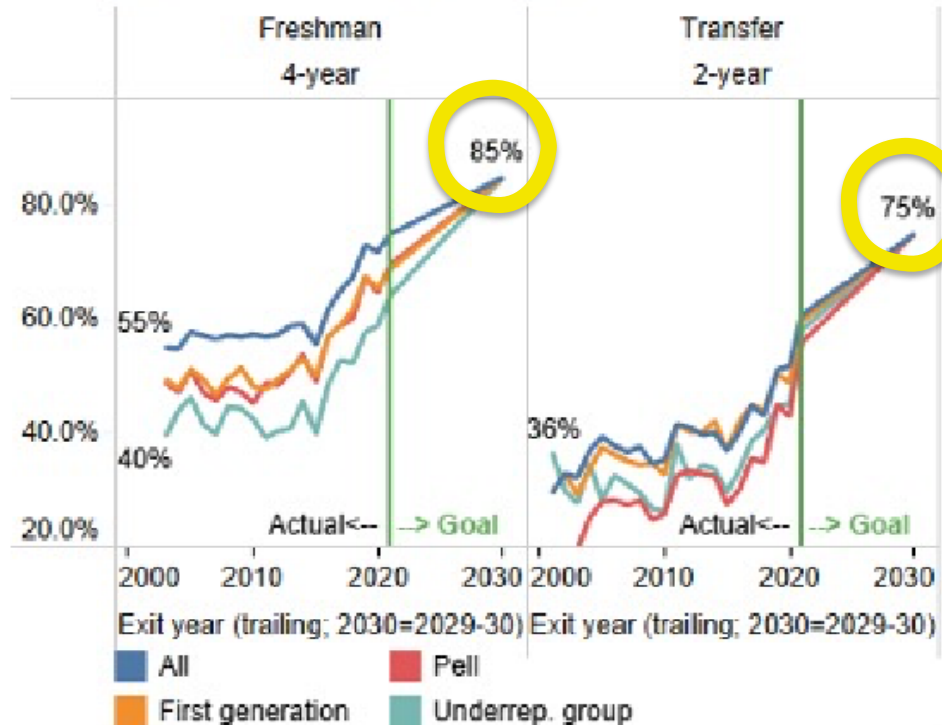
Percent Change 2014 2021



A DECADE OF NARROWING EQUITY GAPS IN GRADUATION RATES:



HOW WILL WE ACHIEVE OUR AMBITIOUS **NEW** GOALS?



COLLECTIVE IMPACT

ERASING EQUITY GAPS VIA COLLECTIVE IMPACT

<https://collectiveimpact.ucsd.edu/about/collective-impact-ucsd.html>

Collective Impact means:

- Employing a structured, collaborative approach to help existing programs, offices, and initiatives achieve more together
- Manifesting our shared goals and leveraging common datasets, tools and assessments across our many unique programs, with the help of a robust backbone of support
- Undertaking mutually reinforcing activities that increase all partners' impact

At UC San Diego, Collective Impact helps us:

- Scale up the size, connectivity, and impact of our research collaborations
- Be as proudly innovative in education as we are in scholarship
- Empower every Triton to succeed – undergraduates, graduate students, staff, academics

Together, we can achieve our aim of being an inclusive and equitable student-centered, research-focused, and service-oriented public university.

ILLUSTRATION OF COLLECTIVE IMPACT



Partners each work on their own core missions – and become even more effective through participating in Collective Impact.

Working groups connect partners to achieve shared goals using common data sets, metrics, and assessment methods – and help coordinate mutually-reinforcing activities

Steering Committee further integrates themes, metrics, and efforts across working groups, and ensures that good practices and lessons get shared widely

Support Backbone led by Division of Extended Studies provides expertise, facilitation and resources towards launch and operation of working groups, data gathering and assessment, and general implementation of Collective Impact.

