

**Undergraduate Student Experience and Satisfaction
Steering Committee Progress Report
Spring 2007**

By identifying areas of student discontent and by seeking solutions that would provide real as well as perceived improvements, we hope that we have provided findings, ideas and recommendations that will enhance student lives and enrich UCSD's future.

Report of the Undergraduate Student Experience and Satisfaction Committee
September 2005

This document is the second progress report on the campus response to the Undergraduate Student Experience and Satisfaction (USES) report issued in September, 2005. This progress report summarizes actions taken to date, ongoing efforts, and future plans for responding to the findings and recommendations featured in the report and improving the overall undergraduate experience at UC San Diego. A final progress report will be issued by the USES Steering Committee in April of 2008.

USES REPORT

The USES Committee was commissioned in January 2005 by then Acting Senior Vice Chancellor-Academic Affairs David Miller, Vice Chancellor-Student Affairs Joseph Watson, and Vice Chancellor-External Relations James Langley. The three vice chancellors charged the committee "...to evaluate the general nature and quality of undergraduate life at UCSD, both within and outside the classroom, and make recommendations on how to improve the quality of the undergraduate experience and student satisfaction." The committee, co-chaired by Sixth College Provost Gabriele Wienhausen and UCSD Alumnus Joseph Leventhal, consisted of 16 members, including eight students and representatives of the Alumni Association, Academic Affairs, the Academic Senate, and Student Affairs. In September 2005, the committee reported its findings and recommendations in the context of three key recommendations and nine guiding principles.

KEY RECOMMENDATIONS

- To Address the Need for a Greater Physical, Social, and Emotional Community
- To Build Strong Intellectual and Social Student-Faculty Connections
- To Create a Strong School Identity (Basking in Reflected Glory)

NINE PRINCIPLES

- Principle 1: Advancing Education through Curricular and Co-curricular Activities
- Principle 2: Supporting the Transition to Adulthood

- Principle 3: Valuing Students as Important Members and Stakeholders of the UCSD Community and Opening Avenues for Ongoing Interaction and Involvement with Alumni
- Principle 4: Building Pride through Promotion of the Institution’s Accomplishments
- Principle 5: Increasing Coordination, Integration, and Communication
- Principle 6: Cultivating Community Spirit and Fostering the Roles of On-Campus and Off-Campus Communities
- Principle 7: Recognizing the Importance of the Physical Environment of the Campus
- Principle 8: Focusing on Student Housing Options That Build Community
- Principle 9: Allowing Access to the University and its Neighborhoods

The report may be accessed at <http://studentresearch.ucsd.edu/satisfaction/>. The Steering Committee’s progress reports are also posted at this site.

USES STEERING COMMITTEE

In keeping with the urging of the USES Committee that its report be used to encourage wide discussion and collaboration among all segments of the campus community that will serve to inspire a campus culture reflective of the nine principles, the three charging vice chancellors formed a Steering Committee with representation from major campus constituencies to guide assessments and actions in response to the USES Committee findings and recommendations. For this second year, the membership of the Steering Committee was expanded to include a college provost, additional undergraduate students, and a graduate student, who is a UCSD alumnus. The members of the Steering Committee are:

- Provost Steven Adler, Earl Warren College
- Associate Vice Chancellor Mark Appelbaum, Academic Affairs
- Veronica Arbuckle, ASUCSD Representative
- Special Assistant Cynthia Davalos, Student Affairs
- Michael Hirshman, ASUCSD Representative
- Sydney Goldberg, ASUCSD Representative (stepped down)
- Franklin Matranga, ASUCSD Representative (stepped down)
- Associate Vice Chancellor David Miller, Academic Affairs
- Aaron Parker, GSA Representative
- Chair Henry Powell, Academic Senate
- Associate Vice Chancellor Stacie Spector, University Communications
- Jeremy Song, ASUCSD Representative
- Chris Sholley, ASUCSD Representative
- Associate Vice Chancellor Jeff Steindorf, Campus Planning
- Director John Valva, Alumni Relations
- Vice Chancellor Joseph Watson, Student Affairs (Chair)

