



DIVISION OF
STUDENT AFFAIRS
UC Santa Barbara

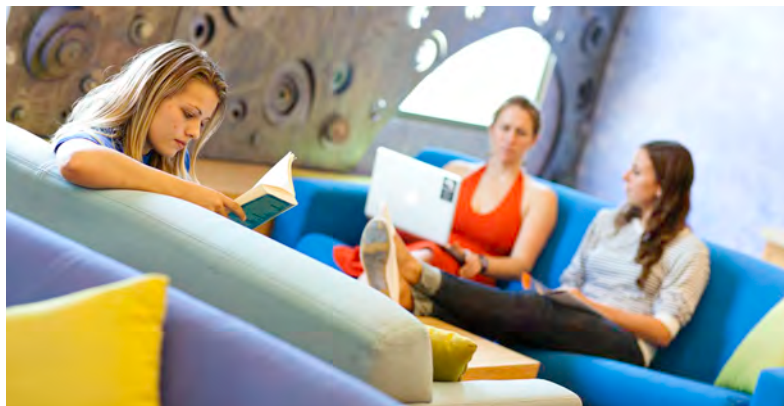


UC Santa Barbara Student Affairs

Annual Report | 2013-2014



SCHOLARSHIP
LEADERSHIP
CITIZENSHIP



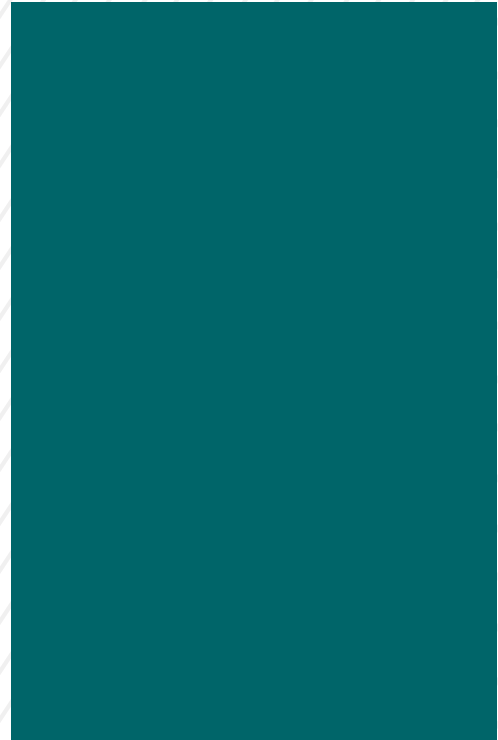
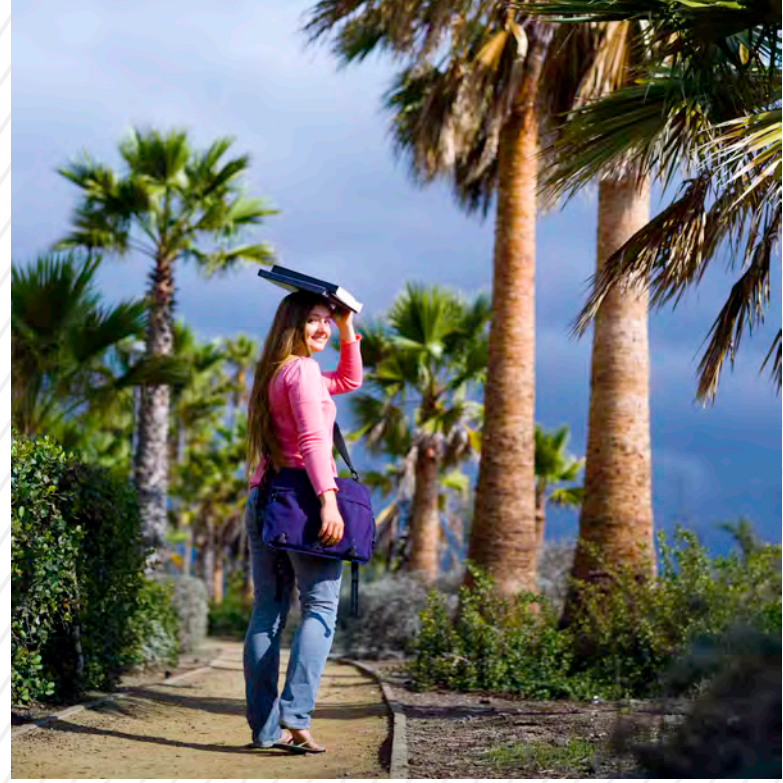




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Dear Friends:

Welcome to UCSB's Division of Student Affairs 2013-2014 Annual Report. We are excited to take this opportunity to introduce you to our departments, services, and programs and showcase some of the excellent work our dedicated staff do every day in support of current and prospective students, faculty, and the broader community.

The 2013-2014 academic year has been, arguably, one of the toughest in UCSB history, and our annual report would not be fully representative if we didn't acknowledge the most tragic event our community has ever experienced. In late May, during a violent rampage in neighboring Isla Vista, a deeply troubled young man took the lives of six of our precious students and injured many more. The students we lost will remain forever in our hearts: George Chen, Katherine Cooper, James Hong, Christopher Michaels-Martinez, David Wang, and Veronika Weiss – all bright, vibrant young people whose promising futures will never be realized. In response to this tragedy, the UCSB community came together in unparalleled collaboration, and I am proud of the important roles our many Student Affairs departments and personnel played in supporting our campus community, and, most importantly, our students. Many departments and staff were involved, but, in particular, I would like to recognize the Dean of Students Office, the Office of Student Life, Student Mental Health Coordination Services, and Counseling & Psychological Services for their ongoing response.

Earlier, in the fall quarter, our campus experienced a dangerous outbreak of a rare B strain of meningitis that threatened the lives and health of our students and called for an unprecedented campus and public health response. Staff and administrators from across the division and campus worked for many months to control this outbreak in conjunction with the Centers for Disease Control and County and State Public Health Departments. Emergency ad hoc clinics were created at our Recreation Center during winter and spring quarters in order to offer vaccinations to the entire undergraduate student population, which resulted in our providing more than 17,000 doses. In recognition of this extraordinary effort, the County of Santa Barbara Board of Supervisors issued a resolution honoring UCSB. While this was without a doubt a team effort, special thanks go to Mary Ferris, Executive Director of Student Health Service, and the entire Student Health staff, along with Debbie Fleming, Senior Associate Dean of Student Life.

There were many other impressive (and happier) achievements during the year as well, which you will discover in the pages of this report. Let me highlight three: First, our newest department, Academic Initiatives, launched some exciting new programs over the past year, including the Clyde Woods Mentorship Program, the Gene Lucas Undergraduate Research Projects, and the Doctor in the House Series, to name a few. After successfully moving UCSB's legacy core student IT systems (Registrar, Admissions, Financial Aid) off the mainframe and onto a modern, stable platform during the previous academic year (our most ambitious IT project to date), Student Information Systems & Technology embarked on "Road Map 2020" this year, a comprehensive plan that involves more than 100 large and small IT projects that will further modernize and enhance student information systems, technologies, and services. In addition, the Division of Student Affairs began a formalized assessment and evaluation program, including the creation of this document, our first-ever division-wide annual report.

Many thanks go to the Assessment Team, led by Associate Dean Lupe N. Garcia, which first piloted a formal assessment program among a limited number of departments, and then rolled out that program more broadly to the entire division. I would also like to thank Dr. Gavin Henning for spending two full days training and consulting with Student Affairs managers and department heads on a variety of assessment techniques to help strengthen and expand our long-standing and ongoing efforts to evaluate and improve our service to students and others. Additionally, our deep gratitude goes to Keri Bradford and the CommCollab and Writers' Café teams for their outstanding contributions to this effort with graphics, photography, editing, etc.

We hope this report gives you a sense of who we are and the value we add to students' experience at UCSB as well as conveying a rich sense of the contributions of Student Affairs departments and programs to the academic mission.

Sincerely,

Michael D. Young,
Vice Chancellor for Student Affairs

DIVISION OF STUDENT AFFAIRS

UC SANTA BARBARA

A modern student affairs organization at an institution as large as UC Santa Barbara (23,000-plus graduate and undergraduate students) includes hundreds of professionals – student affairs officers, counselors, coaches, performing arts programmers, physicians, computer technicians, etc. – working in many dozens of departments with wildly differing missions and goals. Scan the offerings in this annual report and you will see departments as diverse as Admissions, Financial Aid, Recreation, Campus Learning Assistance Services, Arts & Lectures, the MultiCultural Center, and Student Health, to name but a few. Despite their differences, each department holds one fundamental hope and expectation for our students: **“Scholarship, Leadership, and Citizenship.”** These three “ships” reach to the very heart of our work, informing all that we do.

UCSB’s Vice Chancellor for Student Affairs, Michael D. Young, who helped develop “Scholarship, Leadership, Citizenship” as our motto and standard of achievement for our students, came to lead this organization 25 years ago, in 1989. Dr. Young is retiring on January 31, 2015, after 25 years devoted to UCSB, to the Division of Student Affairs, and, most importantly, to our students. We – his colleagues who are oh-so fortunate to have had the opportunity to work with him and benefit from his exceptional leadership – dedicate this annual report to him.

Prior to coming to UCSB, Vice Chancellor Young held the position of associate dean of the college and university registrar at Wesleyan University, a small private college in Connecticut. Adjusting to a large public institution was a challenge Vice Chancellor Young took on with eyes wide open – and he began immediately to apply his own remarkable stamp on UCSB, garnering broad consensus and buy-in among students and staff for a guiding vision and philosophy that would carry Student Affairs through the 1990s, into and out of the first decade of the 21st Century, right up to the present day. His vision called for Student Affairs to be a team

working together for greater purpose, not just a federation of departments and programs operating independently. And, indeed, “Teams Win Championships” has been our rallying cry whenever facing a particularly knotty issue, a crisis situation, a challenging project, or a big dream we want to accomplish. We have planned in ways that have helped us anticipate change, build flexibility and nimbleness into our organization, and seize opportunities as they arise – so that our services and programs can be proactive rather than reactive; so that we can meet our goals and move forward in good and bad budget times; so that we can understand, adjust to, and better meet the rapidly changing needs of our students.

Over decades, and with the help of many fine colleagues, Vice Chancellor Young has also led Student Affairs in becoming highly student-centered and collaborative in our approach to our work. Our vision calls for building strong and lasting relationships on a foundation of honesty and transparency with undergraduate and graduate students, student leaders, student constituencies and groups, and individual students. Over the years, we have established positive and productive ties with students from across the political spectrum and from a broad array of groups, including African-American, Chicano/Latino, American Indian, Asian-American, Middle Eastern, LGBT students, etc. We believe it is the character and quality of these relationships that have helped UCSB to avoid the kinds of regrettable political turmoil and social strife that other UC campuses have experienced over the last two decades. ▶



SCHOLARSHIP
LEADERSHIP
CITIZENSHIP



Photo by Student Affairs Media Intern Chiara Wilridge

◀ Even so, our challenges across the years have been many and varied, including our share of campus unrest from student protests and conflicts among students with divergent political views on national and international issues. We have also experienced and responded to: budget reductions combined with growing complexity in the legal landscape, increased accountability and expectations, and mushrooming federal and state mandates; the passage of Proposition 209 in California (prohibiting state governmental institutions from considering race, sex, or ethnicity in the areas of public employment, public contracting, and public education); the effects of the Great Recession on students and their families; aging facilities and outdated technological infrastructure; tragedy and turmoil in neighboring Isla Vista; changing demographics and emerging student populations (e.g., veterans, foster youth, DREAM scholars, international students, etc.); changing needs and expectations of “GenXers,” “Millennials,” and now a new generation of what some are calling the “Dreamers.” These represent just a sampling.

Perhaps the single most important and difficult issue we have faced in the last 25 years is the student mental health crisis among college students nationally. In December of 2005, a UC Systemwide Student Mental Health Committee, co-chaired by Vice Chancellor Young and Joel Dimsdale (UC San Diego professor of psychiatry) was charged by the UC Regents with examining the apparent rise in serious student behavioral issues among undergraduate and graduate students on UC campuses. The committee’s 2006 report “Final Report of the UC Student Mental Health Committee,” includes a comprehensive set of recommendations that have had implications for our health services, counseling services, crisis management, staff and faculty training, and student conduct procedures as well as for our services for disabled students, veterans, underrepresented students, LGBT students, graduate and international students, etc. Up until the summer of 2014, Vice Chancellor Young also co-chaired the UC Systemwide Student Mental Health Oversight Committee, which is charged with guiding the implementation

of these recommendations on all UC campuses.

UCSB joins educational institutions such as Virginia Tech in enduring unthinkable tragedy related to student mental illness, but with great resilience, planning, and work, we have put ourselves at the forefront of effective response to the mental health crisis. We believe our evolving model is an example for other campuses. Early on, we created the position of coordinator of student mental health services (now a department); formed a Student Behavioral Intervention Team (SBIT) that reviews and responds to critical cases each week; hired medical social workers; added psychologists and psychiatrists; developed student-run peer programs; and created innovative anti-stigma campaigns and other programs as part of a UC systemwide suicide prevention grant. In essence, we have developed a finely grained safety net that alerts key campus staff who can quickly mobilize and organize an appropriate service response for students in psychological distress. Indeed, if there is a report of a student who poses a threat to self or others, a small “crisis intervention” team is quickly convened (typically within an hour or so of first notification), a review of the case is undertaken, and a course of action determined. An appropriate course of action may involve judicial affairs, campus police, and/or mental health services. Our early-response program works on behalf of the distressed student and on behalf of the campus, hopefully identifying students early and getting them help before a crisis develops.

Wellness services are another important part of our overall efforts to produce healthy students and a healthy campus environment. Our services include a comprehensive website, drop-in hours, and stress-reduction programs like massage, meditation, and sleep services, but our greater ambition is to infuse *all* our Student Affairs programs and services with the principles and practice of wellness in order to help students achieve physical, mental, and social balance. One major goal for the future is to establish a dedicated wellness center to house these services and others. ▶

◀ In addition to developing robust student mental health programs and wellness services, Student Affairs strives to maintain a healthy campus climate and keep UCSB's co-curricular programs and student support services dynamic and forward looking. In keeping with our motto of "Scholarship, Leadership, and Citizenship," Student Affairs helped the campus create, almost 15 years ago, New Student Convocation. Our goal for Convocation was to initiate incoming students into their new role as scholars with a ceremony that communicates our campus values and expectations, promoting a tradition of academic integrity, freedom of expression, civility, and respect for diversity while fostering a campus culture that is welcoming to all students.

UCSB's Office of Student Life offers more than 500 registered student organizations and activities along with a strong student leadership program based on recent research and leadership-development tools (including the work of Jim Kouzes and Barry Posner — *The Leadership Challenge*) to help students become engaged and involved, and Associated Students (undergraduate student government) houses a variety of student boards and commissions that offer additional opportunities for involvement. UCSB students have demonstrated a long tradition of community service, facilitated by the Community Affairs Board, which has helped the campus earn a place on the President's Higher Education Community Service Honor Role every year it has applied. UCSB students are politically active, and they pride themselves on leading a vibrant non-partisan voter registration drive that regularly produces some of the highest college registration rates in the country, including earning number one in the country during the presidential elections in 2008 and 2012. UCSB's student-run newspaper, the *Daily Nexus*, has been a frequent recipient of the California College Media Association (CCMA) awards.