STEPS IN LAUNCHING A WORKING GROUP WITH ASSISTANCE FROM THE COLLECTIVE IMPACT **BACKBONE** [DES]

1 Assess Readiness

- Conduct a readiness and landscape assessment

2 Initiate Action *2 months*

- Kick off working group
- Begin outreach to potential partners
- Develop baseline landscape and data maps

3 Organize for Impact *3 months*

- Create common agenda: clear problem definition, shared vision, basic theory of change
- Develop high-level overarching goal and leading metrics

4 Implementation *6 months*

- Determine shared measurement systems and aligned strategies
- Establish mutually reinforcing activities
- Convene partners

5 Sustain Action and Impact *Ongoing*

- Implement action plans and data collection
- Evaluate impacts, identify wins, refine strategies
- Evolve working group and partners to match adaptive strategies

WORKING GROUPS THEMES:

Reviewing the foundational literature on addressing equity gaps for **Students, Staff, and Academics** has revealed key themes that will be the basis for Working Groups to help initiatives transition into a Collective Impact approach <https://collectiveimpact.ucsd.edu/resources/literature-reviews/index.html>

Affordable Learning & Financial Support

Inclusive Instruction & Engagement

Mentoring, Coaching & Advising

Professional Development

Mental Health & Wellbeing
Sense of Belonging

Student-Ready Campus

Equitable, Proactive
Recruitment
Clear Expectations for Advancement

Unbiased Reviews



Student-focused

Employee-focused

NEW PARTNERSHIPS, TOOLS, AND OPPORTUNITIES:

Today's panel will highlight Collective Impact as a dynamic process of learning to work more creatively with colleagues from across the university:

New partnerships for supporting our academics and staff

- **EDI:** Accountability Framework & SEA Change
- **HR:** People Proposition
- **EH&S:** Fusion Center

New tools for understanding and applying data about our university

- Curricular Analytics

New opportunities for promoting an affordable education

- Student Technology Requirements

**EXAMPLES OF OUR
COLLECTIVE IMPACT APPROACH
IN ACTION**

INNOVATION VIA COLLECTIVE IMPACT USES FAMILIAR PRINCIPLES:

Partnership is the cornerstone of our greatest advances as a university, including Return-to-Learn

Equity, Diversity, and Inclusion are essential to making us student-centered, research-focused, service-oriented

Communication and Consultation make stakeholders feel informed and involved... and more open to new ideas

Digital Tools and Services can boost flexibility, responsiveness, and resilience, yielding a better campus experience for all

Melding Data with Principles deepens understanding of operations and drives fruitful thinking about new directions

Continuous Assessment lowers barriers to experimentation while raising expectations for improving outcomes

Stewardship emphasizes investment of resources in strategic priorities and the shared responsibility for building those resources

National Engagement draws on peer institution's expertise, while raising our profile as a leading public research university

FROM PRINCIPLES TO ACTION:

Principles of Community: <https://ucsd.edu/about/principles.html>

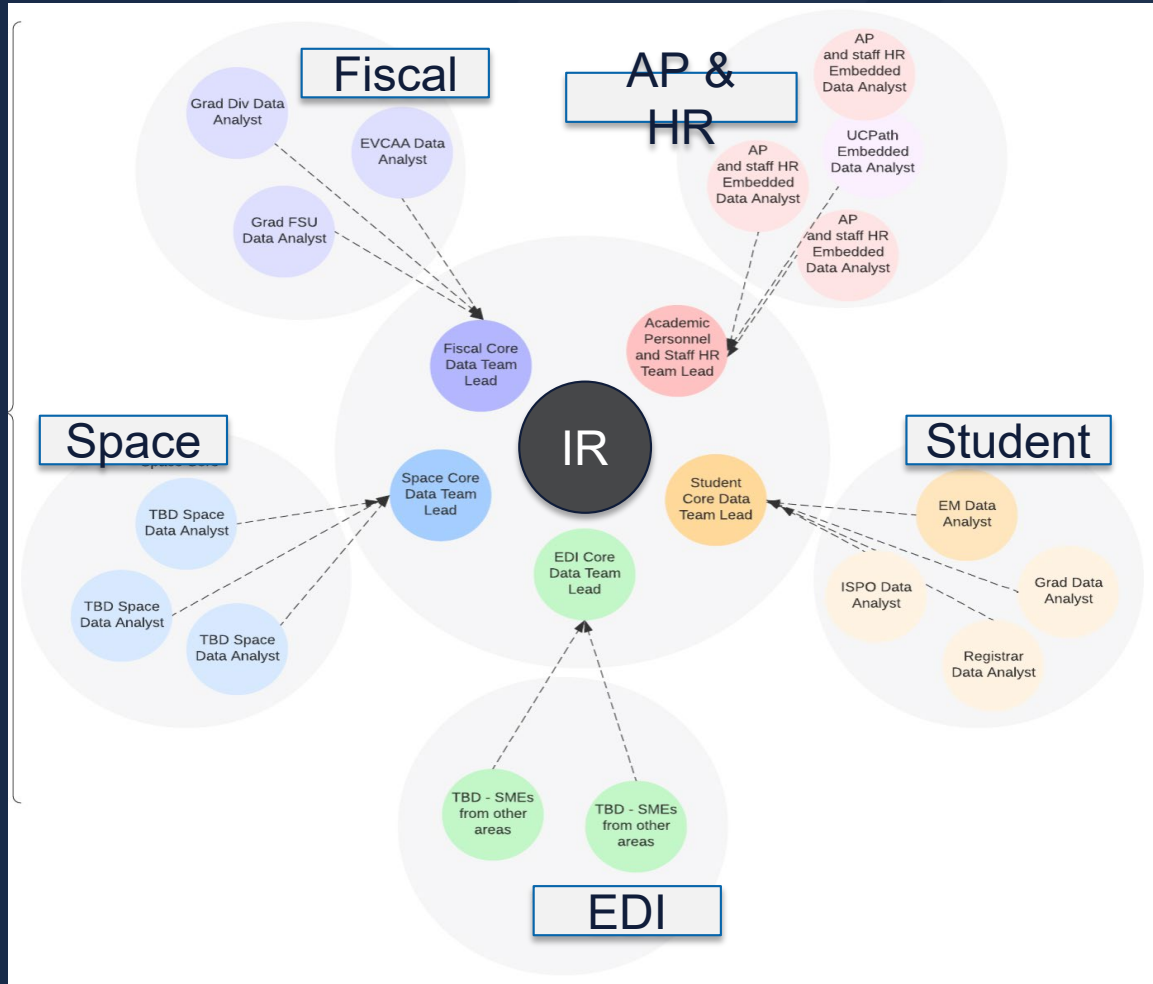
To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of fairness, cooperation, and professionalism. These principles of community are vital to the success of the University and the well being of its constituents. UC San Diego faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

Culture of Collaboration: <https://evc.ucsd.edu/about/senior-leadership-practices.html>

Conversations about teamwork and values can often better shape how teams work together. Through conversations with Deans, Provosts, and within the EVC's Senior Leadership Team, we developed written meeting & leadership guidelines for how we work together. Reflecting on and refining these as a group has led to valuable insights and built a sense of shared purpose.

NEW MODEL OF INSTITUTIONAL RESEARCH

A COLLECTIVE IMPACT APPROACH



THE ARTS ECOSYSTEM AT UC SAN DIEGO

A COLLECTIVE IMPACT APPROACH

SPACES

- *Joan and Irwin Jacobs Theatre District*
- *Conrad Prebys Music Center*
- *Epstein Family Amphitheater*
- *Mandeville Center for the Arts*
- *The Jeannie*
- *UC San Diego Craft Center*
- *UC San Diego at Park & Market*
- *Design Lab*
- *EnVision Maker Studio*

WORKS AND COLLECTIONS

- *Stuart Collection*
- *Healing Arts Collection*
- *Campus Mural Ensemble*
- *Soviet Era Russian Art*
- *Geisel Library Exhibits*



PEOPLE AND PROGRAMS

- *Academic Departments*
- *Arts and Community Partners*
- *Advisory / Strategic Committees*
- *Student Art / Performance Organizations*

THE FUTURE

WHAT WILL WE DO TOGETHER NEXT?