COLLABORATIVE RESPONSE TO THE REPORT

The Steering Committee firmly believes that efforts to improve the quality of undergraduate student experiences and satisfaction, and ultimately the campus culture, at UCSD will be most effective and long-lasting if they are broad-based, collaborative, and engage the active interest of all campus constituencies—faculty, students, academic and nonacademic administrators, and staff. To ensure that each of the nine principles in the report and its associated findings and recommendations are actively addressed in a manner that is coordinated with current programs and activities, the nine principle areas were assigned to Steering Committee members as follows:

- Principle 1: Associate Vice Chancellor Mark Appelbaum, Academic Affairs
- Principle 2: Vice Chancellor Joseph Watson, Student Affairs
- Principle 3: Vice Chancellor Joseph Watson, Student Affairs
- Principle 4: Director John Valva, Alumni Relations/External Relations
- Principle 5: Vice Chancellor Joseph Watson, Student Affairs
- Principle 6: Vice Chancellor Joseph Watson, Student Affairs
- Principle 7: Vice Chancellor Joseph Watson, Student Affairs
- Principle 8: Vice Chancellor Joseph Watson, Student Affairs
- Principle 9: Associate Vice Chancellor Jeff Steindorf, Campus Planning

The intention of the assignments is to ensure that each principle has a proactive champion on the Steering Committee who will undertake initiatives to engage a breadth of constituencies to address each principle. To ensure communication and coordination, the Steering Committee meets monthly to review progress to date and discuss how best to collaborate in responding to the report.

CAMPUS ENGAGEMENT

The USES Steering Committee in its second year continued to act on the recommendation of the USES report to engage constituents and coordinate broad-based campus efforts in improving the undergraduate experience at UC San Diego. In September 2006, the Steering Committee reissued its May 2006 progress report and initiated steps to reintroduce the USES report to the campus and engage in discussions with several campus constituencies.

An important group to reach early was newly appointed senior campus administrators. Members of the Steering Committee met with the new Vice Chancellor of External Relations Keith Brant, Vice Chancellor for Research Arthur Ellis, Thurgood Marshall College Provost Allan Havis, Associate Dean of Graduate Studies Steven Cassedy (for Dean Kim Barrett), and Academic Senate Chair Henry Powell. The Steering Committee reviewed with the administrators the USES report, its significance to the campus, and the May 2006 progress report in order to brief them on what actions had already been taken and future plans for the coming year. Lastly, it encouraged the administrators to undertake actions and initiatives to enhance the undergraduate experience and report those efforts to the Steering Committee so that they may be shared with the entire campus community.

Early in the fall quarter, the Steering Committee also invited *The Guardian* editorial board to a luncheon to discuss the purpose and efforts of the committee. The committee encouraged open communication on the status of recommendations outlined in the USES report, welcomed comments and feedback, and encouraged the editorial board to cover the topic.

The Associated Students representatives on the Steering Committee initiated a meeting with the AS Council and the Steering Committee. This meeting provided excellent communications and sharing of ideas and the plans of both groups. The Associated Students allocated monies from their budget for funding specific activities and initiatives related to recommendations in the USES report. Additionally, to ensure that the Steering Committee focus, agendas, and meeting structure were responsive to student concerns and interest, Vice Chancellor Watson and Special Assistant Davalos met with the Steering Committee student members, AS President Harry Khanna, and GSA President Garo Bournoutian.

Regular visits by Vice Chancellor Watson to the college student councils provided opportunities for discussion and progress updates on the USES report and the work of the Steering Committee. Members of the Steering Committee joined Vice Chancellor Watson in discussions with the Sixth and Warren College Councils.

Noting the recommendation of the original USES committee that “the act of reaching out to members of the community – i.e., engaging them in a dialogue and asking for their opinions – has, in itself, the potential to affect the campus climate positively,” the Steering Committee welcomed the opportunity to meet with campus groups impacted by or concerned with issues presented in the report.

One such meeting was with the UCSD Chicano/Latino Concilio, an advocacy group comprised of students, staff, and faculty. The Concilio and members of the student organization MEChA presented a list of preliminary recommendations to address critical issues related to students from historically underrepresented communities and campus climate, culture, image, and branding.

A recommendation of the Concilio was the fast-tracking of a public arts initiative to create installations of art that represent the histories and cultures of historically underrepresented communities and to ensure that relevant groups associated with these communities be involved in their planning and execution. As Chair of the Steering Committee, Vice Chancellor Watson wrote to Chancellor Fox to express the Steering Committee’s endorsement of the Concilio’s recommendation and propose that the campus quickly establish procedures to increase the number of public art pieces installed on the campus that give creative voice to the spirit of diversity that UCSD wishes to convey to both the campus and external communities.