Student Affairs helps connect the campus to the broader Santa Barbara community with an extraordinary calendar of performing arts events, lectures, and other programs, often presented in collaboration with academic course offerings via Women, Gender, & Sexual Equity; the MultiCultural Center; and Arts & Lectures, one of the premier performing arts programs in the West. Arts & Lectures' dynamic outreach programs provide free educational activities to approximately 20,000 K-12 students each year with partnerships on campus, in schools, and in the community.

Underscoring UCSB's strong commitment to student health and well-being, UCSB has, arguably, one of the best recreation programs and facilities in the country, offering vibrant intramural, sports club, and adventure programs and a full array of recreational courses. Our beautiful Recreation Center,

which was built in the early-nineties and expanded in 2005 (RecCen II), includes classrooms, an aquatics center, weight rooms, squash and racquetball courts, two gymnasiums, a multi-activity court, a climbing wall, and a pottery studio. It now supports 800,000 visits a year. What's more, we believe that UCSB was the first university nationwide to obtain LEED-EBOM certification for its recreational facility, which received a silver certification in 2008 and gold in 2013. RecCen has a sustainable energy plan that includes three components: reduced energy use across the board — electricity, natural gas, and water — combined with increased energy efficiencies; solar heating of the pool to replace natural gas heating; and a photovoltaic array on the roof of RecCen II to generate solar power for electricity needs. In addition, the RecCen's sustainability program includes recycling; waterless urinals, dual-flush toilets, and low-flow sinks; and custodial chemicals and paper products that meet LEED guidelines.

In keeping with the campus's reputation as a leader at the forefront of environmental research, the Division of Student Affairs is implementing an aggressive plan to make all its facilities energy independent (zero-net-energy users) by the end of 2020. We expect to save millions of dollars in annual energy costs that can be redirected to the co-curricular program. UCSB students passed a Student Services Renewable Energy Initiative during 2009-2010 (the first such fee referendum in the nation, we believe) in order to collect \$3.4 million over 10 years for the construction of renewable energy sources for student-funded facilities. Student Affairs is committed to supporting students in their sustainability efforts and working with them as partners in building, managing, and operating our facilities in increasingly sustainable ways. We have also assigned a Student Affairs sustainability expert to provide leadership for the division's overall program and to coordinate our activities with relevant campus committees and efforts.

The campus's Student Resource Building (SRB) provides further evidence of UCSB's commitment to a vibrant co-curricular environment and sustainability principles. In 2007, UCSB consolidated many of its student support services in this state-of-the-art, LEED-certified, award-winning facility. In addition to ten student service departments, SRB includes nine student resource centers along with programming spaces and conference rooms, computer labs, wireless access, a community kitchen, and a large public forum with a soaring three-story-high ceiling. SRB's physical design and departmental makeup were purposeful: the vision was to attract and encourage positive interactions among the full array of student communities, helping better prepare undergraduate and graduate students for life and leadership in a globalized 21st Century. ▶

◀ Just as we hoped, SRB's building design has encouraged casual interaction among students from diverse groups, and it attracts these students to a facility that also offers many of the campus's primary student services: academic skills and writing assistance, student activities and organizations, leadership programs, advising and mentoring for low-income and first-generation students, access to adaptive technologies for students with disabilities, child care for student parents, and trainings and workshops related to gender, identity, and multiculturalism. As a community center and resource-rich facility, the SRB aims to meet students' developmental needs while also supporting their intellectual, social, and personal growth and creating a strong and interactive community of students and staff. Student governance boards oversee operations and set policy for the Student Resource Building as well as the Recreation Center and other student-funded buildings.

Another area of great change, achievement, and forward movement for Student Affairs is Information Technology. In the early 1990s, Student Affairs IT systems and support lacked divisional and institutional coherence. Our core student IT systems (Registrar and Financial Aid) were housed on the campus mainframe, which lacked flexibility and adaptability. There were uneven systems capabilities across Student Affairs departments and few standards for hardware or software, sometimes even within departments. Systematic training and support were non-existent, and many departments survived by relying on an informal network of local "departmental experts." Under the leadership of Bill McTague, our director of resource planning, the division began developing its own high-speed divisionwide computer network and created a department, Student Information Systems & Technology (SIS&T), to support both hardware (servers, hubs, and routers) and software. One central principle informed the development of our IT network: the IT system supporting the division was to be treated as a "utility" — as central to the work of all departments and programs in the division as phones and electricity.

Over two decades, our IT organization has evolved from a staff of three to more than 60 FTE organized into tech teams that work in collaboration with Financial Aid, Admissions, the Registrar's Office, Student Health, Graduate Division, etc., as well as a team that meets the technological needs of the "student life" departments. Within the last two years, SIS&T and the division completed our most ambitious and challenging task to date, moving UCSB's legacy core student systems (Financial Aid, Admissions, Registrar) onto a modern, stable platform for the future. Today, Student Information Systems & Technology is moving forward with "RoadMap 2020," an ambitious plan that involves more than 100

large and small IT projects that will further modernize and enhance student information systems, technologies, and services across the campus while also developing productive synergies, collaborations, and partnerships.

In many ways, the work of UCSB's Enrollment Services departments (Registrar, Financial Aid, Admissions, Early Academic Outreach Program) resides at the core of the mission of Student Affairs. And, while these departments have been severely under-resourced and understaffed for many years compared with all their UC counterparts, they continue to anticipate and meet student need in innovative ways while also exerting a powerful influence on UC systemwide policy and practice — a result of exceptional departmental leadership and staff, creative thinking, strong teamwork and outstanding support from SIS&T. Among many other impressive accomplishments, Financial Aid recently won a national award for its multimedia, multi-lingual tutorials, which are used by hundreds of high schools and higher education institutions across the nation; the Registrar's Office rolled out "UCSB Answers," a robust campus knowledge-based system that answers a variety of questions from students, prospective students, staff, faculty, community members, etc., while also building a database of answers based on questions asked; and Admissions has successfully expanded our recruitment efforts across the United States and internationally, now offering virtual counseling and webinars to prospective students all over the globe.

UCSB's student support services (e.g., Campus Learning Assistance Services, Educational Opportunity Program, Disabled Students Program, Early Childhood Care & Education, and Career Services, etc.) have used technology and other innovations in similarly resourceful and creative ways to enhance their work, ensuring that those students who might need help navigating a particular subject — or otherwise struggle because they are disabled, a single parent, or a first-generation/low-income student — can successfully complete their degrees and move into graduate programs and/or fulfilling careers. Indeed, UCSB's excellent retention rates for EOP students were highlighted during the campus's recent WASC accreditation review.

During the last 25 years, in response to significant changes around us, Student Affairs has undergone some considerable (even radical) transformations. No matter what the challenge or project, our colleagues have worked creatively with an ethos of transparency, teamwork and cooperation — blurring departmental and divisional lines and bringing students into our decision-making process — to make the best use of resources with the greatest results for our students and our campus. ▶

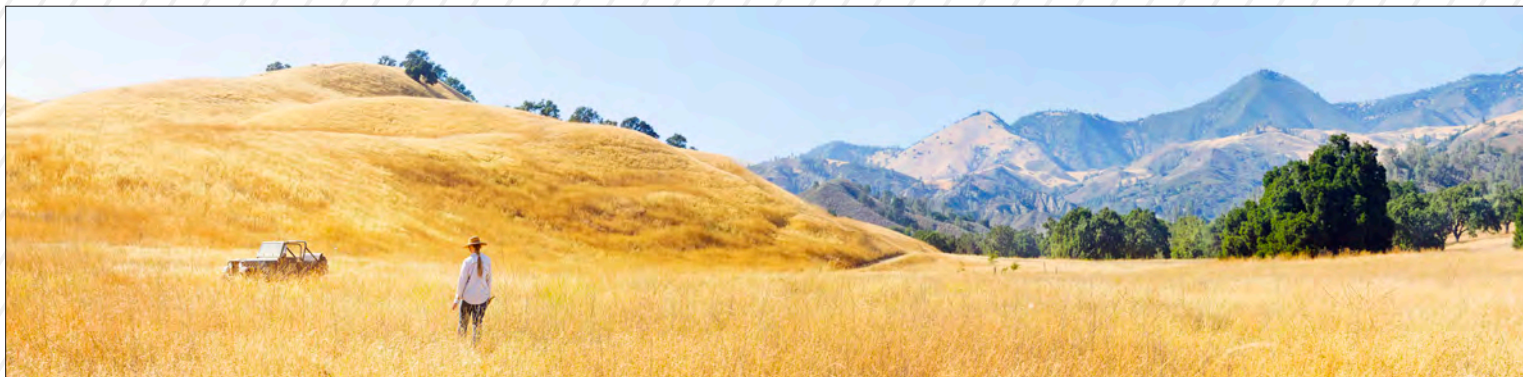
◀ Noteworthy examples of other transformations and innovations include the following:

- Our newest department, **Academic Initiatives**, which offers programs, and services to better integrate academics with the work of Student Affairs, providing students with enhanced opportunities to pursue research and academic mentorships as well as community engagement and leadership opportunities.
- A **comprehensive Admissions review process** that makes optimum use of our Admissions professionals as well as 50-plus professional Student Affairs staff and retired educators from the community to ensure that we are admitting freshman and transfer classes that both embody academic excellence and reflect California’s rich diversity. (Student Affairs staff take time out from their own departmental work to assist in this effort every year with no additional compensation from Admissions).
- Innovative **multimedia tutorials** helping students and parents with the complicated **financial aid process**, including instructions (in both English and Spanish) for completing the FAFSA, Free Application for Federal Student Aid.
- Peer-facilitated workshops (**Gauche FYI**) for all incoming freshmen that address five critical health and safety topics (high-risk substance abuse, mental health, sexual assault prevention, Isla Vista and bicycle safety, and well-being), preparing students to make healthy and responsible choices.
- An innovative alcohol-education and early intervention program (**College Alcohol and Substance Education – CASE**) aimed at helping students develop the skills needed to reduce drinking and make safe choices. CASE employs a multiple-week, group-treatment model using interactive exercises led by trained counselors.
- A **food bank** established and operated by Associated Students to assist UCSB students who have inadequate resources to provide healthy meals for themselves.

- A consolidated campus-wide, interactive, **online calendaring system for events** developed by Associated Students on behalf of the campus.
- A communication collaborative (**CommCollab**) made up of talented staff from across the division working in all areas of communication (video, photography, graphics, social media, writing/editing, etc.), the goal of which is to create a unified communication structure and plan for Student Affairs and provide opportunities for professional growth to staff.
- Creation of a **fund-raising and grant-writing operation** in support of students and Student Affairs services, departments, and programs.
- Innovative professional development programs for staff, including the “**Management Development Group (MDG)**,” for those interested in higher education leadership; “**Foundations**,” for staff new to the Student Affairs profession; and an annual **day-long professional development conference** for all staff in the Division of Student Affairs, now in its 22nd year.
- Construction or renovation of **award-winning campus facilities**, including the Student Resource Building (SRB), Student Affairs and Administrative Services Building (SAASB), Recreation Centers I and II, Orfalea Family Children’s Center, etc.
- Parking Lot 22 **solar array** providing 150% of the Student Resource Building’s electricity needs.

Remarkably, these and many other accomplishments were achieved by the Division of Student Affairs in an era of deeply declining state support (\$11 to \$12 million in permanent budget cuts – more than 40% of Student Affairs’ base budget) over the last two-plus decades.

Within these pages you will find many additional programs and initiatives that demonstrate the ways UCSB’s student services are responding to emerging student needs, new technologies, and a changing world.



Assessment in Action

A Comprehensive Approach for Student Affairs

Following a year-long assessment pilot program in the Student Academic Support Services cluster, an action research study was conducted by its associate dean, Lupe Navarro-Garcia, and an appointed Student Affairs Assessment Team (SAAT). The focus of the study was to understand the current level of assessment within Student Affairs departments, create an intervention plan to further develop a culture of assessment, and measure the assessment-building impacts of the intervention activities.

ASSESSMENT INTERVENTION ACTIVITIES

Activities were initiated to formalize assessment practice in each department, provide training, develop a communication plan, inform practice, and share evidence of Student Affairs' impact on student success. Three assessment intervention efforts were implemented: An all-day managers' and leaders' **training retreat** facilitated by an assessment consultant, the establishment of a division-wide **annual report**, and a **Community of Practice** on assessment-related themes. These efforts were introduced to provide a consistent level of training and to keep assessment embedded in Student Affairs' everyday practice.

ACTION RESEARCH METHODOLOGY

Two measures were implemented pre- and post-training to document the impact of the comprehensive assessment effort on departments and staff. A Qualtrics online survey measured each department's practice of assessment, and a hard-copy survey focused on staff members' individual knowledge of and attitude toward assessment before and after the training retreat.

DEPARTMENT FINDINGS

The department pre-training survey response rate was 100%. (The post-training survey will be administered at a later date.) One to three individuals responded per department.

- 38% responded that their department had one to three learning/operational outcomes aligned with a respective measure in place, 7% had four to six measures, and 7% had seven or more measures.
- 49% responded that their department produced an annual report
- 43% responded that although their department did not have one person designated to conduct assessment, the

task was embedded in the work of several staff

- 14% responded that two or more staff in their department were designated to conduct assessment
- 54% agreed and 18% moderately agreed that they were confident in their ability to measure and evaluate departmental success in meeting learning/operational outcomes

STAFF FINDINGS

The staff pre- and post-training retreat response rates were 81% and 84% respectively. The findings showed that staff benefited from assessment training and were motivated by the collaborative training model. It also showed an increase in staff confidence in and knowledge about assessment and increased momentum and motivation toward ongoing assessment practice and training. Findings revealed interest in accountability, evaluation, and measures of assessment. A significant finding was an interest in embedding assessment into everyday practice. Sample comments from the post-training staff survey follow:

"I learned some creative new ways to collect data."

"Yesterday's training got me thinking about looking at our services from a learning-outcome frame. I did a list last night."

"I am excited about this opportunity for more formalized training. I look forward to assisting my department."

IMPLICATIONS AND POINTS OF PRIDE

The newly formed Assessment Initiative created the paradigm shift necessary to professionalize assessment in practice and decision-making within the departments in Student Affairs at UCSB. The comprehensive assessment plan will continue to inform Student Affairs' practice, build confidence in conducting assessment, and increase knowledge about and the practice of assessment and evaluation. Lessons learned will assist our practitioners and managers in determining how to embed assessment into the fabric of Student Affairs' leadership, practice, and professional development. This inaugural Student Affairs Annual Report links our division's assessment practices with the University's mission. It demonstrates the evidence-based impact of Student Affairs' services on campus efficiencies and operations and on student success, learning, well-being, development, and engagement.

Academic Initiatives

[Mission]

Academic Initiatives facilitates applied scholarship, community engagement, student academic and research experience, and stronger relationships among the Division of Student Affairs, UCSB academic departments, and the broader Isla Vista and Santa Barbara community.