Unique research partnerships

Arts Destination

Colleges and residential education

Re-imagining graduate education

Connection to San Diego and the

border

Global initiatives

Health and well-being

JOINING THE COLLECTIVE IMPACT INITIATIVE



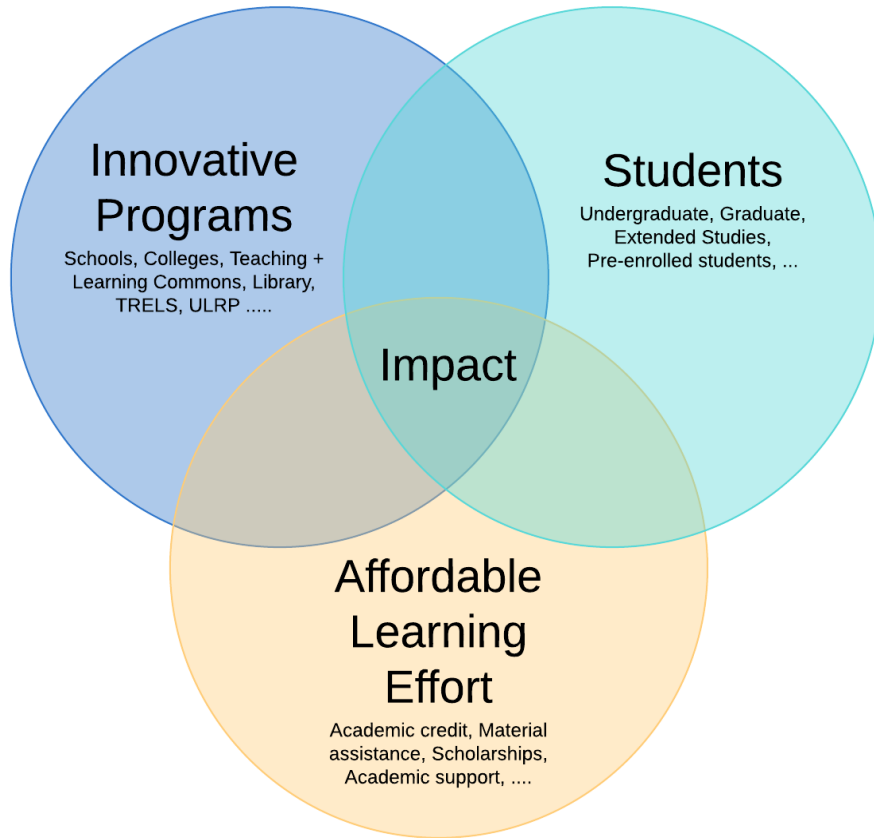
- Visit our Collective Impact website:
collectiveimpact.ucsd.edu
- Email Deputy Chief of Staff Gillian Hemingway:
CollectiveImpact@ucsd.edu

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Affordable Learning and Financial Solutions



Charged with building a collective impact approach to foster affordable learning the Affordable Learning and Financial Solutions collective impact group is focused on better understanding the impact that innovative programs have for students while also seeking out shared metrics and supporting the development of future efforts

MINIMUM TECHNOLOGY REQUIREMENT TASK FORCE

Charged by the EVC and working within the affordable learning collective impact effort The working group should present a proposal for how UC San Diego can implement a technology requirement that will:

- Create pathways for all students to have the technological tools necessary for successful participation in courses and experiential learning opportunities
- Provide clarity to faculty about the technology resources they can count on being available to their students as they plan course assignments, activities and assessments
- Enable courses to be taught in a wider variety of rooms rather than needing to use a limited number of computer labs.

- **Carlos Jensen, AVC Educational Innovation (co-chair)**
- **Dani Brecher Cook, Associate University Librarian for Learning and User Experience (co-chair)**
- Silvia Marquez, Executive Director of Financial Aid and Scholarships Office
- Tim Marconi, Library Director of Technology and Digital Experience
- Dan Suchy Senior Director, Educational Technology Services
- Cindy Lyons, University Registrar
- Maruth Figueroa, Assistant Vice Chancellor, Student Retention and Success
- Brian Crie, Programs & Operations Coordinator, APIMEDA Programs & Services
- Rachel Laue, Executive Vice President, Associated Students
- Mikah Bertelmann, Vice President, Academic Affairs Graduate and Professional Student Association
- Jill Gladstein, Director of Seventh College Synthesis Program
- Eric Baković, Professor and Department Chair, Linguistics
- Brett Pollak, Senior Director, Workplace Technology Services ITS

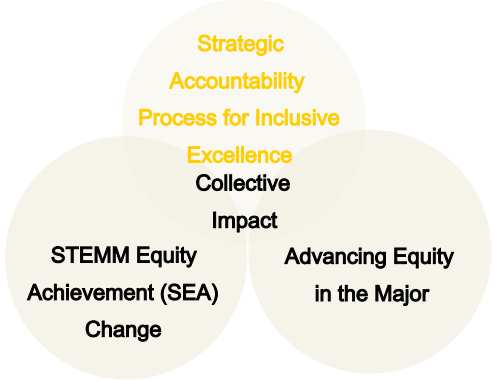
Collective Impact: Aligning multiple processes for setting and meeting EDI goals through the Campus - wide Strategic Accountability Process for Inclusive Excellence

An initiative of the Office for Equity, Diversity, and Inclusion



The Strategic Accountability Process for Inclusive Excellence is a formalized process for setting goals and assessing progress toward creating an "inclusive environment where all have the opportunity to thrive."