In response to another recommendation of the Concilio, Vice Chancellor Watson wrote to the vice chancellors and the AS and GSA presidents, reminding them of the

recommendation in the May 2006 Progress Report that in order “to expand student participation in campus affairs, all vice chancellors are encouraged to promote within their areas the involvement of students on workgroups and advisory and search committees wherever permissible.” The Steering Committee requested that special emphasis be placed upon the need to seek representation and opinions from the broad diversity within the UCSD student body. Of particular concern was the clear need for racial and ethnic diversity, and the inclusion of underrepresented students, both with respect to their service on committees and consideration of their views and perspectives.

The Steering Committee believes that the college resident deans are a critical voice and partner in enhancing the undergraduate student experience at UCSD. Although they were not interviewed for the original report, it was felt that their views and ideas would be valuable to the work of the Steering Committee. Five of the six resident deans attended a Steering Committee meeting. The meeting provided an informative discussion and generated ideas on issues ranging from the adequacy of evening and weekend programming and student life and wellness in triple occupancy rooms to the safety of residents, the security of the facilities, and the Resident Security Officers Program.

Because of their influence on prospective and new student perceptions and expectations of student life at UCSD, members of the Steering Committee participated in campus tours and met with the Assistant Vice Chancellor-Admissions and Enrollment Services Mae Brown. The discussion examined in some depth the messages communicated to potential students about student life at UCSD as portrayed in publications and tour presentations. The Steering Committee was pleased to see that recommendations presented in the USES Report had been implemented in the new version of the Campus Tours Manual. The committee stressed the importance of accurately communicating the undergraduate experience at UCSD to future students so that their expectations would more closely match perceived and actual student life. The Steering Committee agreed that an important message to communicate is that it takes a self-motivated and proactive student to make his or her experience at UCSD be all it can be in spite of the high level of programming and resources for students currently in existence. More information on additional progress made by Admissions and Enrollment Services is listed under the corresponding Principles 4 and 5.

The Steering Committee also accommodated requests from campus units to brief the committee on ongoing initiatives and projects related to the USES report. In February, Associate Vice Chancellor-Student Affairs Edward Spriggs and Assistant Vice Chancellor-Student Life Gary Ratcliff reported on the Price Center Expansion, the “downtown” development of the University Center/Sixth College Neighborhood, and the critical need for a parking structure at Gilman and Myers. Information on the progress of these initiatives is contained under the corresponding principle 7.

The USESSteeringCommittee@ucsd.edu email account created following the issuance of the May 2006 progress report, continues to receive inquiries from students and faculty concerning the USES report and the work of the Steering Committee. When the Steering Committee reissued its progress report in September 2006, emails were received from

students across the campus on issues ranging from health and wellness, campus spirit, alcohol at campus events, housing for transfer and continuing students, Greek life, student/faculty interactions, and parking and transportation. All of the emails were forwarded to the appropriate campus unit for their information and response and reported to the Steering Committee.

ACTIONS ON PRINCIPLES, FINDINGS, AND RECOMMENDATIONS

The Steering Committee considers the three key recommendations in the USES Report and each of the nine principles as goals that can serve as effective means to enhance the quality of student experience and satisfaction at UCSD. During its first year, the Steering Committee evaluated the findings and each of the recommendations in the USES report for appropriate actions ranging from immediate implementation, as proposed, to further evaluation and consideration of alternatives. Additionally, the committee decided that, wherever possible, immediate actions would be taken in order to make some immediate progress—no matter how small—in order to demonstrate a commitment to improving student life at UCSD. In its second year, the Steering Committee expanded its action plan to include long-range and large-scale actions that would have long-term positive impacts on student life.

Before describing the actions taken to date to improve student life and satisfaction with respect to each of the nine principles, the committee wishes to request that the campus give priority to two matters that would have major positive impacts on the vitality and quality of student life at UCSD.

Request for Campuswide Actions

The Committee requests campus actions on two matters: (1) Undergraduate On-Campus Housing and (2) Parking Structure at Gilman and Myers.