[History]

Under the direction of Assistant Vice Chancellor Claudine Michel, a long-time faculty member, Academic Initiatives was founded in 2013 to develop bridges between academic departments and Student Affairs.

POINT OF PRIDE | Michael D. Young Internship Program



In addition to assisting Academic Initiatives with ongoing programs, each **Michael D. Young Intern** takes the lead on a large-scale project that reflects his or her own research interests. The first cohort of Michael D. Young Interns included three graduating seniors and one junior.

Kashira Ayers, second from right, took the lead in resurrecting *Blackwatch*, a newsletter published by the Black Student Union. She recruited students to serve on the editorial board, solicited articles, and learned to use InDesign so she could produce the first issue.

Johanna Hernandez, far left, worked with Student Health Service to bring medical professionals to campus to talk candidly with students about their career paths and experience. The Doctor in the House lecture series included seven different speakers, from dentists to surgeons.

Pedro Leon, far right, helped DREAM scholars to capture their own experience of UCSB on film by providing cameras and workshops to produce *Undocumentary 2.0*.

Jena D. Pruitt, second from left, a transfer student in her first year at UCSB, used her passion for the arts to envision a Creative Culture Block Party, in which students and student groups celebrated their creativity by taking over the Student Resource Building for an evening.

KEY INITIATIVES

■ **The Clyde Woods Scholars Program:** Woods Scholars are income-eligible, first-generation students facing the demands of a world-class research institution. Woods Scholars meet weekly to develop academic and professional skills, interact with faculty in a familiar environment, or tour campus research sites. Twenty-two students participated in 2013-2014.

■ Grants encouraging applied scholarship and research are offered through the **Kennedy/Graves Research Fund** and the **Gene Lucas Undergraduate Research Fund**.

■ **Doctor in the House:** Developed in partnership with Student Health, Doctor in the House includes biweekly lectures by health professionals and is designed to give students the opportunity to engage with individual practitioners in a supportive environment.

■ **Writers' Café:** A division-wide initiative, currently housed in Academic Initiatives, Writers' Café hosted two panel discussions by campus authors in 2013-2014, including faculty, staff, and graduate student writers. Writers' Café also expanded to include interviews with writers on KCSB. Twenty-six podcasts are currently available on KCSB's website.

Office of Admissions

BY THE NUMBERS

74K+

Number of students contacted by outreach staff

960

Number of outreach events held across the United States

1,282

Number of students who participated in virtual counseling appointments or in webinars

300K+

300,619 emails were sent to prospective students and applicants

1,919

Number of tours given to 45,376 guests by 62 UCSB student guides

10K+

More than 10,000 visitors from 26 states and six countries came to Spring Insight Open House

1,100

Number of volunteer hours logged by 185 UCSB student volunteers at Spring Insight

[Mission]

The Office of Admissions is charged with assisting the campus in reaching its undergraduate admission and enrollment objectives in accordance with the University mission and campus enrollment goals. A Faculty Senate committee sets annual admission criteria, following University of California admission policy. Department efforts are focused upon increasing the academic quality and diversity of the entering class while maintaining the required enrollment level. The Office of Admissions seeks to implement the campus admission goals by providing a number of services and events.

The Office of Admissions promotes postsecondary education; encourages applications from historically underserved populations and schools; provides admission information to high school and community college counselors, teachers and administrators; provides admission advice to prospective freshman and transfer students; reviews and evaluates applications; develops recruitment strategies and events for admitted students; reviews coursework for transfer credit; and creates a presence on campus that is consistent with UCSB's mission and high academic standards.

Several units within the department provide these services: Administration and Processing, Visitor Center, High School Services, Transfer Services, Application Evaluation, and Information Systems.

[History]

Over the past 30 years, admissions at UCSB has changed dramatically. In 1984, the Office of Admissions received fewer than 12,000 applications for undergraduate admission. By 1996, the reputation of the campus had increased significantly and Admissions moved from a quantitative selection method to Comprehensive Review, reviewing and valuing all parts of a student's application. Using qualitative measures to select applicants allows the campus to value strengths in areas outside of academics such as leadership, persistence, motivation, special talents, and intellectual vitality that may not be captured in a standard GPA or test score. This transition resulted in a student body that has multiple dimensions and richness, and for fall 2014, UCSB had more than 81,000 applications for admission.

FALL '14 INCOMING CLASS

FRESHMAN

- 66,809 applications
- 24,331 admitted (36%)
- 4.15 average GPA, admitted freshmen
- 1957 average SAT, admitted freshmen

TRANSFER

- 14,181 applications
- 6,907 admitted (49%)
- 3.58 average GPA, admitted transfers

[Mission]

In order to promote the arts as an integral and necessary facet of education that elevates the human spirit and provokes the imagination, inspires personal discovery and intellectual inquiry, and sustains an inclusive and diverse community, UCSB Arts & Lectures embraces this mission: To present an innovative, unique, entertaining and diverse program of exceptional performances, film and lectures and thus:

- Enhance the educational experience at the University
- Foster artistic excellence and creativity
- Connect UCSB and the richly varied communities of the Central Coast

[History]

Established in 1959, UCSB Arts & Lectures is the largest performing arts presenting organization on California's Central Coast and presents more than 250 performances, lectures, films, special events, and educational activities each academic year.

SERVICES

Arts & Lectures presents performances featuring touring artists including world-class dancers, classical and world musicians, performance artists and theater companies; film screenings include international cinema, independent films, documentaries, the best Hollywood movies, and restored silent classics with live piano accompaniment; lectures and special events feature writers, artists, government officials, financial experts, mountain climbers and adventurers, scientists, and other notable accomplished people. All of these offerings are open to the UCSB community, with greatly reduced ticket prices or free admission to UCSB students.

The Arts & Lectures program is included in class assignment requirements for such departments and programs as Theater &



Photo courtesy of David Bazemore

Dance, Music, College of Creative Studies, Film & Media Studies, Global Studies, and Languages and Cultural Studies.

Arts & Lectures creates and operates an Artist-in-Residence program that features master classes, lecture-demonstrations, open rehearsals, and classroom discussions at UCSB. World-renowned cellist **Yo-Yo Ma**, pictured above far left, works with students from the Music department.

BY THE NUMBERS

51K+

51,367 tickets sold in 2013-2014

66

Number of performances

43

Number of lectures

142

Number of outreach activities

62

Number of student employees

13K+

13,330 students engaged in education outreach activities

544

Number of donors

13K+

13,458 students and community members served through *Viva el Arte de Santa Barbara*

KEY MOMENTS

1959: Aldous Huxley speaks at UCSB during Arts & Lectures' inaugural season

1994: Allen Ginsberg, in *An Evening with the Poet*, at Campbell Hall

2006: Jon Stewart sells out the UCSB Events Center

2009: Yo-Yo Ma performs for Arts and Lectures' 50th Anniversary Benefit

2014: Campaign for Arts & Lectures reaches \$14 million

1986: Bishop Desmond Tutu speaks to a capacity crowd at the UCSB Events Center

1997: His Holiness, the 14th Dalai Lama visits UCSB

2008: Alum Jack Johnson performs for 10,000 fans at UCSB Harder Stadium

2011: Jake Shimabukuro performs for first-annual free Student Appreciation event



Associated Students

SERVICES, COMMITTEES & EVENTS

- Student government
- Campus voter registration drive
- Planning for a safe Halloween with campus and community officials
- Extravaganza
- KCSB FM 91.9 (campus radio)
- Environmental Affairs Board
- Bike Committee
- AS Pardall Center
- Coastal Fund
- AS Food Bank and Book Bank
- Legal Resource Center
- Isla Vista Tenants Union
- AS Cashiers and Ticket Office
- The Community Financial Fund
- Community Affairs Board

AS Advocacy Groups

- Womyn's Commission, Take Back the Night, Student Commission on Racial Equality, Queer Commission, Humyn Rights Board, Student-Initiated Recruitment and Retention Committee, Commission on Disability Equality, Commission on Student Well-Being, etc.

[Mission]

Associated Students (AS) is a student-run and student-funded non-profit organization. Through elected student positions and appointments we provide a voice for student initiatives and needs. We work with the campus, the UC system, local officials, businesses, and more to build healthy communities around principles of sustainability, inclusiveness, and caring. We also serve and support thousands of students through boards, units, committees, and commissions that provide opportunities for service and giving, enrichment and entertainment, as well as business services that students need on or near campus. AS students initiate, plan, and develop these with the support of dedicated student employees and career staff. AS students are agents for positive change.



Photo courtesy of Aaron Jones

A student writes on the Pardall Memorial Wall, erected after the Isla Vista tragedy, in May 2014.

POINTS OF PRIDE

- Working with campus and community officials, the just-elected AS executive officers, student groups, and staff reacted to the tragedy of May 23rd by helping to organize a candlelight vigil and memorial in Harder Stadium attended by upwards of 20,000 people.
- The AS Food Bank had 900 visits every week and served 2,800 individuals over the course of the year.

[History]

AS, working both within Student Affairs and independently, has enriched campus social life and supported student activists. These students, by implementing changes ranging from ethnic studies programs to environmental sustainability, have made UC Santa Barbara a leader within the UC system. With the passage of the AS-sponsored Students' Initiative in 2006 and later reaffirmations, students also contribute significantly to the financial sustainability of key Student Affairs programs. Over the years, UCSB's student body has also stepped up numerous times to fund major campus capital projects, including the University Center and state-of-the-art Recreation Center.

Campus Learning Assistance Services



[Mission]

At CLAS, learning is our middle name: we help students understand course concepts; we engage students in the learning process; we guide students toward discovering solutions to problems; we encourage students to become independent thinkers and lifelong learners.

Come. Learn. Achieve. Succeed.

[History]

The Tutorial Center and the Center for Academic Skills Enrichment merged to form CLAS in 1992. Today, UCSB students can come to one location for instructional/tutorial services and academic skills development.

BY THE NUMBERS

9,237

Number of students served overall

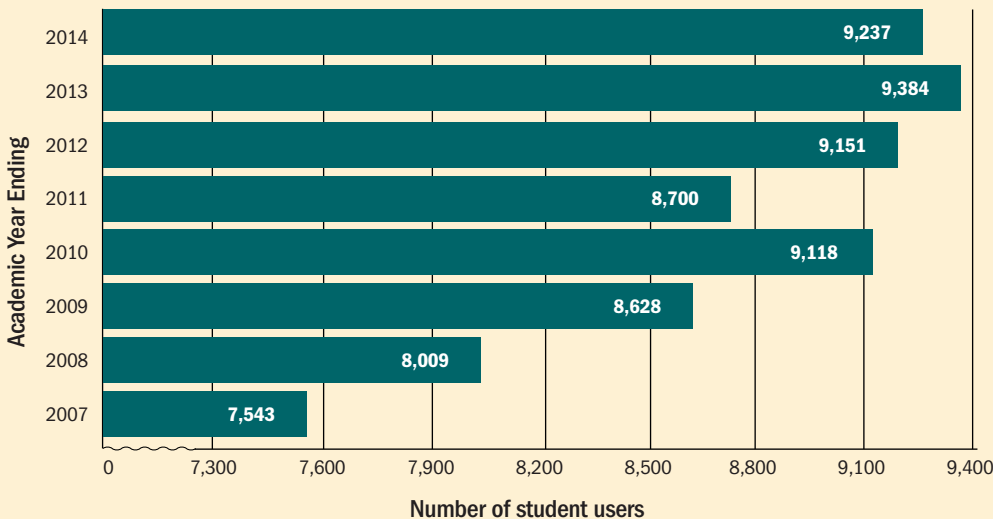
226 K+

226,436 student contacts

66%

Percent of UCSB students assisted at some point in their tenure (WASC Review, 2013)

CLAS Student Users 2007-2014



ACADEMIC SKILLS SERVICES

Served 788 students

- Workshops
- Consultations/individual appointments
- GRE prep
- “Class with CLAS” KCSB radio show
- Gaucho Skills online encyclopedia

ECONOMICS/ACCOUNTING, ENGINEERING, MATH, PSTAT, AND SCIENCE

Served 8,456 students

- Instructional groups
- Drop-in services
- Exam review sessions

WRITING, ESL, AND FOREIGN LANGUAGE

Served 1,608 students

- Writing lab tutorials
- Writing drop-in
- Creative writing workshops
- ESL tutorials
- Foreign language drop-in tutorials

TESTIMONIAL



“CLAS played a big role in helping me become the person I am today. I realized that I love teaching and helping people learn. Students looked up to me as a tutor, and this pushed me to work harder in all aspects of my life, including school. I credit CLAS with helping me get into medical school. I had a near-perfect score on the physical sciences portion of my MCAT, and that was because I knew the material so well from teaching physics at CLAS.”

— **Areo Saffarzadeh**, CLAS student tutor and 2007 Thomas More Storke Award Recipient

Career Services

TESTIMONIALS

STUDENT TESTIMONIAL:

"I found the help I needed at Career Services, where I honed my interview skills and learned how to conduct myself in a professional setting. Career counselors pointed me in the right direction and helped me with many issues I encountered coming from another country and culture. I have completed two internships, held an on-campus job, and am now in the middle of my third internship!"

— **Nelson Rony,**
Senior, Econ Major

EMPLOYER TESTIMONIAL:

"One of the reasons that I love recruiting from UCSB is that the students are so personable and relatable. One of the most important skills in sales is to be able to bond and build rapport with your customers. I find that the students I have been working with not only have a well-rounded resume, but they are comfortable with their communication skills. Products and processes can be taught — but the interpersonal skills that UCSB students possess put them a step above the rest!"

— **Oracle Recruiter**

[Mission]

The mission of Career Services is to help the students and recent graduates of the University of California identify and fulfill their career goals. We serve as the bridge between their college experience and employment or graduate school, helping them apply what they have learned. By providing comprehensive resources, programs, and counseling on career development, internships, employment, and graduate school, we assist students and recent graduates to make career decisions, connect with employers, and attain their life goals.

[History]

Career Centers have evolved to meet the needs of students and to adjust to the ever-changing economic landscape. In the 1940s and 1950s, "placement centers" were created to meet the needs of new college graduate GI Bill beneficiaries. In the 1970s and 1980s, there was a shift to offering career education and career development. In the 1990s, emphasis was placed on networking and teaching students how to leverage these relationships. In the 2000s, networking has become more sophisticated through the use of social media and new technological tools. Today, Career Services provides innovative and cutting-edge career development services and programs by leveraging technology and strategic partnerships with alumni, campus constituents, and corporate partners to maximize opportunities for students.

SERVICES

- Individual and group career counseling
- Career assessment
- Career resource library and 24-unit computer lab
- Robust career website with online tools and resources
- GauchoLink online job and internship database
- Professional skill-building workshops
- Industry panels and networking events
- On-campus interview program with virtual interviewing space
- Partnerships with more than 50 student organizations
- Career fairs and employer information sessions
- Comprehensive recruiting program to connect students to employers

BY THE NUMBERS



500

Number of companies and graduate schools hosted by Career Services for the annual Career Fair

2,600

Number of students who participated in drop-in career counseling

1,300

Number of students who received one-on-one counseling from career counselors

Counseling & Psychological Services

[Mission]

The mission of Counseling & Psychological Services (CAPS) is to assist Student Affairs and the University as a whole in helping the student body achieve academic, social and personal success. Through the provision of culturally inclusive mental health services, CAPS strives to help ensure that students, as well as the larger campus community, remain healthy in this pursuit of success. CAPS promotes the emotional well-being of students through individual and group psychotherapy, crisis intervention and stress management services. We educate, support, advocate and help foster a culture of acceptance and appreciation of human differences in an inclusive and affirming environment.