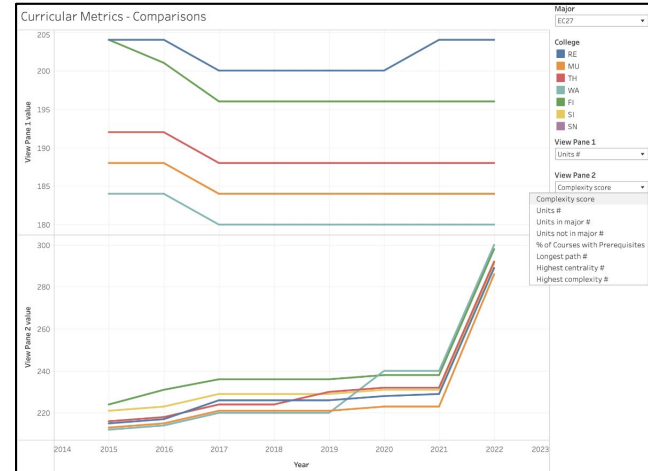
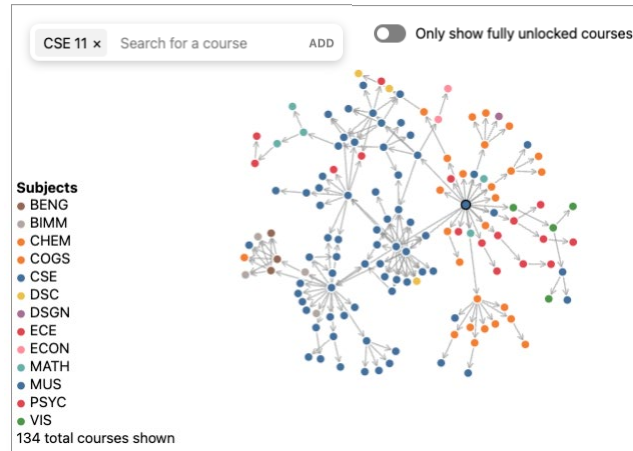
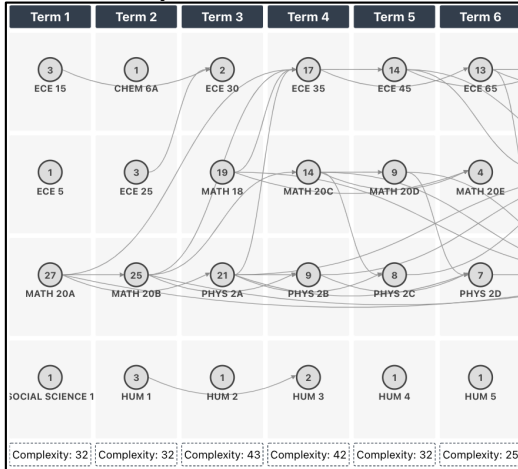
This assessment is grounded in the campus Strategic Plan Goal #2: "Cultivating a diverse and inclusive university community that encourages respectful open dialogue and challenges itself to take bold actions that will ensure learning is accessible and affordable for all."