1) Undergraduate On-Campus Housing:

Principle 8 of the USES report recommends that on-campus housing be a top priority of the campus. Specifically the report requests housing for transfer students and construction of the additional housing capacity needed to offer four years of guaranteed housing to all students. The North Campus Housing Project Phase I, designed to house 1,000 transfer students, is scheduled for groundbreaking in Summer 2007 and occupancy in 2009. Additionally, the campus has completed initial planning for North Campus Housing Project Phase II and Revelle and Muir Colleges In-Fill Projects and received UCOP and Regents approval to advance formal planning for all three projects in spring 2007 for occupancy in 2011. The completion of these four projects would raise the number of undergraduate bed spaces from 6,812 to 9,638 and provide on-campus housing equivalent to 44% of the projected undergraduate enrollment of 21,750 in 2011. Thus, current undergraduate housing projects leave the campus more than 1200 beds short of the Campus Long-Range Plan goal of housing at least 50% of all undergraduates on campus.

Consequently, the Steering Committee requests that UCSD's Physical Planning office be advised to identify potential sites, capacity estimates, and a timetable for additional undergraduate housing, beyond the projects being proposed for near-term planning and development in order to (1) provide the additional capacity needed to house at least 50% of the undergraduates on campus and (2) offer each new freshman a guarantee of at least three years and each transfer a guarantee of at least two years of on-campus housing. No other identifiable action by the campus can have a greater positive impact on the quality and vitality of undergraduate student life and satisfaction, as well as students' academic success and progress toward graduation, than having all UCSD undergraduates living on campus for several years.

2) Gilman/Myers Parking Structure:

With the completion of the Student Services Center and the expansion of the Price Center—two major facilities designed specifically to serve and attract current and potential students and their families, as well as members of the public and alumni and friends—the accessibility of nearby parking becomes a critical factor in determining how positively the campus is experienced and perceived. The Sixth College/University Center master plan recognizes the area as a high-density neighborhood attracting large numbers of individuals and vehicles both during the day and night and, therefore, requiring a second parking structure at Gilman and Myers. The USES Report Principle 9 specifically recommends the construction of additional parking structures, particularly to serve commuter students so that they can conveniently participate in campus activities and events and feel fully part of the campus. Informal surveys indicate that off-campus students are more likely to return to campus for evening events and programs in the Price Center if nearby parking is available. Similarly, customers of the Bookstore, off-campus employers, and visitors and friends of the university are more likely to have a positive experience and return to the campus if they can easily find nearby parking.

The Steering Committee therefore requests that the campus consult accordingly with the Transportation Policy Committee with regard to facilitating planning and construction of the proposed Gilman/Myers Parking Structure.

Selected Examples

To illustrate the broad range of actions taken to treat students as lifelong members of the campus community and improve the quality and vitality of student life, several examples follow:

- In response to proposals from the Associated Students leadership for an expanded student role in the governance of student fee-funded facilities, the charters of the University Centers Advisory Board (UCAB) and the Athletics, Recreation, and Sports Facilities Advisory Board (ARSFAB) were revised to provide greater Board engagement with respect to budgets, fees, major capital improvements, and the hiring and evaluations of directors.

- This year, students were presented with a defining opportunity to influence the culture of the campus and the role of athletics in campus life. With the encouragement of the Academic Senate, the Associated Students (ASUCSD) conducted a Special Election during the Winter Quarter 2007 on a referendum to increase the Intercollegiate Athletics fee. A record 42% of the undergraduate student body turned out to vote on and pass the referendum by a 54% to 46% margin. The fee increase will provide Intercollegiate Athletics with sufficient funding to maintain a broad-based program of 23 teams and to comply with the NCAA Division II grants-in-aid requirements. A portion of the fee increase will be allocated to and administered by the Campus Recreation Sports Program. The Steering Committee considers this strong vote of the students a clear and positive response to many of the recommendations in the USES Report, particularly those related to campus pride and greater support for Division II Athletics as discussed in Principle 4.

- In concluding its report, The USES Committee recommended "...the identification of benchmarks that will provide a sense of accomplishment and progress ..." in improving student life. The Steering Committee has tentatively identified such a set of benchmarks that it wishes to review with the campus before finalization as longitudinal measures of student satisfaction. The benchmarks fall into three categories:
 - i) Direct, mission-related indicators of satisfaction:
 - a) First- and second-year retention rates for new freshmen and transfer students.
 - b) Six- and four-year graduation rates for freshmen and transfer students, respectively.