[History]

The Counseling Center and Placement Center at UCSB were merged in November 1979 as an integrated service, with career planning as the unifying concept for the agency. In 1984, the counseling and placement departments moved into a new building specifically designed for these services, which became known as Counseling & Career Services (C&CS). In 2005 the two functions, counseling and career, were again separated. In 2012 Counseling Services became Counseling & Psychological Services (CAPS) to better represent the services provided and to be in alignment with the rest of the UC system.

SERVICES

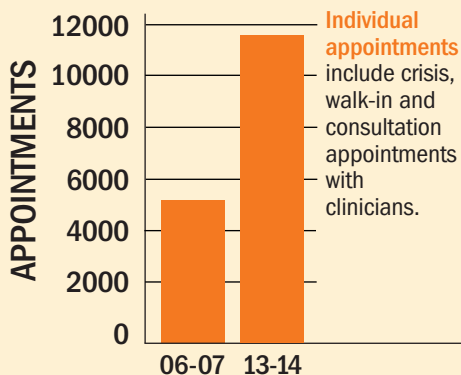
Although the majority of CAPS staff members are located in the main building, CAPS utilizes a community psychology model and has psychologist offices embedded in six different parts of campus. Services offered throughout these offices include:

- Individual counseling
- Crisis response
- Consultation
- Outreach
- Stress management

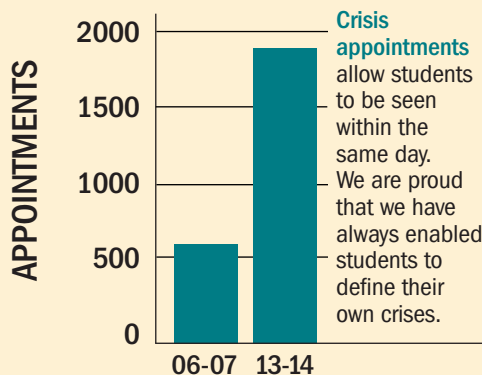
FUNDING

- Students continue to affirm the importance of mental health: 34% of CAPS funds come directly from self-assessed student fees.
- Throughout the years, additional funds from donors and grants have allowed CAPS to increase services to students. These donations are essential to prevention efforts and allow CAPS to reach a larger portion of the UCSB student body. CAPS' key donors include Amazing Day Foundation, California Community Foundation, and the California Mental Health Services Authority (CaIMHSA).

INDIVIDUAL APPOINTMENTS



CRISIS APPOINTMENTS



KEY MOMENTS

2011: CAPS launches the **#saysomething campaign** designed with an emphasis on active bystander training and community collaboration. The campaign disseminated mental health information to all incoming students through bus ads, a mobile app, and a mental health speaker series.

2014: In the weeks that followed the **Isla Vista tragedy**, CAPS had contact with more than 4,000 individuals, held weekend counseling sessions, and worked with teaching assistants, staff, faculty, families, and the Greek community. UCSB and Isla Vista continue to heal.

2012: The Peer Program, in existence since 1970, is rebranded as **The Mental Health Peer Program**. Housed under CAPS, 10 student peers offer relaxation and stress management services, a four-session Test Anxiety Program, drop-in counseling, outreach, workshops, and campus mental health awareness events.

Dean of Students Office

POINTS OF PRIDE

- After the Isla Vista tragedy of May 23, 2014, the Dean of Students Office served as the central point of contact for the six families of the deceased as well as the nine injured UCSB students and their families. Staff provided assistance with various needs and concerns including academic issues, commencement ceremonies, housing, transportation, hotel stays for families, reimbursement of expenses, financial aid, billing, communication with professors, medical insurance, applications for grant funding, accompaniment to the memorial service, and ongoing contact as requested.
- Through relationships with community partners, including law enforcement, county officials, the Isla Vista Recreation and Parks District, student government, the Alcohol & Drug Program, and Isla Vista residents, the Dean of Students Office works to address problems and issues in the local community.
- Our “Money Matters” publication is now in its third edition. The Dean of Students Office prints and distributes this publication to thousands of students as well as campus departments. The publication is also available online.



[Mission]

The Dean of Students Office collaborates with various departments to coordinate efforts that promote student well-being. Our efforts focus on the health and safety of the campus community and foster positive interactions among UCSB students, the university, and the local area.

[History]

For many years the Dean of Students Office had a single “Dean of Students” who oversaw the responsibilities of the Dean of Students area. With the retirement of long-time Dean of Students Yonie Harris, the duties are now shared by a number of people in leadership roles with associate and assistant dean titles who work in concert with each other to address various student life issues. Similarly, multiple units share space in the “Student Life Suite” and work collaboratively with one another. These include the Dean of Students Office, Office of Student Life, First-Year & Graduate Student Initiatives, Student Mental Health Coordination Services, and the Office of Judicial Affairs. In recent years, the volume and complexity of student needs has risen, and the restructuring and wider distribution of duties has been in response to a need for greater specialization by the associate and assistant deans.

SERVICES

STUDENT, PARENT, AND COMMUNITY RELATIONS

- Crisis management and assistance in emergency situations
- Administrative support and problem solving for students and families in crisis (including student deaths, serious illness, or other issues)
- Assistance with petitions for withdrawals, cancellations, incompletes
- Parent relations (phone calls, newsletter, and outreach)
- Parental notification of alcohol and drug offenses in Isla Vista
- Educational safety campaigns and systemic initiatives in Isla Vista
- Neighborhood relations and quality of life issues in the greater community
- Emergency funding for students
- Communication to students and families about issues of concern to the community (e.g., Halloween, Deltopia, public health and safety)

POLICY ANALYSIS AND COMPLIANCE

- Compliance with the Clery Act, Higher Education Opportunity Act (including voter registration requirements), Drug Free Schools and Campuses, California Child Abuse and Neglect Reporting Act, Violence Against Women Act, etc.
- Analysis and compliance with UC Office of the President (UCOP) mandates and policies regarding student life issues
- Coordination of and policy compliance for the student fee initiative process; submission of proposed fees for campus and UCOP approvals

DIVISIONAL INITIATIVES

- Coordination of the Student-Initiated Outreach Program
- Coordination of the annual Professional Development Conference and divisional professional development website

Disabled Students Program



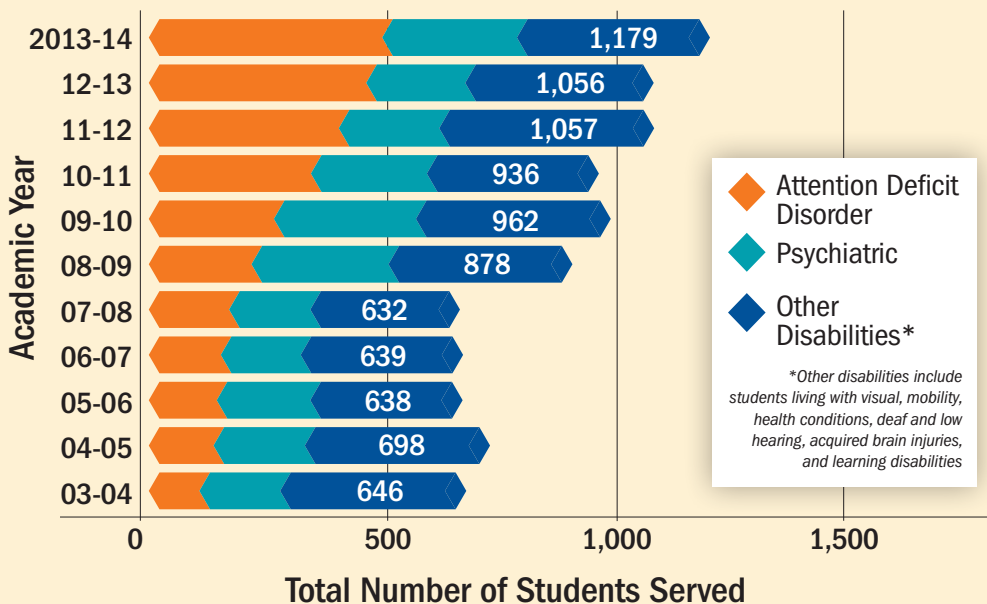
[Mission]

The Disabled Students Program (DSP) is committed to providing equal access to students with disabilities. This is a UCSB campus-wide responsibility. DSP is the central location for coordinating appropriate academic accommodations for eligible students who are regularly enrolled and working toward their academic degrees.

[History]

10-YEAR SNAPSHOT: INCREASING DEMAND

While the overall student population of DSP has increased 109% over the past 14 years, certain categories have had a much more rapid rate of increase than others. ADHD populations have increased 600% and students living with psychological conditions have tripled since 2000-2001.



TESTIMONIAL

“The encouragement, hope, and resources that DSP provided were highly valuable to my learning and growth.”

— RJ, graduate student

POINTS OF PRIDE

- The DSP online system has simplified the process of requesting general services, including notetakers and exam accommodations.
- Specialists help students with appropriate campus referrals when needed.
- Priority registration has been instrumental in helping students enroll in the classes they need at the best times for their conditions.
- Students say they are amazed at DSP’s efficiency in filling proctoring assignments: DSP staff arranged for 160 exam proctors to assist with winter-quarter final exams within a 24-hour period, including hiring and training as necessary.

REASONS FOR GROWTH

- Changes in the ADA Amendment Act (2009)
- More K-12 students using accommodations increases use of services as they enroll at UCSB
- More students diagnosed while attending UCSB
- More students with disabilities becoming UC eligible

The Americans with Disabilities Act (ADA) mandates institutions to provide academic adjustments (accommodations) for students with disabilities. Nationwide, colleges and universities are seeing a dramatic increase in students with disabilities.



Early Academic Outreach Program

BY THE NUMBERS

32

Number of field trips hosted to the UCSB campus

1,566

Number of students brought to UCSB on field trips

88%

Average percent of the senior classes that received Transfer Prep services through EAOP's Early Transfer Prep Initiatives

2,803

Number of parent contacts

9,098

Number of high school student contacts generated at EAOP's Higher Education Week mobile college fair

71%

UC admit rate among seniors attending Fillmore High School, an EAOP partnership school, one of the highest admit rates among Ventura County high schools.

[Mission]

Early Academic Outreach Program (EAOP) helps students at underserved schools prepare for college, engage in academic-enrichment opportunities, complete all University of California (UC) and California State University (CSU) admissions requirements, and apply for college and financial aid. EAOP also guides families by showing them how to navigate the complexities of college preparation, higher-education applications, and the financial aid and scholarship process. Priority consideration is given to students who are the first in their family to pursue a college career ("first-generation") and to low-income students.

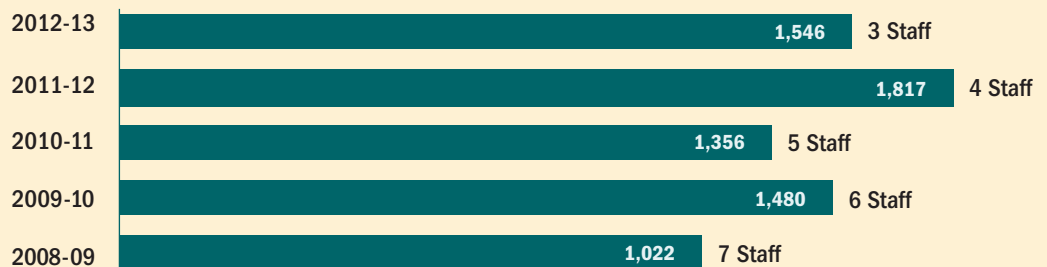
[History]

The Early Academic Outreach Program was established in 1976 by the University of California to increase the number of students from underserved schools and communities obtaining a college education. Initially, EAOP programming consisted of a single staff member working with small cohorts of talented students by grade level at multiple middle and high schools. In 2000, EAOP introduced a new model in which a college site coordinator was placed at the school site on a permanent basis to work with all students at that school to create a school-wide college-going culture. The college site coordinators provide intensive college-prep services for the cohort of EAOP-enrolled students at their schools on track to complete college-prep "a-g" courses. In 2007, EAOP implemented a "dual-service" model that incorporates school-wide college-going initiatives (CGI) for all other non-EAOP students across every grade level. The new EAOP service model has resulted in a steady upward trend in college-going enrollment rates at California public higher-education institutions for each graduating class at all EAOP partnership high schools.

SERVICES

EAOP's work centers around the mission of UC's Student Academic Preparation and Educational Partnerships (SAPEP), with the goal of raising student achievement and closing achievements gaps by offering academic advising, entrance-exam preparation, academic-enrichment activities, and college-knowledge programs.

Number of EAOP College-Prep Activities Provided by Staff (2008-13)



Early Childhood Care & Education Services



[Mission]

We are committed to striving for the highest possible standards in early care and education (ECE) programs and, in so doing, supporting the children, families, students and ECE professionals of UCSB. University affiliation motivates us to be leaders in early care and education through direct service to families enrolled and as a valuable resource for the greater UCSB and surrounding community.



[History]

Begun through the grassroots efforts of UCSB students in 1970, the program has grown from an unlicensed parent/student co-op serving 40 children to two nationally accredited centers serving approximately 450 children annually; it has been a dynamic and successful journey.

25-YEAR SNAPSHOT: THEN AND NOW

As service demands have grown, so have some resources.

	1989	2014
Number of classrooms	7	15
Number of children per day	94	211
State subsidy for low-income/need-eligible child care	\$0	\$351,000
Number of UCSB students employed per quarter	28	150

POINTS OF PRIDE

- 100% of families were “satisfied or very satisfied” with the “overall quality of the program.”

*Source CDE Desired Results Family Survey 2012-2013

- 34 years accredited with the National Academy of Early Childhood Programs through the National Association for the Education of Young Children

- 43 remarkable ECCES program and teaching staff working to create a nurturing learning environment for 211 children each day

BY THE NUMBERS

\$19.7M

Amount of contract and grant dollars awarded to UCSB faculty and staff using ECCES child-care services in 2013-2014

*Source: UCSB Funding Resources Newsletter; UCSB Office of Research

43,532

Number of hours worked this year by 245 UCSB student-classroom teaching assistants whose salaries were all paid with student lock-in fees



Photo by Dave Palmer

TESTIMONIAL

“The center has made a huge impact on me and my family, from child care to conversations with the staff that have helped motivate me to continue on my journey to receiving my Ph.D. Everyone at the center is caring, kind and loving. We definitely feel like we have a family here. Without the help from the center, I would not be where I am today – nearing completion of my studies and applying for post-docs and positions at biotech companies. I feel that much of my success is attributed to the center. I have never felt so much support from so many people. I am forever grateful. We will miss the center when our time comes to leave. I’m so glad we’ve had the pleasure of being a part of such a great place.”