LEADING TO EQUITABLE AND INCLUSIVE SYSTEMS, PROCESSES, POLICIES, PRACTICES

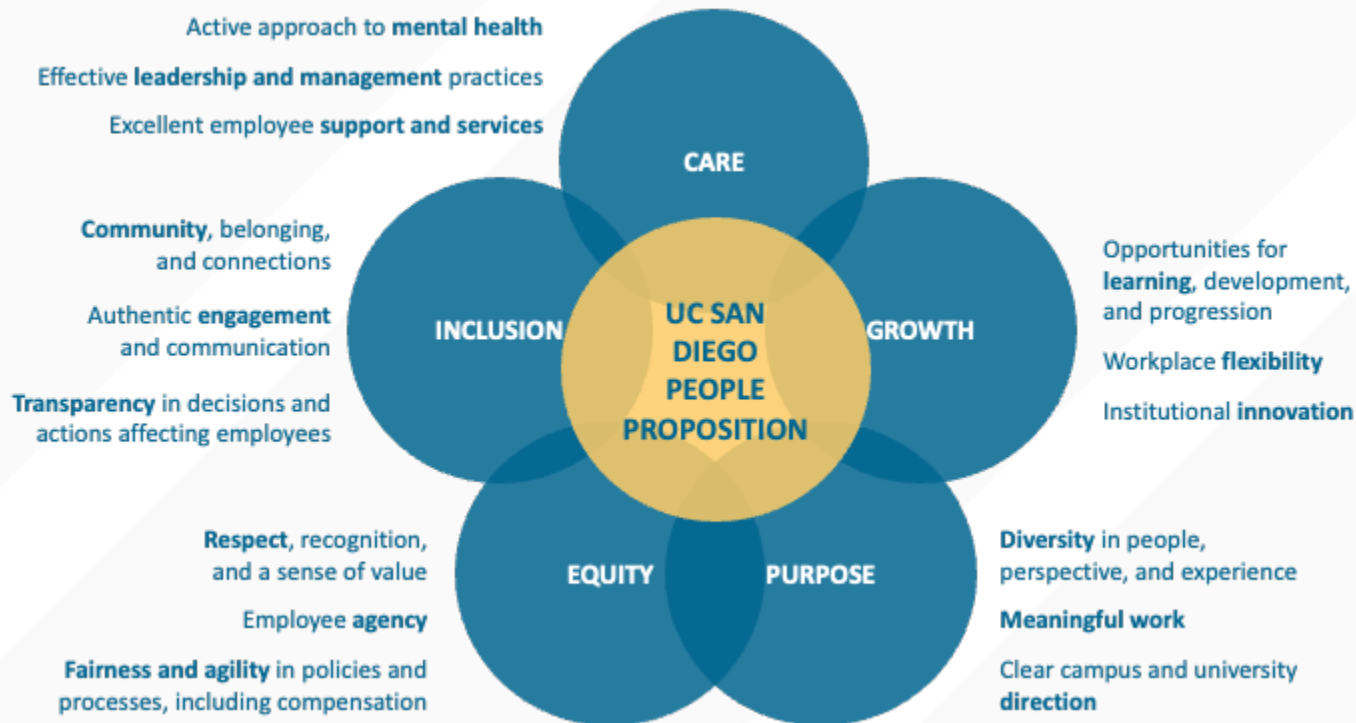
Curricular Analytics and Program Evolution

- UC San Diego has the most complex curricular structure in the nation
- In order to remove barriers to student success, we need to understand our own curriculum
- Developing tools to understand the hidden dependencies of courses and knock-on effects or impacts of changes over time
- Improve communication to students, advisors, faculty, Senate committees, administration



UC SAN DIEGO PEOPLE PROPOSITION - Our collective agenda

TERRI WINBUSH, Campus Chief Human Resources Officer



EXAMPLES OF HR UPCOMING & ONGOING INITIATIVES

TERRI WINBUSH, Campus Chief Human Resources Officer

UPCOMING

- Staff Diversity Champion
- Staff @ Work top ten and bottom ten
- Managerial and Leadership Roadmap including a Leadership Coaching program
- Alignment and enhancement of HR Practices and the People Strategy
 - Grounded in People Analytics

ONGOING/BEING REFRESHED

- Exit interviews
- Pay transparency including upcoming support/training/guidance on equitable pay
- Promotion Program to facilitate internal mobility
- Continued conversations on grace and application in all aspects of life, including the workplace

HR IDEAWAVE next steps

IdeaWave Campaign closed on January 13, 2023

- Top ideas at close
 - Career Path clarity
 - Professional photos as part of development
 - Increase paid vacations

- HR will be reviewing and aligning with initiatives in development and to develop with foundation of People Proposition
 - Will include input and voice of the submitters

EH&S Community Connections

Fusion Center / EOC

Designed to share information across the campus

Born from COVID, adaptable to any incident



Community Safety Security Advisory Committee

Represents all of UC San Diego's community

Asks "What does safety mean to you?"



Police Accountability Board Workgroup:

Community-built PAB for UC San Diego

Freedom of the PABW to design and implement

Community Safety Center (new)

311/211 Help Line (proposed)

Student EMT Program (starting)

Campus Emergency Response Team

Triton Alert

Thank you for joining us!

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