 - ii) Real-time perceptions as measured by the University of California Undergraduate Experiences Survey (UCUES) data with the campus benchmarked against itself with 2005 (the year of the USES study) as the baseline:
 - a) I feel that I belong at this campus
 - b) Knowing what I know now, I would still choose to enroll at UCSD?
 - c) Satisfaction with overall academic experience
 - d) Satisfaction with overall social experience
 - e) Satisfaction with overall UCSD experience

 - iii) Reflective, post-hoc experiential indicators as measured by alumni surveyed at one-, three-, and five-year intervals:
 - a) Satisfaction with overall academic experience
 - b) Satisfaction with overall social experience
 - c) Satisfaction with overall UCSD experience

- d) How well did UCSD prepare you for graduate/professional school?
- e) How well did UCSD prepare you for your current employment?

The following sections provide additional information on actions taken in response to the findings and recommendations for each of the nine principles.

Principle 1: Advancing Education through the Curricular and Co-Curricular Activities

Steering Committee Member Lead: Associate Vice Chancellor Mark Appelbaum

The Steering Committee continues to view the interactions with faculty and students as an important component for improving the undergraduate experience. Therefore, in response to positive feedback of programs created last year and requests to do more in this area, the Steering Committee outlines these actions and initiatives.

- New faculty are given a modified version of the Campus Tours Manual to become familiar with the history, accomplishments, and major characteristics of UC San Diego.
- The “Dine with a Professor” program, now in its second year, continues to receive high numbers of participants. During the period October 2006 to April 2007, over 200 faculty and 300 students met for informal lunches at the Faculty Club. Student Affairs will continue to support this program with the coordination of the College Deans of Students Affairs through the 2007-08 Academic Year.
- Thurgood Marshall College instituted the “*Marshall Mentor Program*,” which provides the opportunity for new transfer students to connect with Marshall College faculty. Students, matched with faculty based on academic major, academic interests, or other identified commonalities, meet a minimum of three times a quarter. A year-end banquet will be held in honor of the 17 faculty mentors and 40 student mentees.
- Revelle College’s “Next Step Mentoring” program, initiated by Revelle students with the support of the college, continues to match third- and fourth-year students with faculty in their respective majors. More than 130 students and 80 faculty participate in the program.
- The Warren College Writing Center, the first of its kind on campus, is a peer-mentored facility. Currently in its early stages of existence, the program is open to Warren students; however, the intent is to open the center to students from across campus to receive rigorous writing assistance for all disciplines.
- The International Studies program offers four “brown-bag lunch clubs” in Chinese Studies and Middle Eastern Studies for students majoring in History and Sociology.

The student chair works with a faculty volunteer to establish extracurricular activities related to these subjects on a quarterly basis in order provide students with additional faculty contacts to exchange ideas in an informal setting.

- Thurgood Marshall, Eleanor Roosevelt and Sixth Colleges partnered with ArtPower! and the internationally-renowned dance ensemble “Urban Bush Women” in an extensive two-quarter cross-disciplinary project designed to explore issues of community and civic engagement through the arts with students, staff, and faculty.
- Transfer student services have been expanded this year to facilitate smooth transitions into the university. The newly created Triton Center serves as a resource center for potential transfer students and is currently planning specialized monthly workshops to assist prospective students with transferring to UCSD. Campus tours and admissions presentations have also been recrafted to address issues specific to transfer students. New transfer students participate in the Triton Transfer Connect Program to find housing and roommates, and current transfer students participate in the Triton Connect and Success Program at their colleges during their first quarter at UCSD.

Principle 2: Supporting the Transition to Adulthood

Steering Committee Member Lead: Vice Chancellor Joseph Watson

This year, the Steering Committee and various units of the campus continued to seek the proper balance between student freedom and experimentation and student safety and proactive enforcement of campus regulations and the law. The focus on campus residential life and the Residential Security Officers (RSO) Program begun last year was continued. The Committee had an especially informative meeting with the Council of Resident Deans that provided an understanding of the primary role of the RSO’s to provide safety and security in the residential areas.