– **Nadine R. Martinez Rodriguez, M.S.,** Student Parent and Ph.D. candidate in Molecular, Cellular and Developmental Biology



Educational Opportunity Program

TESTIMONIAL

"I attended STEP in 2010, and EOP was my first connection with UCSB. Over the past four years, EOP has served as a support system for my personal, academic and financial needs. EOP helped me with course selection, academic progress checks, financial assistance for new reading glasses, and helped cover some of my graduate application expenses. I'm now graduating and will be attending USC for graduate school. I'm thankful to my EOP family."

— **Maria Reyes, Chican@ Studies, Latin American/Iberian Studies majors, and the 2014 Thomas More Storke awardee**

SERVICES

- Counseling, advising, and mentoring
- Student mentors — coaching for success
- Six Cultural Resource Centers
- Summer Transition Enrichment Program (STEP)
- EOP Orientation workshops
- Spring Insight Committee, workshops and tabling
- Freshman Summer Start Program support services
- Serving emerging populations: Dream Scholars, Veterans, Non-traditional/ Re-entry

[Mission]

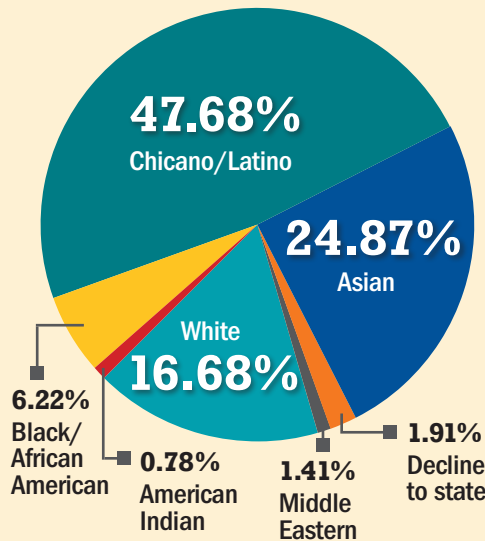
The Educational Opportunity Program (EOP) mission is to provide retention-based support services to all UCSB students while focusing on those who are income-eligible and first-generation undergraduates.

Excellence. Achievement. Leadership. Community.

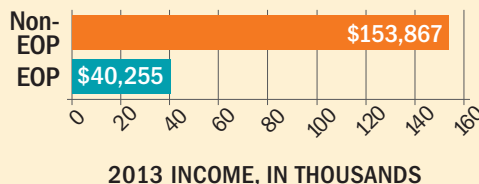
[History]

EOP at UCSB was created in 1966, a result of the political volatility of the 1960s when educational equity and social justice were emerging as themes from the Civil Rights Movement. In the program's first year, EOP-eligible students made up less than two percent of UCSB's 8,400 students. In its early years, EOP was charged with recruiting and admitting primarily underrepresented minorities (URM) and providing a variety of student support services. In the 1980s, eligibility was redefined to be based on income, parental education, and status as a first-generation college student, with a program focus on retention efforts. Over the years, EOP participation has continued to grow — from three students in the mid-60s to thousands of undergraduate students today.

STUDENTS BY ETHNICITY



AVERAGE PARENTAL INCOME



BY THE NUMBERS

\$70K+

\$70,006 in emergency grants were awarded in 2013-2014

36,127

Number of student contacts served annually

IN ORDER, TOP FIVE COUNSELING TOPICS

- Academic planning
- Academic concerns
- Graduate/career prep
- Financial issues
- Personal issues

Enrollment Services

[Mission]

The mission of Enrollment Services is to recruit, admit, enroll, retain, and graduate students from a wide variety of backgrounds who will contribute to the campus, state, nation, and global community as scholars, leaders, and citizens. In support of this mission Enrollment Services provides a range of financial aid resources and services as well as offers academic outreach programs to high school students. Enrollment Services assists future, current, and former students as they navigate administrative requirements to achieve their academic goals; works with the faculty and colleges in implementing academic policies; and uses technology and information systems to support best practices in enrollment services and data-driven decision making. To carry out this mission, Enrollment Services comprises four professional, service-oriented offices: Admissions, Early Academic Outreach Program, Financial Aid and Scholarships, and the Registrar.

[History]

The Enrollment Services offices were brought together as a cluster within the Division of Student Affairs in 1998.

BY THE NUMBERS, 2012-2013

FINANCIAL AID & SCHOLARSHIPS

\$65M

Grant money awarded to 10,484 students

153,640

Free Application for Federal Student Aid (FAFSA) records received

EARLY ACADEMIC OUTREACH

1,817

Services provided in 31 schools

1,317

Number of students enrolled in five partnership schools

OFFICE OF THE REGISTRAR

21,927

Number of students registered

12,695

Number of courses scheduled

OFFICE OF ADMISSIONS

62,427

Number of freshmen applicants, of which 4,624 were enrolled

13,650

Number of transfer applicants, of which 1,495 were enrolled

POINTS OF PRIDE

■ In 2013-2014 the retention and graduation of students has been a focus of activity with the creation of the **Retention Workgroup**. Members include representatives from the College of Letters & Science, Admissions, Educational Opportunity Program, Institutional Research, Office of Student Life, and Enrollment Services. The workgroup examined data to identify students who are at greater risk of not being retained and not graduating within six years. The group will continue its work by identifying initiatives/programs (either of its own and/or in collaboration with campus units) that will improve retention and graduation rates.

■ A sub-group of the Retention Workgroup partnered with Student Information Systems & Technology (SIS&T) to make data on student retention and graduation the first data module of the divisional Business Intelligence initiative. The project will enable authorized users to generate customized reports and dashboards to analyze and monitor the retention and graduation of various student cohort groups.

■ In Winter 2014, Enrollment Services launched its first newsletter, which highlighted how every Gaucho is touched by two or more of the four Enrollment Services offices – from the time they begin their college search until they first enter the classroom at UC Santa Barbara.



Office of Financial Aid and Scholarships

TESTIMONIALS

“As a fourth-year biology student at UCSB, I am very involved and inspired by the sciences. I am extremely grateful and honored to have received a UCSB scholarship. I admire your integrity and devotion to the sciences.”

— **Monica**

“Thank you for your UCSB scholarship. Through your support I was able to attend UCSB. Your office helps working-class and first-generation students become more competitive for graduate programs. Thanks to your support, I will be applying to Ph.D. programs next fall.”

— **Erika**

“I would like to offer my heartfelt appreciation for your generous support here at UCSB. I am grateful beyond words to have been offered such a quality education and hope to help others as you have done for me.”

— **Tenell**

“As a recipient of a Mithun Family Foundation Scholarship, I will be eternally grateful for the amazing education and opportunities that I have received. I look forward to staying in the area after graduating and putting my education to good use in the community.”

— **Becky**

[Mission]

The Office of Financial Aid and Scholarships (OFAS) provides students with the financial resources and related services necessary to achieve their educational goals. We are committed to providing accurate, user-friendly, responsive, and respectful service to students and their families. We administer federal, state, and university aid and scholarship programs in accordance with applicable policies and regulations while striving to be an innovative and service-minded department.

[History]

The Office of Financial Aid and Scholarships has been a core Student Affairs unit for many years. The presence and importance of the department continues to increase as higher education costs rise year after year.

SERVICES

- One-on-one appointments with financial aid advisors
- Emergency loans
- Financial awareness counseling
- Multimedia tutorials
- Financial Aid Quarterly (FAQ) newsletter
- Scholarship search assistance
- Budget planning



POINT OF PRIDE

■ OFAS won a national award from The National Association of Student Financial Aid Administrators for innovation in the field of financial aid.

The department has designed several multimedia tutorials to help students and parents with the complicated financial aid process. The tutorials are currently used by hundreds of higher education institutions and high schools across the United States.

BY THE NUMBERS

74%

Percent of undergraduate students who receive financial aid

98%

Percent of graduate students who receive financial aid

\$354M

More than \$354 million in financial aid is administered annually to 16,500 students

First-Year & Graduate Student Initiatives

[Mission]

First-Year & Graduate Student Initiatives supports freshmen, first-year transfers, and all graduate students by helping them to make the most of university services and programs.

[History]

The history of first-year initiatives at UCSB is rich and multidisciplinary. In the mid-1980s, a committee consisting of student affairs professionals, academic advisors, and faculty created a course to help freshmen by accelerating their engagement in the mission of the campus. The department now offers two courses, one for freshmen and one for transfer students. In 2012, First-Year & Graduate Student Initiatives teamed up with eight departments to create GauchoFYI, a public health intervention for new undergraduates.



Photos by Patricia Marroquin

STUDENT TESTIMONIAL

"[ED 118] is the most practical and one of the most valuable courses I have taken during my time here at UCSB. It was very helpful and helped me make many friends. Also, it made me feel like I belonged here and made me feel more like a true Gaucho."

— ED 118 student,
Winter 2014



SERVICES & PROGRAMS

- University success courses are the premiere offering of First-Year & Graduate Student Initiatives. A partnership with the **Gevirtz Graduate School of Education** allows Student Affairs to offer for-credit classes covering issues vital to new freshmen and transfer students. A partnership with **Housing & Residential Services** allows the classroom experience to be brought into a residential hall.
- Approximately **600 students** completed classes, spending 10 weeks writing papers, receiving feedback, and working on group projects related to university life.
- The **First-Year Residential Experience (FYRE)** program turns Santa Cruz Hall into an extended classroom.
- The **UCSB Graduate Post**, a rich-media collaboration with the Graduate Division, reaches hundreds of graduate students every week.
- This past year, gradpost.ucsb.edu had 199,510 page views with 178,645 unique views.
- The associate dean co-chairs the **Graduate Students Support Network**.
- The department supports the **Graduate Students Association (GSA)**.

Grants & Development

[Mission]

Student Affairs Grants & Development seeks charitable gifts and grants to support Division of Student Affairs student services and programs at UC Santa Barbara. We strive to secure philanthropic resources from friends of the University, alumni, current and past parents, businesses, foundations, corporations, and governmental entities through prospect research, networking, relationship building, grant writing, appeals, and stewardship.

[History]

To date, 40 Student Affairs endowed funds and funds functioning as endowments (FEEs) with the UC Santa Barbara Foundation and the Regents of the University of California are invested in financial markets, with annual interest payouts distributed to departments *in perpetuity*. Charitable gifts and grants to current-use funds (to be used within three to five years) also provide much-needed fiscal support for Student Affairs departments, sustaining and enhancing our programs and services.

Charitable Giving

Eighteen Student Affairs departments received a total of \$720,647 in charitable gifts during fiscal year 2013-2014.

Academic Initiatives Program:	\$55,000	Educational Opportunity Program:	\$1,738
Associated Students:	\$1,750	Financial Aid and Scholarships:	\$255,825
Campus Learning Assistance Services:	\$14,136	International Students and Scholars:	\$6,000
Career Services:	\$2,050	MultiCultural Center:	\$500
Counseling & Psychological Services:	\$50	Student Life:	\$50,915
Dean of Students:	\$8,500	Recreation:	\$225,924
Disabled Students Program:	\$6,633	Student Health Service:	\$6,831
Early Academic Outreach Program:	\$12,500	Vice Chancellor for Student Affairs:	\$49,525
Early Childhood Care & Education Services:	\$7,024	Women, Gender & Sexual Equity:	\$15,745

GIFT HIGHLIGHTS

UNDERGRADUATE SCHOLARSHIPS

The Towbes Foundation supported scholarships for high-school students in EAOP * Individuals donated to the Yolanda Garcia Endowed Scholarship Fund for first-generation college students; the Aloha Scholarships Fund for students from Hawai'i; and the Dream Scholar Fund for undocumented students * The Robert and Barbara Zorich Family Foundation endowed fund for first-year and transfer students increased with a generous donation * Disabled students received scholarships from the Ridley-Tree Foundation Scholarship Fund.

ACADEMIC RESEARCH AND TUTORING

Donors gave to CLAS tutoring and to the Gene Lucas Undergraduate Research fund and Kennedy/Graves fund for students in Academic Initiatives conducting research.

HEALTH AND WELL-BEING

California Community Foundation donors continued support for Student Mental Health Coordination Services * The Johnson Ohana Charitable Foundation gave to the Danny Riley Fund for student medical emergencies * The Amazing Day Foundation funded student mental health peers * La Vista Foundation's gift provided visual aids for disabled students * The Bragg Health Institute gave to UCSB's Fruit Bowl Project * The Adelle Davis Foundation supported nutrition education * Donors established the Alec Torchon Memorial Outreach Intern Fund for Alcohol & Drug Program internships.

ADVOCACY, EDUCATION, OUTREACH

The Verizon Foundation funded a new Violence Intervention Prevention Program * The Santa Barbara Foundation granted

funds to refurbish space for a new Student Veterans Resource Center * The Resource Center for Sexual & Gender Diversity named its leadership institute retreat after donor and alumnus Rick Berry.

STUDENT ORGANIZATIONS

Individual donors gave to iGem, Greek Life, Hillel, I.D.E.A.S., Cotillion Dance Club, and Baja Club. * The Johnson Ohana Charitable Foundation donated to Plastics Solutions to reduce single-use bottles.

RECREATION

Individuals and businesses supported intramural sports and sport clubs: sailing, rowing, lacrosse, triathlon, surfing, rugby, ultimate Frisbee, cycling, and soccer. Donors supported the pottery studio, the Recreational Sports Legacy Fund, and the Websters' Rowing Student Mentorship Program.

Health & Wellness



[Mission]

UCSB's Health & Wellness Program promotes the mental, physical, and social health of all students by enhancing individual skills and positive relationships with families, peers, and the UCSB/Isla Vista community. Health & Wellness staff work within a comprehensive research-based framework to foster healthy campus learning environments that nurture optimal student development, resilience, and well-being.

[History]

The UCSB Health & Wellness Program began its journey in 1977 as the Health Education Program. At that time, one staff member trained the first group of peer educators as birth control discussion leaders. In 1980, UCSB created the first alcohol program in the UC system, and, in 1983, followed by creating the first eating disorder program. Programs continued to evolve based on changing student needs, research on best practices, and innovative spirit. With several published research projects, partnerships across campus, and strong student support, six staff now train and supervise on average 30 peer educators per quarter and 19 student leaders, making more than 70,000 contacts with students each year.

SERVICES & EVENTS

Health Promotion is about creating an environment where students are exposed to healthy messages and information daily and diversely. Research shows preventative messages are most effective when received in several forms and from several points of contact. To this end, we provide a wide range of services:

- **Weekly workshops** on healthy eating and living, alcohol and other drugs, and sexual health and relationships
- **Custom health workshops and guest lectures** offered for any group or class upon request
- **Education 191W:** A four-unit academic class that explores public health theory and research-based skills for improving well-being
- **Various events**, including Dog Therapy Day, Love Your Body Day, free HIV testing, free massages, free weekly organic fruit delivery, weekend field trips, weekly Wellness Center referrals

BY THE NUMBERS

12,296

Pieces of free fruit distributed around campus

3,359

Number of free massages provided

20

Number of events hosted on campus

27

Number of community field trips sponsored

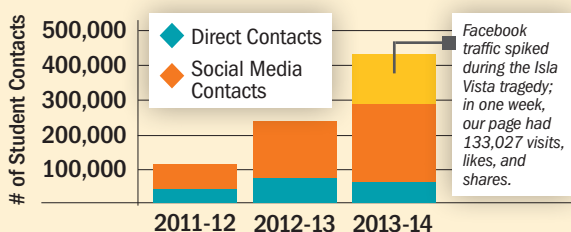
23

Number of educational and promotional videos created

2,000

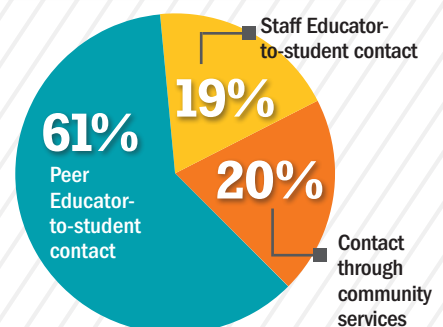
Average number of monthly visits to our website

SOCIAL MEDIA GROWTH



CONTACT WITH STUDENTS

Health & Wellness reaches more students, more frequently each year. Each contact is recorded, demonstrating that staff have ongoing interaction with students and reach individual students multiple times.





Office of International Students and Scholars

SERVICES

IMMIGRATION:

■ OISS works with federal agencies including the Department of Labor, Homeland Security, and the Department of State to ensure that students and scholars at our world-class research university are studying, working, and traveling legally and safely. OISS staff are responsible for knowing what is required for visitors to maintain their legal status.

CULTURAL EXCHANGE PROGRAMS:

■ Community volunteers in the English Conversation Program (ECP) meet with international students or their partners in small groups and one-on-one sessions to help them learn to speak more confidently.

■ Scholar Coffee Hour, held the first and third Friday afternoon of each month, provides opportunities for scholars from different countries to meet in a casual environment.

■ OISS provides support for international student and cultural groups, including the International Students Association and Chinese Students and Scholars Association, and creates partnerships to develop campus-wide cultural programs.

■ OISS provides assistance with information regarding income taxes, social security numbers, driver's licenses, and other government services.

[Mission]

The Office of International Students and Scholars (OISS) serves international students and scholars as well as UCSB faculty and departments by responding to their needs for immigration services, cultural programs, and related information, and helps UCSB achieve its mission of excellence as a world-class university.

[History]

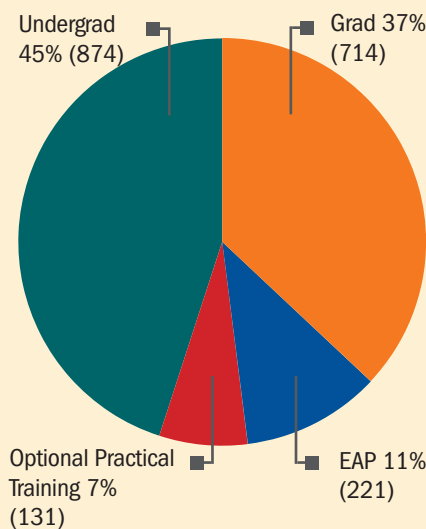
Formerly the Office of Foreign Students, the Office of International Students and Scholars provides critical immigration document services and cares for each one of UCSB's international students and scholars – UCSB's most rapidly growing populations. The staff is available to meet with students and scholars about immigration, employment, housing, healthcare, financial concerns, academic problems, travel, and personal issues, providing direct assistance or referrals as needed.

As soon as international students are admitted to UCSB, OISS helps them navigate the complex immigration process as they travel to campus, adjust to life in the US, and begin their classes. OISS consults with departments that host researchers from around the world and helps visiting scholars and their families adjust to life in the US through orientation programming, workshops, and the English Conversation Program.

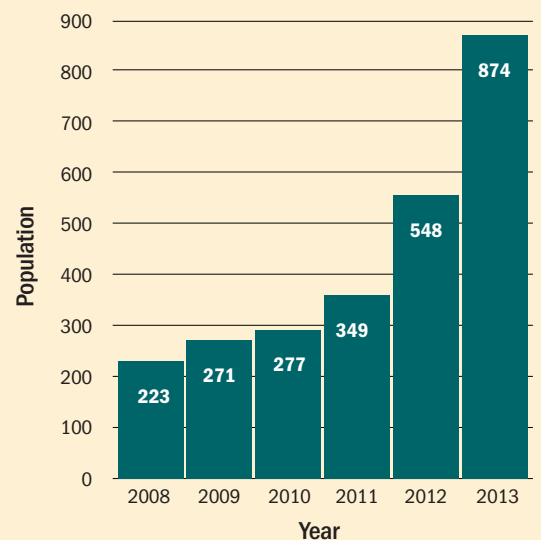
OISS also supports campus departments that send faculty and researchers abroad.

BY THE NUMBERS

OISS Total Student Population 2013-2014



OISS Total Undergrad Population 2008-2013



Office of Judicial Affairs

[Mission]

The mission of the Office of Judicial Affairs (OJA) is to maintain the integrity of the academic and co-curricular experience for all students and to ensure campus safety and security through the investigation and adjudication of University policy violations.

[History]

The Office of Judicial Affairs is composed of an assistant dean of students, a confidential assistant, a part-time graduate assistant, and a part-time policy analyst who also serves as a conduct officer. Since 2009, the Office of Judicial Affairs has also worked in close collaboration with Residential and Community Living's judicial affairs staff, who assist with judicial cases as well.

The Office of Judicial Affairs coordinates the Student-Faculty Committee on Student Conduct, which was established in 1969. The committee comprises faculty, undergraduate students, and graduate students who hear cases, make determinations of responsibility, and, when appropriate, make recommendations for sanctions.

POINTS OF PRIDE

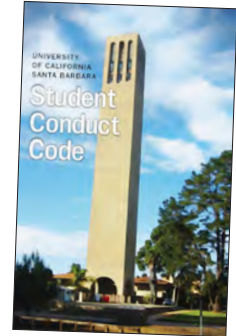
- The anti-couch burning educational campaign, which was a collaboration of OJA staff along with Housing staff and the Deputy Fire Marshall, resulted in a 61% reduction in couch and trash fires in Isla Vista. June 2013 alone saw a 72% reduction.
- OJA revised and re-wrote the "Office of Judicial Affairs Responding to Sexual Violence Procedures" to meet new Violence Against Women mandates. OJA also improved partnerships with the Campus Advocacy Resources and Education Program (CARE) and the Office of Equal Opportunity & Sexual Harassment/Title IX Compliance to better serve student survivors of sexual violence.



STAFF TESTIMONIAL

"We work with students during a very difficult and often embarrassing time in their lives, and help them to move forward in a way that is valuable to them and appropriate for the University community." — OJA Staff Member

SERVICES



- Serves as the central reporting point for violations of the Student Conduct Code
- Acts as the central reporting point for hate incidents and hate incident response
- Collaborates with the Office of Student Life on organizational conduct cases
- Provides workshops on academic integrity and educational campaigns on issues of concern to the community; responds to academic integrity violations and to hate incident reports
- Offers the option of restorative justice programs to students when they are willing to accept responsibility and the cases are appropriate
- Trains Judicial Process Advisors to assist students going through the conduct system
- Offers training to and coordinates the Faculty-Student Conduct Committee

BY THE NUMBERS



58%

Percent of reported academic violations; 42% were behavioral

186

Findings of responsibility

243

Sanctions assigned

3

Repeat offenders



MultiCultural Center

PROGRAM HIGHLIGHTS

PUSHING FORWARD SOCIAL JUSTICE CONFERENCE

One-day conference where students explore social justice and interact with practitioners and scholars in a series of presentations and workshops

MCC COUNCIL

Student-led council that addresses issues important to marginalized communities on campus and encourages cross-cultural collaboration

RACE MATTERS SERIES

Interactive, intimate workshops designed to increase understanding of both racial differences and commonalities

MCC IN IV

Free open-mic, spoken word, and hip-hop events in Isla Vista

INTERFAITH SERIES

Leaders in interfaith dialogue and advocacy highlight religious diversity and promote cross-cultural understanding

CUP OF CULTURE

Weekly film series presenting documentaries and films addressing issues of diversity and marginalization

DIVERSITY LECTURE

Conversations to promote awareness and heighten sensitivity regarding diversity issues on campus and in the community

[Mission & History]

In 1987, the MultiCultural Center (MCC) was created in response to the demands of students who were, at the time, severely underrepresented at UCSB. The MCC now strives to promote a sense of belonging among students of color, international students, and gay, lesbian, and bisexual students; works to facilitate the retention and recruitment of students of color; and works and to combat institutional racism and ethnocentrism through educational programming and empowering, validating events. The MCC has grown tremendously over the years, from being housed in a one-room temporary building to now having a spacious lounge, meeting room, and 154-seat theater for students to relax, host events, and organize.

SERVICES & POINTS OF PRIDE



Photo by Otha Cole

EDUCATIONAL PROGRAMMING

- Provides out-of-class learning opportunities on racial equity; promotes student-led cultural and advocacy events; offers specialized workshops addressing power, privilege, and identity
- Hosts free or low-cost events for students, with more than 8,000 in attendance at 65 events in 2013-2014
- Uses a variety of mediums to promote diversity, including art, films, lectures and presentations, poetry, performance art, and theater
- Partners with faculty to enhance curriculum for 50-plus classes per year

STUDENT SERVICES AND SUPPORT

- Warm and validating space for marginalized communities
- Space for students to study, relax, organize, and host culturally diverse events; 10,193 students attended student-led events in 2013-2014
- Events for students from diverse backgrounds to meet and promote the building of cross-cultural relationships
- Funding and co-sponsorship for 16 student-led cultural events in 2013-2014
- Association with 65 culturally affiliated student groups
- Six Isla Vista outreach events for 300 participants in 2013-2014

Orientation Programs



[Mission]

The mission of Orientation Programs is to provide continuing services and assistance that will aid new students in their transition to the institution, expose new students to the broad educational opportunities of the institution, and integrate new students into the life of the institution.

[History]

Orientation Programs has been a part of the Student Affairs division for 30 years. As the incoming classes have grown, so have the number of Orientation sessions offered and the number of student and professional staff who work to make the program happen.

SERVICES

- New Student Orientation for Freshmen and Parents (12 two-day sessions, June-August)
- New Student Orientation for Transfer Students and Families (four one-day sessions, August)
- Fall Orientation (one-day program, September/Week of Welcome)
- Support for New Grad Student Orientation (one-day program, September/Week of Welcome)
- Selection and training of 31 student staffers (year-round)
- Gaucho Parents website and Gaucho Parents email response (year-round)
- Staffing and funding collaboration for Gaucho FYI program (fall)



2013 Orientation Staff. Photo by Dave Palmer

BY THE NUMBERS

89%

Percent of students who felt that Orientation staff's campus knowledge was outstanding or very good

90%

Percent of parent participants who agreed that they felt more at ease about their student coming to UCSB after attending Orientation

8,690

Number of participants served during the 2013 Orientation Program

70%

Percent of students who strongly agreed that they were excited about coming to UCSB *after* Orientation, compared to 47% of students who strongly agreed that they were excited about coming to UCSB *before* Orientation

94%

Number of parent participants who agreed that Orientation met their needs and was worthwhile to attend

Department of Recreation

FACILITIES & PROGRAMS

RECREATIONAL FACILITIES:

- Recreation Center
- Events Center
- Harder Stadium
- Robertson Gymnasium
- Tennis Courts (20)
- Storke Field
- Sand Volleyball Courts (2)
- RecCen All-Weather Turf Fields
- Campus Pool
- Santa Barbara Harbor Sailing Facility
- Softball Stadium
- Caesar Uyesaka Baseball Stadium
- Cachuma Lake Rowing Facility

RECREATIONAL PROGRAMS:

- **Sports:** 23 sport clubs with more than 950 athletes; 16 intramural sports with more than 10,450 participants; 65 Adventure Programs serving over 8,000 participants; 3,813 athletic training room visits
- **Summer Camps:** Summer Day Camp; Junior Lifeguards; Surf & Kayak Camp; Private Summer Camps (Jordan Camp, Kobe Camp, ICA camps, etc.); swim lessons
- US passport processing services
- Fun & Fitness Festival
- Gaucho Pulse health and wellness programs
- Gaucho R.E.C. (formerly *Leisure Review*)
- SMERF (Student Medical Emergency Fund): more than \$100,000 awarded to 42 students

[Mission]

The Department of Recreation at UC Santa Barbara is committed to creating a healthy and welcoming campus environment for all students, faculty, staff, and community members. The department seeks to promote an active, balanced lifestyle that contributes to the development of the social, emotional and physical skills essential to long-term health and well being. Quality and innovation are guiding principles in all programming and student development efforts. We strive to be an industry leader in environmental conservation and sustainability.

[History]

- 1964** — Creation of first Recreation Program
- 1967** — Publication of first *Leisure Review* issue (formerly the *Leisure Scene*)
- 1981** — UCSB Summer Day Camp launches
- 1985** — Wellness Institute becomes first in UC System
- 1995** — RecCen I opens its doors; Recreation implements strategic decisions for an environmentally sustainable future; and lighting is installed at Rob Field, allowing for increased programming hours
- 2005** — RecCen II (MAC) opens, and the Student Medical Emergency Relief Fund (SMERF) is founded
- 2007** — Leadership for Young Women through Sports Internship is created in memory of Kendra Chiota Payne
- 2008** — A photovoltaic solar array is installed, supplying more than 80% of RecCen II's electricity from the sun. Recreation Center is awarded LEED EB Silver Certification by US Green Building Council
- 2013** — Recreation Center is awarded LEED EB Gold certification; the "Flip the Switch" referendum campaign is approved by students

BY THE NUMBERS

800,000

Visits to the RecCen annually (including 80% of the student body)

65

Adventure Programs serving more than 8,000 participants annually

680

Number of student employee positions

70

Number of Sport Club national championships since 1985 (most in nation)

Office of the Registrar

[Mission]

The Office of the Registrar establishes and maintains the academic records of the university and provides students with the enrollment services necessary to attain their educational goals. We support the mission of the university by providing accurate, responsive, and respectful service through the continual development of our staff, policies, procedures, and technology.

[History]

Over the past few decades, the business of the Office of the Registrar has changed dramatically, as processes that were historically done by hand, such as course registration, student record maintenance, and degree clearance, have become largely automated. This has shifted the Registrar's role from a custodian of physical records to a data steward and technology leader. The Registrar's unique position within the university, skirting the student services, administrative, and academic functions, makes it well situated to lead the development of campus systems that cross these functional boundaries, thus allowing more timely and accurate information to get into the hands of those who need it, and enabling efficiency gains, improved service delivery, and, ultimately, better student outcomes.