In June 2006, the Committee on Residential Security Officers/Residents Interactions, chaired by Provost Daniel Wulbert, issued its report. The committee, consisting of five undergraduate students, examined issues that necessitated better understanding, communications, and services. The Council of Deans strengthened the promotion of existing programs and implemented new practices to improve relations between RSOs and residential students, including:

- Having RSO participation in floor meetings and social events with staff and residents.
- Scheduling regular quarterly and annual meetings and trainings with RSOs and RAs/HAs to discuss concerns and issues to increase communication and shared understanding.
- Disseminating information that clearly outlines the rights and responsibilities of students and staff with a focus on student behavior and staff responses.
- Reviewing lock-out procedures and establishing a consistent RSO start time for performing lock-out duties.

- Examining consistent practices regarding primary and secondary responders to general noise or disruptive behavior complaints and a universal definition of “rounds” for RAs/HAs/ and RSOs.
- Scheduling open dialogues, moderated by Student Legal Services, with Resident Deans, RSOs, and students.

Overall, it was determined that the RSO program offers a much-needed critical service to the safety and security of campus residents and facilities that cannot be adequately performed by other individuals in Residential Life.

Because of the central cultural role alcohol has in students’ perceptions of their transition to adulthood, a number of initiatives were taken to educate students and enable the Associated Students to properly have alcoholic beverages at specific events:

- All six of the colleges partnered with Student Health and Wellness to administer e-CHUG, a short, Web-based on-line assessment to keep students well-informed and aware of their choices relating to alcohol and the environment in which they make those choices.
- The *Student Misconduct Related to Substance and Alcohol Abuse Workgroup*, composed of 10 members, and chaired by the Director of Student Polices and Judicial Affairs, was charged to review all regulations and protocols that typically result in student misconduct charges, e.g., PPM’s, the Student Conduct Code, as well as college-specific regulations and protocols. The workgroup has divided its work into three primary areas. Specific to alcohol-related issues, the workgroup has reviewed campus education, prevention, and intervention. Secondly, it has reviewed campus policies and regulations regarding both their substantive and procedural content and how they impact student conduct. Finally, the committee is reviewing enforcement protocols including current practices and training regimens. The methodology has been to assess the current status of these areas and determine sufficiency, efficacy, and levels of coordination and cross-unit collaboration. The group will issue its final report in May 2007.
- The Associated Students re-established regular social events offering alcohol for students of legal age. Known as “Bear Gardens,” these events have been conducted and supervised responsibly and well received by students.

Because student organizations are excellent venues for students to mature and develop leadership and community service skills when the organizations function with positive codes of conduct:

- Student Life has developed and offered information and workshops, through the Passport to Leadership Seminar, to student organizations via the Student Organization One-Stop Web site on hazing prevention. It also recommends the UCSD Challenge Course as an alternative hazing practice.

The transition from living on campus to off campus poses challenges and adjustments for many undergraduates. The office of Commuter Student Services in partnership with Transfer Student Services created new programs and outreach to undergraduates:

- Commuter Student Services conducted presentations on off-campus housing options, rental living, and being responsible tenants and neighbors at the AS Housing Fair, Admit Day, and transfer student orientations.
- The Commuter Student Services Web site, commuter.ucsd.edu, has added new features and tools based on feedback from commuter students. Outreach to landlords in surrounding areas and near the free bus zones is being conducted to increase the number of off-campus housing listings. Commuting options and safety practices traveling to and from campus are also listed on the site.

Principle 3: Valuing Students as Important Members and Stakeholders of the UCSD Community and Opening Avenues for Ongoing Interaction and Involvement with Alumni

Steering Committee Member Lead: Vice Chancellor Joseph Watson

The ASUCSD and Student Affairs worked closely this year to expand the role of students in the administration of student fee-funded facilities and other aspects of campus life. The ASUCSD has revised its constitution and organizational structure to facilitate its engagement with both the administration and the Academic Senate. Some of the actions taken this year to achieve Principle 3 are:

- The charters of the University Centers Advisory Board (UCAB) and the Athletics, Recreation, and Sports Facilities Advisory Board (ARSFAB) were revised to provide greater responsibility with respect to budgets, fees, major capital improvements, and the hiring and evaluations of directors of these student-funded facilities.
- The Alumni Association continues to partner with Student Affairs and the colleges to participate in student recruitment and yield activities for admitted students. The Alumni Association also continues to recommend alumni for participation in Career Services Center programs such as Life 101 that aims to give continuing students and graduating seniors guidance for life after UCSD.
- More than 70 alumni and faculty serve as student organization advisors. Student Organization and Leadership Opportunities (SOLO) sponsored receptions and published advising resources on the Student Organization One-stop Web site to facilitate the process of alumni and faculty becoming involved with student organizations on campus.
- Alumni, who previously served on the University Centers Advisory Board as student members, are being actively engaged in the current renovations and expansions of the Student and Price Centers.

- Student Life assisted *The Guardian* with its plans for a 40th Anniversary Celebration that included alumni who previously worked for the newspaper.
- Search Committees for senior administrative leadership positions routinely include both current students and alumni.
- In recognition of the central role of the six colleges integrating new undergraduates into the campus, the Registration Fee Advisory Committee and Student Affairs have fully restored the budget cuts which the college student affairs and residential life programs suffered in the 2002-03 fiscal year.

The Steering Committee encourages all entities on campus to value undergraduate students and to treat them as stakeholders and key shapers of the future of the campus.

Principle 4: Building Pride Through Promotion of the Institution's Accomplishments

Steering Committee Member Lead: Vice Chancellor Joseph Watson

Efforts continued this year to build student pride in the campus through highlighting the University's achievements and the introduction of traditions that build a sense of community. Several new strides were made in this principle from various campus units as a result of ongoing conversations with students to continue efforts in building pride through the university's accomplishments. The Steering Committee encourages the continuation of such actions in this area.

- *This Week @ UCSD* added a section to the monthly communication that spotlights the accomplishment of an outstanding senior. The column is a close-up look at exceptional graduating students with diverse interests and backgrounds. Photos accompany each spotlight.
- A major initiative currently underway is the redesign of the UC San Diego Web site. Led by University Communications, the new design will be launched in early fall and will have a new look that reflects many of the recommendations expressed in the USES report. The Web site is a significant step toward the development of a cohesive message and an identity fitting for the entire University.
- Having reviewed the recommendations in the USES report, Admissions rewrote their Campus Tours script to better reflect student life at UCSD. Greater attention was paid to the college system, selecting a college, and the founders of the institution. In future scripts, more information will be provided on prominent alumni and undergraduate life after the first year.
- This fall, a new tradition began with the Welcome Convocation. Focusing on the theme *Uncommon Scholars, Global Citizens*, new students were greeted with a program which included remarks by the Chancellor and AS President, and a keynote

address by Dr. Ralph Keeling from the Scripps Institution of Oceanography. The event kicked off the series of events held during Welcome Week.

- This year, the AS expanded its quarterly pancake breakfast. The breakfast attracts over 800 students and has become a popular campus tradition in which students studying late for finals are encouraged to stop by the Price Center to be served pancakes by faculty and administrators.
- Dr. Seuss's Birthday Celebration was expanded to include a children's book drive, discounts at the Bookstore, and entertainment in the Price Center Plaza.
- The University Centers Advisory Board has submitted a proposal, based on the recommendations from the Student Affirmative Action Committee (SAAC), for naming meeting rooms in the newly remodeled Student Center to reflect the diversity of the campus and the state of California. The proposal also recommends that the conference rooms in the Price Center be named after the six undergraduate colleges and, that the rooms in the Sun God Lounge be named after popular Stuart Collection installations.
- The UCSD Memory Wall displayed in the Price Center was redesigned to include new accomplishments and accounts of recent history. The new design complements the setting and is more attractive to visitors.
- Students seeking to expand traditional Spirit Week activities took to decorating locations near the center of campus, including the Chancellor's Complex, rather than focusing on the resident facilities. For the second year, students will be able to participate in a Sun God decorating contest prior to the Sun God Festival.
- Plans are underway to locate a bronze replica of the Triton at the main steps of the Price Center expansion.

Principle 5: Increasing Coordination, Integration, and Communication

Steering Committee Member Lead: Vice Chancellor Joseph Watson

The Steering Committee recognizes that students conduct business and receive information at all hours of the day, most typically outside the normal business hours of the university. In response to these trends, several online communication resources were improved or initiated.