SERVICES

- Maintenance and enhancement of student systems (e.g., Gaucho Online Data, eGrades, Academic Advising Assistant, Integrated Student Information System, Degree Audit, Exception Workflow, Minimum Cumulative Progress System, Public Course Search, Public Verifications, etc.)
- Course registration and enrollment (pass times, registration priority, pre-requisites, course limits, deadlines, approval codes, etc.)
- Records maintenance (grades, degrees, majors, honors, probation, course information, etc.)
- Undergraduate degree clearance
- Enforcement of Senate, college, university, UC Office of the President, state, and federal policies
- Petition processing
- Residency determinations
- Fee assessment
- Veterans benefits
- Special program administration (Intersegmental Cross-Enrollment, Inter-Campus Visitors, UC Online Education, Simultaneous Enrollment)
- Grade collection and processing
- Transcript processing
- Enrollment and degree verifications
- Classroom management and scheduling
- FERPA (privacy of student information) stewardship
- Academic calendar maintenance
- Course approval processing
- General Catalog publication
- **UCSB Answers**, a robust campus knowledgebase system with answers to hundreds of common questions on a wide variety of topics, including registration, admission, campus resources, housing, and financial aid

BY THE NUMBERS

30K+

Number of student inquiries received by phone and email in 2013

1,010:1

Ratio of students to Registrar staff

29K+

Number of transcripts and enrollment verifications printed by the Registrar's office

7,828

Number of degrees conferred

22,383

Number of courses scheduled

1,447

Number of course approvals processed

GAUCHOS GRADUATE

Since 2007, when students could begin running degree audits and tracking their progress, the percent of non-graduates has declined.

	Student-Run Degree Audits	Percent of Non-Graduates
2005	0	16.63%
2007	1,510	15.33%
2009	31,086	13.59%
2011	40,478	11.93%
2013	44,644	8.74%



Courtesy photo

TESTIMONIAL

"I would not be the student, community member, and person I am today without the experiences and life values I have learned from working at the Daily Nexus. As a nationally acclaimed, independently run student newspaper dedicated to producing meaningful and timely news and editorial content for the UCSB community and beyond, there is truly no other place on campus where I have felt my intellect, work ethic, creativity, communication skills, and empathy flourish not only for my own personal growth, but also for the betterment of my community. Along with allowing student staff members to hone critical thinking skills, communication skills, and writing skills, the Nexus fosters a desire within participating students to become agents of positive, progressive change in the UCSB community and in the world."

— **Carissa Quiambao**, incoming *Daily Nexus* editor-in-chief

[Mission]

The *Daily Nexus* is the student-run press of the UC Santa Barbara campus, and as such, we, the editors, place the interests and needs of the campus community above all else, and seek to provide meaningful and essential news, editorial and feature coverage to our readers. We feel that it is more than just a privilege to publish a student newspaper, but a duty demanded by a democratic society; thus we carry out our duty to the best of our abilities, following the high standards of professionalism as outlined in the American Society of Newspaper Editors' Statement of Principles. Additionally, in alignment with the changing technological demands of the 21st Century, we strive to produce accurate and engaging online content in a fashion that allows for more reach, engagement, and accessibility to student readers.

[History]

Since the 1930s, the *Nexus* — under various other names — has been keeping tabs on UC Santa Barbara and the surrounding communities, breaking several noteworthy stories such as the 1986 exposé of Chancellor Robert Huttenback for his misappropriation of UC funds and the thorough and up-to-date coverage of the May 23, 2014, Isla Vista tragedy, which gained the publication mentions in national and international media. The *Daily Nexus* name was coined by the paper's 1970-1971 editorial board in the wake of the 1970 Bank of America burning in Isla Vista, taken from a quote attributed to Robert Maynard Hutchins: "A free press is the nexus of any democracy."



POINTS OF PRIDE

- During the 2013-2014 academic year, the UC Santa Barbara community experienced a number of tumultuous events, for which the *Nexus* provided top-of-the-line coverage. This past year, the *Nexus* produced breaking news stories involving the meningitis outbreak and Isla Vista's Deltopia riots and received recognition for its coverage of the Isla Vista tragedy.
- The *Nexus* placed ninth on *The Princeton Review's* list of "Best College Newspapers" for the second year in a row in 2013, and continues to be the only newspaper produced by a UC campus to make the list. Several editors and stories were also recognized during the 2013 California College Media Association awards, placing in categories such as Best Feature Story, Best Personal Opinion Column, and Best Back to School/Orientation Issue.

BY THE NUMBERS

136

Number of UCSB students employed by the *Nexus*

2.4K

Number of Facebook followers

2.9K

Number of Twitter followers

Student Academic Support Services

[Mission & History]

Student Academic Support Services (SASS) was established in 1998 to promote the academic success and retention of UCSB students. Departments under SASS include Campus Learning Assistance Services, Disabled Students Program, Early Childhood Care & Education Services, and the Educational Opportunity Program.

Assessment Initiative



The Student Affairs Assessment Team (SAAT) was convened in 2014 after a year-long pilot assessment program initiated by the Student Academic Support Services cluster. SAAT's goal was to formally launch the Division of Student Affairs' Assessment Initiative and build capacity for a consistent level of assessment competency across all 27 divisional departments. Training, a professional development assessment-themed "Community of Practice," and the implementation of an assessment activity (this annual report) serve as the foundation of a comprehensive assessment effort and communication plan for Student Affairs. See page 10 for a summary of the Assessment Initiative's action research study, "Assessment in Action."



NASPA Undergraduate Fellow Program

[Mission]

Participating with the National Association of Student Personnel Administrators, the Division of Student Affairs and Housing & Residential Services have collaborated for five years to encourage the career development and graduate school attendance of underrepresented students aspiring to a career in higher education or student affairs.

POINT OF PRIDE

UCSB is one of a handful of universities across the nation that offer a campus-based NUFP cohort model. All fellows and mentors meet regularly for mentorship, graduate school preparation, and career and research skill-building activities. UCSB NUFP alumni have pursued graduate degrees in higher education and student affairs-related programs and are now employed at Loyola Maryland, Mount Holyoke College, School of the Art Institute of Chicago, UCSD, UCSB, USC, University of Hawaii, Manoa, and the University of Vermont. In addition, one alum is studying as a Fulbright Scholar and one is a Peace Corps volunteer.

Dream Scholars Resource Team



[Mission & History]

The Dream Scholars Resource Team's mission is to develop an awareness and understanding of the experiences of undocumented and AB 540-eligible students and to develop campus responses and processes to address their needs related to persistence, retention, and graduation.

POINT OF PRIDE

The Dream Scholars Resource Team consists of staff and faculty representatives from 16 departments and student representatives from Improving Dreams, Equality, Access, and Success (I.D.E.A.S.). This past year was spent in assessment and program development with IDEAS students and on their advocacy efforts with the campus and the UC Office of the President. The result of these efforts for campus was the development of an undocumented student services coordinator position, support and outreach programs, and financial aid for undocumented students. The result for the UC system was a formal network of support, advocacy, and training.



[Mission]

UC Santa Barbara strives to create a safe, healthy, and learning-conducive environment through the promotion of healthy choices concerning the use of alcohol, tobacco, and other drugs. UCSB's Alcohol & Drug Program (ADP), under the auspices of Student Health, emphasizes the elimination of harmful substance use, high-risk behavior, and related violence.

[History]

In 1979 then-Vice Chancellor Edward Birch recommended the development of an Alcohol Task Force to assess the nature and degree of alcohol use by UCSB students. As a result, in the fall of 1980, the campus established an Alcohol Awareness Program (now known as the Alcohol & Drug Program), one of the first of its kind in the UC system and the nation.

POINTS OF PRIDE

- Programs include the **Call it Quits** tobacco-cessation program, the **Gauchos for Recovery** program (first recovery services in the UC), the **Just Call 911** campaign, and **Mindfulness Meditation**
- In 2014, 97% of students in ADP education programs reported using techniques they learned to reduce the risk of blacking out.
- All new undergraduates are required to complete and pass (in AlcoholEdu for College) an online, science-based alcohol abuse and sexual-violence-prevention course.
- New students participate in **GaUCHO FYI** to learn to manage risk and stress and maintain health and well-being.

[Mission]

Student Health Service (SHS) provides:

- High-quality and accessible health care
- Preventative and public health services for the entire campus
- Student-focused and convenient patient care
- Respect and celebration of campus diversity
- Campus-wide collaboration promoting health and student success

[History]

Student Health Service has been a part of UCSB since the early 1960s. It was originally housed in an old barracks building (where the Life Sciences Building is currently located) that was part of an army base used during World War II. Originally, SHS had a 24-hour overnight unit as well as daytime office hours. SHS moved to its "new" (current) location in 1970. Today, SHS is a fully accredited outpatient medical clinic, which includes the campus Alcohol & Drug Program. All UCSB students can be seen, either by walking in or by making an appointment ahead of time.

SERVICES

Advice Nurses – Alcohol & Drug Program – Dental Care – Dermatology – Eye Care – Health Education and Counseling – Immunizations – Laboratory – Massage – Minor Surgery – Nutrition – Orthopedics – Patient Advocate – Pharmacy – Physical Therapy – Primary Care – Psychiatry – Social Work – Travel Medicine – Urgent Care – Women's Health – X-Ray – and more

POINTS OF PRIDE

- Fully accredited by the AAAHC (Accreditation Association for Ambulatory Health Care)
- Continuous quality improvement activities to stay current and incorporate new developments
- Cutting-edge electronic medical records system, allowing online appointments and private email communications
- Extensive medical services convenient for students, to help minimize absences from classes

BY THE NUMBERS

17K+

Number of meningitis B vaccines given in 2014

68,756

Number of patient appointments in 2014

10K+

Number of urgent-care appointments

Student Information Systems & Technology



[Mission]

Student Information Systems & Technology's (SIS&T) mission is to support Student Affairs in serving UC Santa Barbara students by providing innovative and effective information systems and technology services. Through a team process, SIS&T develops and implements campus-wide technology solutions for staff, faculty, and students.

[History]

SIS&T (formerly Student Information Systems) was established in 1994 to address the rapidly developing distributed and networked computing environment that was evolving in an ad hoc fashion; to create and provide services for all units regardless of their relative resources; and to implement business-process automation to improve and transform services for student, staff, faculty, and community clients. In 2010, SIS&T also began supporting the Graduate Division.

TESTIMONIAL

"SIS&T is our most important business partner. The technology needs of the campus community are constantly evolving, and without their talented developers, we would never be able to keep pace with the demand. Students expect enrolling in courses to be as easy as shopping on Amazon, and faculty want user-friendly course-management tools. SIS&T often exceeds our customers' expectations."

— Leesa Beck, University Registrar

SERVICES

Guided by short- and long-term campus needs, SIS&T provided support and enhancements during 2013-2014 to more than 100 information systems and web applications, implemented new information systems, and provided technical project-management leadership for Student Affairs and the Graduate Division. Below are major projects for the year:

■ Integrated Student Information Systems (iSIS):

■ **Phase 2: Stabilization** (from February 2013-February 2014) focused on monitoring performance and resolving issues that arose during the 2013-2014 academic cycle.

■ **Phase 3: Modernization** (began in March 2014) is currently focusing on developing and implementing services, components, and application infrastructure critical to the success of student-service systems.

■ **Student Financial System (SFS):** Legacy undergraduate and graduate financial aid and awards systems are being replaced with ProSAM, a vendor solution from Sigma Systems.

■ **Course waitlist:** This new system

allows students to add themselves to a waitlist for a course that has reached maximum enrollment; students are automatically added when additional spaces open up.

■ **Meningitis vaccination clinics:** In consultation with Student Health staff, SIS&T designed the layout and configuration for ad hoc clinics, provided labor and technical support, and generated reports for the Centers for Disease Control and Prevention (CDC); 17,556 vaccinations were provided to students.

■ **Sitefinity Web Content Management System (CMS):** CMS implementation has allowed web managers to maintain responsive, mobile-friendly websites in a timely manner.

■ **Web application infrastructure Project:** This series of initiatives

will upgrade the Microsoft-based distributed-hosting environment for web applications and services (web farm) components to the latest versions, add infrastructure components to meet applications' new technical needs, and improve the overall manageability and stability of web-based systems.

■ **Automation of the fellowship competition process for graduate student recruitment:** An online system replaced US mail-based notifications with electronic letters, eliminating delays and improving response rates during the annual recruitment process in which millions of dollars in support is awarded to top applications for graduate education at UCSB.

■ **Additional support:** data services; security, server and network infrastructure; Helpdesk user support.



Office of Student Life

SERVICES & PROGRAMS

- **Campus Organizations:** Registration, accounting, space reservations, advising, workshops, campus orgs fairs, CommUnity Grants, After Dark, and Student-Initiated Outreach Programs
- **Fraternities & Sororities:** Registration of chapters and councils, campus relationships with regional/national bodies, oversight of recruitment processes, advising of councils, educational workshops (e.g., sexual assault prevention, hazing, etc.), Greek Counseling Peer Program, Greek Week, Greek Awards, and development and implementation of conduct standards
- **Leadership Development:** Leadership certification program, quarterly workshops, The Leadership Challenge® Workshop, Ed 173 — Intro to Leadership Development, Leadership Education and Action Program (LEAP), Leadership Dinners, Student Leader Retreat and Conference, Leadership & Activities Awards, and organizational and individual consulting
- **Veterans and Military Student Services:** The Veterans Resource Center

VALUES

Service * Diversity
 Flexibility * Teamwork
 Integrity

[Mission]

The Office of Student Life (OSL) promotes undergraduate and graduate student engagement and development through co-curricular programs and services, including campus organizations, fraternities and sororities, and leadership development. OSL serves primarily as a liaison between the student body and the administration and maintains an “open door” to listen to, and address, students’ questions, concerns, and ideas. Furthermore, we encourage a set of community standards that affirms both the right of freedom of expression within our community and the campus commitment to the highest standards of civility and decency towards all. We champion student perspectives, initiatives, organizations, and events. We seek to encourage widespread student involvement in campus life. We believe that student activities play an integral role in student retention and success, and provide opportunities for human development.

[History]

The Office of Student Life started out at UCSB as the Campus Activities Center (CAC) — a part of Student Affairs but originally located in the University Center. The department’s duties were similar to today’s: advising registered campus organizations, overseeing fraternities and sororities, and providing leadership development opportunities.

In 1997, the Campus Activities Center and the Dean of Students Office merged to become the Office of Student Life (OSL) located in the then-new Student Affairs/Administrative Services Building (SAASB).

In 2007, OSL moved to the Student Resource Building (SRB), where it is now co-located in the Student Life Suite (2nd floor) with Student Mental Health Coordination Services and First-Year & Graduate Student Initiatives as well as Judicial Affairs and the Dean of Students Office.

TESTIMONIAL

“The Office of Student Life provided me with many opportunities to grow over the four years I attended UC Santa Barbara. It offered me the opportunity to be a leader in our amazing community and ... most importantly, the Office of Student Life offered me a support system. Through the help of the staff and other students, I always felt as if my ideas and dreams were possible, and that they would stop at nothing to help me achieve them. I owe a lot of who I have become to this fantastic department.”

— **Kyley Scarlet, Class of 2014**



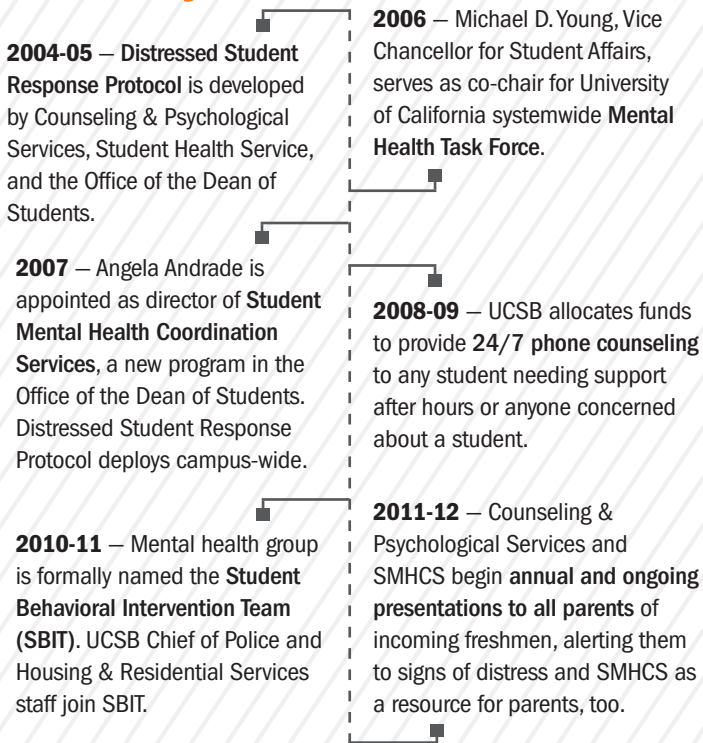
Courtesy photo

Student Mental Health Coordination Services

[Mission]

Student Mental Health Coordination Services is a readily accessible single point of contact for staff, faculty, and students who are concerned about a distressed student. The coordinators will consult about a student, provide referrals to campus departments, develop action plans, and follow up with students, staff, and faculty as appropriate.

[History]



Student Behavioral Intervention Team

The Student Behavioral Intervention Team (SBIT) is a multi-disciplinary group of professionals who work to improve the health and safety of the campus community while supporting students' ability to achieve academic goals. The SBIT is committed to early identification of students who exhibit distress, disruptive behavior, and/or require a high level of campus intervention. For identified students, the SBIT determines appropriate interventions, develops individualized response plans, and connects students to campus and community services. The SBIT meets weekly to discuss the most concerning student cases reported to SMHCS.

SERVICES

Student Mental Health Coordination Services (SMHCS) functions as a single point of collection for concerns about students in distress and, in doing so, is able to construct a holistic picture of how a referred student is functioning. SMHCS represents civilian authorities who operate outside medical/therapeutic confidentiality bounds and can share information and intervene early with students through a proactive approach. This unique model has proved particularly helpful as SMHCS staff respond to issues and concerns reported by roommates, staff, teaching assistants, faculty, and parents.

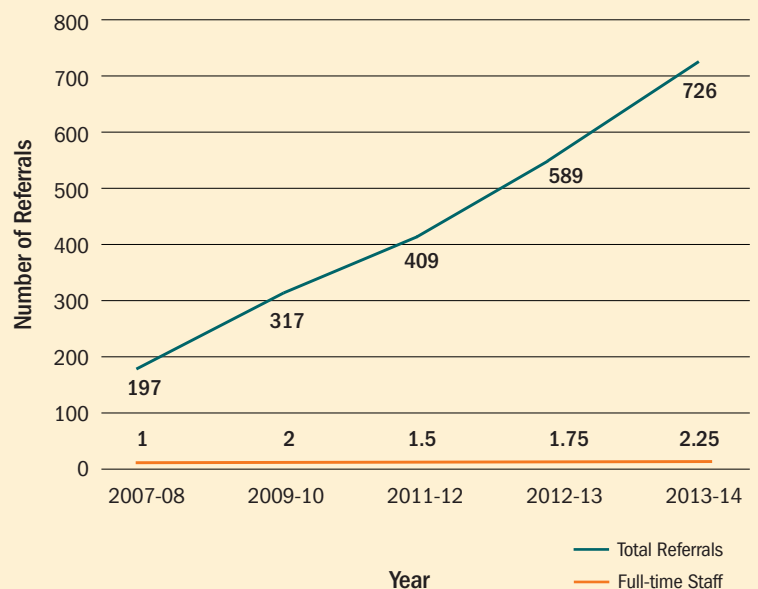


Photo courtesy of Tony Maestres

The Student Mental Health Coordination team is, from left, Lisa Smith, Marisa Huston, Angela Andrade, Ryan Sims, and Tracy Gillette.

BY THE NUMBERS

SMHCS Annual Referrals and Staffing Levels



Office of the Vice Chancellor for Student Affairs

SERVICES

The Office of the Vice Chancellor for Student Affairs (VCSA) is the administrative head of the Division of Student Affairs. VCSA responsibilities include the following:

- Organizational leadership and management
- Resource planning and budgeting
- Strategic planning, capital planning and project oversight, emergency planning and response
- Development and oversight of divisional policies and procedures
- Development and oversight of sustainability initiatives (Net-Zero Plan)
- Student judicial affairs and conduct sanctioning and appeals
- Administration of the Student Grievance Procedure for discrimination and privacy rights violations
- Participation in and leadership of campus and UC systemwide task forces, committees, and work groups
- Development of and support for divisionwide professional development programs
- Communication, social media, public relations, community affairs
- **Reporting point for:**
 - Student Information Systems & Technology
 - Student Affairs' control points and divisional clusters
 - Associated Students administration
- **Liaison for the Division of Student Affairs to:**
 - The Chancellor's Office
 - Campus Senior Officers and their staffs
 - The Office of the President (UCOP)
 - UCOP General Counsel
 - Student Fee Advisory Committee
 - Associated Students (undergraduate student government)
 - Graduate Students Association (graduate student government)

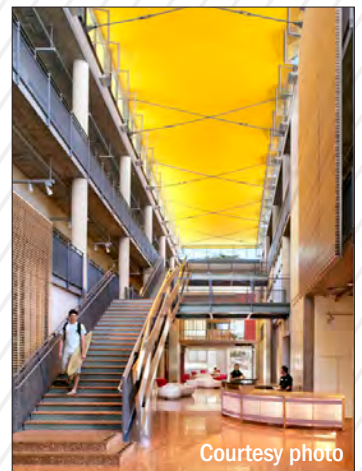
[Mission]

The mission of the Student Affairs Division is to anticipate, plan for, and respond to the needs of a diverse and changing student body by providing services and programs that promote physical and emotional well-being and foster intellectual and personal development. Divisional efforts to meet student needs are intended to create supportive and challenging living and learning environments and a sense of community essential to advancing the university's goals of excellence in education, research, and public service.

POINTS OF PRIDE



The Division of Student Affairs is implementing an aggressive sustainability plan to make all facilities energy independent (zero-net-energy users) by the end of 2020; we anticipate that millions of dollars in savings will be redirected to the co-curricular program in the future.



Just as we hoped, the design of the Student Resource Building (SRB) encourages casual interaction among students from diverse groups, and it attracts these students to a facility that also offers many of the campus's primary student services.



The Executive Team for the Student Affairs division is, from left, Rachel Arriaga, Lupe Navarro-Garcia, Don Lubach, Katya Armistead, Angela Andrade, Mike Miller, Leesa Beck, Michael D. Young, Mary Jacob, Claudine Michel, Allyn Fleming, Debbie Fleming, and Bill McTague.

Women's Center; Campus Advocacy, Resources & Education; Resource Center for Sexual & Gender Diversity; Non-traditional Student Resource Center

WOMEN, GENDER, & SEXUAL EQUITY

[Mission]

The Women, Gender, & Sexual Equity Department exists at UCSB to support students, faculty, and staff who might face some challenges due to their identity. We celebrate all identities and encourage people from all identities to get involved. Our department is made up of four distinct program areas: Women's Center Programs, Campus Advocacy Resources and Education (CARE), Non-Traditional Student Resource Center, and LGBT Resources/Resource Center for Sexual & Gender Diversity.

[Program Highlights]



women's center

Founded in 1975, the **Women's Center** mission is to educate, advocate for, and promote research on women and gender equity. **Services provided include:** preparing all students to recognize the ways in which gender is constructed and the diverse experiences of self-identified women and men so that they graduate with an understanding of how gender shapes our social world, and advocating for the needs of women and their allies while evaluating the climate for women and promoting the respectful exchange of ideas within our community. We encourage all to educate themselves on gender issues, promote gender equity, and seek community involvement.



Lesbian, Gay, Bisexual, and Transgender (LGBT) Resources and the Resource Center for Sexual & Gender Diversity (RCSGD) at UCSB are designed to provide a safe and supportive environment for all students, staff, and faculty, emphasizing resources for the lesbian, gay, bisexual, transgender, queer, intersex (LGBTQI) community, as well as allies and those who are questioning their sexual orientation and/or gender identity. **Program goals include:** providing spaces (physical, mental, emotional, and spiritual) that holistically support marginalized students and advocating for systemic change that creates services, policies, and procedures that are inclusive of sexual and gender diversity.



CAMPUS ADVOCACY RESOURCES & EDUCATION

The mission of the **Campus Advocacy, Resources & Education (CARE)** program is to anticipate and respond to the needs of students impacted by stalking, dating/domestic violence, and sexual assault by providing confidential advocacy and support. CARE also works collaboratively with students, faculty, and staff to educate the campus community about the vital role that each of us has in ending interpersonal violence at UCSB. **Services provided include:** hosting campus-wide educational programs, trainings and prevention education, and working with students who have been directly affected by interpersonal violence (as well as affected roommates and parents).



The **Non-traditional Student Resource Center (NTSRC)** is committed to serving all students coming from diverse backgrounds and life situations, including those who took time off before going to school, are transferring at an age older than most students, have families, or are re-entering. The Non-traditional Student Resource Center is a home for any students who are 25 years and older, students with dependents, or re-entering students. **Program goals include:** providing personal (housing, child care, etc.), academic, and professional resources to students and increasing outreach and student participation in NTSRC events and programs.

For more information



ACADEMIC INITIATIVES

<http://academics.sa.ucsb.edu>

OFFICE OF ADMISSIONS

www.admissions.ucsb.edu

[f](#)/UCSBAdmissions

[t](#)@UCSBAdmissions

[v](#)/UCSB4Me

[i](#)@UCSantaBarbara

ALCOHOL & DRUG PROGRAM

<http://alcohol.sa.ucsb.edu>

[f](#)/ucsbadp

ARTS & LECTURES

<http://artsandlectures.sa.ucsb.edu>

[f](#)/artsandlectures

[t](#)@artsandlectures

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ASSOCIATED STUDENTS

<http://flashback.as.ucsb.edu>

<http://www.as.ucsb.edu>

CAMPUS LEARNING ASSISTANCE SERVICES

[f](#)/ucsbclas

[t](#)@ucsbclas

[t](#)/ucsbclaswritinglab.tumblr.com

[t](#)/gauchoskills.tumblr.com

[p](#)/ucsbwritinglab

CAREER SERVICES

<http://career.sa.ucsb.edu>

[f](#)/ucsbcareer

[t](#)@ucsbcareer

[v](#)/ucsbcareer

[i](#)@gauchosgethired

[in](#)/groups/UCSB-Career-Services-3818691

[w](#)/ucsbcareerblog.wordpress.com

[e](#)/gauchosgethired.blogspot.com

COUNSELING & PSYCHOLOGICAL SERVICES

<http://caps.sa.ucsb.edu>

DEAN OF STUDENTS OFFICE

<http://studentlife.sa.ucsb.edu>

DISABLED STUDENTS PROGRAM

<http://dsp.sa.ucsb.edu>

DREAM SCHOLARS

<http://www.sa.ucsb.edu/DreamScholars>

EARLY ACADEMIC OUTREACH PROGRAM

<http://eao.sa.ucsb.edu>

EARLY CHILDHOOD CARE & EDUCATION SERVICES

<http://childrenscenter.sa.ucsb.edu>

EDUCATIONAL OPPORTUNITY PROGRAM

<http://eop.sa.ucsb.edu>

OFFICE OF FINANCIAL AID AND SCHOLARSHIPS

www.finaid.ucsb.edu

[f](#)/pages/UCSB-Office-of-Financial-Aid-and-Scholarships/172222159512873

[t](#)@UCSBFinaid

HEALTH & WELLNESS

<http://wellness.ucsb.edu/>

[f](#)/UCSBHealthWellness

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OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

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GRANTS & DEVELOPMENT

<http://sa.ucsb.edu/giving>

JUDICIAL AFFAIRS

<http://judicialaffairs.sa.ucsb.edu>

[f](#)/OfficeOfJudicialAffairs

MULTICULTURAL CENTER

<http://mcc.sa.ucsb.edu>

ORIENTATION PROGRAMS

www.sa.ucsb.edu/orientation

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DEPARTMENT OF RECREATION

www.recreation.ucsb.edu

www.gauchosplay.com

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STUDENT HEALTH SERVICE

<http://studenthealth.sa.ucsb.edu>

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STUDENT INFORMATION SYSTEMS & TECHNOLOGY

<http://sist.sa.ucsb.edu>

OFFICE OF STUDENT LIFE

<http://osl.sa.ucsb.edu> website

StudentLife@sa.ucsb.edu

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[t](#)@ucsbosl

STUDENT MENTAL HEALTH COORDINATION SERVICES

<http://www.sa.ucsb.edu/responding-to-distressed-students>

OFFICE OF THE VICE CHANCELLOR FOR STUDENT AFFAIRS

<http://sa.ucsb.edu>

[f](#)/ucsbofficeofVCSA

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WOMEN, GENDER & SEXUAL EQUITY

<http://wgse.sa.ucsb.edu/women>

UCSB CAMPUS ADVOCACY RESOURCES & EDUCATION:

<http://wgse.sa.ucsb.edu/care>

NON-TRADITIONAL STUDENT RESOURCE CENTER:

<http://wgse.sa.ucsb.edu/nontrad>

RESOURCE CENTER FOR SEXUAL & GENDER DIVERSITY:

<http://wgse.sa.ucsb.edu/sgd>

WOMEN'S CENTER: <http://wgse.sa.ucsb.edu/women/ucsbshs>

Conclusion

While this inaugural annual report highlights the Division of Student Affairs' history and mission, including a snapshot of current departmental and cluster efforts, it gives the reader only a glimpse of the activities and impact of the division's 605-plus staff in 27 departments. These pages cannot fully describe the dedication and student-centered spirit of Student Affairs leadership and staff, who – in the midst of providing day-to-day services and responding to multiple crises during one of the most trying years in campus history – also committed to implementing a new and challenging assessment activity, the completion of this inaugural report. Through the pages of this report, the reader will see quantitative and qualitative elements of our “story”: our dedication to student academic success; to engagement and development; to effective student operations, systems, and practices; to building an inclusive and welcoming community; and to developing leaders for the 21st Century.

Our sincerest thanks go to divisional leadership for providing us with the resources, trust, and enthusiasm that allowed us to first pilot and then implement divisionwide the Assessment Initiative. Convening the Student Affairs Assessment Team, providing the expertise of the CommCollab and Writers' Café teams, setting the tone from the top -- all of these made the first UCSB Division of Student Affairs Annual Report possible. This annual report is a tribute to the many hands and hearts across the division that touched each word, number, photo, and story and whose daily efforts illustrate with singleness of purpose that “work is love made visible” (Gibran). Thanks also to the staff in the Division of Student Affairs for all you do each and every day to develop and sustain the success and strength of the Gaucho spirit.

Yours in Assessment,

Student Affairs Assessment Team

Student Affairs Assessment Team 2013-2014

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