- To respond to student feedback on enhancing current online communications, Student Affairs formed the TritonLink Student Advisory Committee with student representation from across campus. The committee of 16 students offers recommendations to TritonLink administrators to create navigable information pages and improve online student transactions. The Student Advisory Committee

also communicates major initiatives and projects underway back to their colleges, and student organizations and affiliations.

- The newly improved graphic version of Student Flyers <http://studentflyer.ucsd.edu> was launched by SOLO in the spring. The news flyer contains visuals and is organized in a newsletter format for easy reading. Students can submit their student organization campus events to SOLO for posting. With the new format, SOLO is able to track the number of hits to learn of the various events and activities taking place on campus.
- The new SOLO Student Organization One-stop Shop is fully operational this year and allows for students to manage student organization-related activities at their convenience. At the site, students can register a student organization, reserve event space, access forms, and download regulations and policies related to their activities.
- In addition to updating the Campus Tours manual, Admissions and Relations with Schools updated its printed materials to ensure consistent messaging and produced a new DVD highlighting the accomplishments of UCSD. The 10-minute-long feature showcasing the diversity of opportunities and academic prestige of UCSD will be shown to campus visitors in the new Triton Center home to the Campus Tours program. Powerpoint presentations used by admissions officers in special information sessions following campus tours will also complement messages communicated in the DVD and printed pieces.
- The Chancellor's Online Chats were increased to four times a year, allowing for a broader range of students to connect with the Chancellor. Online chats are one hour in length and during this time students can communicate with the Chancellor on their choice of topics.
- The campus's messaging and marketing development initiative is moving ahead and the University Communications Office is in the process of selecting a creative firm to begin the next stage of the campaign. Undergraduate students are members of this campuswide committee and are consulted on an ad-hoc basis for other communications initiatives led by University Communications.

Principle 6: Cultivating Community Spirit and Fostering the Roles of On-Campus and Off-Campus Communities

Steering Committee Member Lead: Vice Chancellor Joseph Watson

Students undertook major efforts this year to cultivate school spirit among the undergraduate community. With the ASUCD taking the lead in several areas, the Steering Committee anticipates that the upcoming year will be markedly different for students with respect to school spirit and campus culture.

- Plans are fully underway for the installation of a Triton statue at the foot of the stairs to the expanded Price Center. The artist, a UCSD alumnus, is sculpting renderings that will be presented before an advisory committee this year. The statue will be installed after the completion of the Price Center Expansion in winter of 2008.
- The ASUCSD approved funding to install 24 spirit-promoting banners at six locations throughout campus. The AS partnered with Student Life, University Communications and Facilities Management to have the banners designed and installed by Welcome Week 2007 to greet new and returning students. The banners will be rotated during the course of the academic year.
- The ASUCSD successfully introduced the Bear Gardens as an occasional Friday afternoon event.
- Although plans for this year's Senior Celebration did not materialize, the foundation for a signature baccalaureate event for graduating seniors has emerged. The Associated Students will collaborate with the administration the remainder of this year and next year to begin planning for this major event in Spring 2008.
- University Communications, Academic Affairs, and Student Affairs are partnering to fund a full-time media person to cover student involvement, activities, events, and news. This new position will report to University Communications and will work closely with campus contacts, including students, to broadly promote undergraduate life.

Principle 7: Recognizing the Importance of the Physical Environment

Steering Committee Member Lead: Vice Chancellor Joseph Watson

Major strides were made this year in making available new facilities to better serve current and future students, the campus community, and the public. The University Center Neighborhood is undergoing significant transformation with new buildings and renovations to develop a sense of place for students in the heart of campus:

- The Student Services Center (SSC), opened Spring 2007, serves prospective, newly admitted, and current students in one centrally located facility. Students will have the convenience of completing business transactions with the Registrar, Financial Aid, Cashier's Office, and Student Business Services to name a few. The wide-covered arcades face three landscaped quads and provide shaded space for studying and group activities. In the summer and fall of 2007, two new eating facilities will be opened in the facility.
- The Price Center Expansion will solidify the new downtown area as the hub of student life at UCSD. The new facility will contain meeting and event space for student programming as well as late night services such as restaurants, retail shops, and study areas. The Alumni Association and Cross-Cultural Center will be

permanent tenants. A nightclub with a built-in stage will host live entertainment and performances geared to students. The Bookstore expansion is scheduled to open in the summer of 2007 with the rest of the expansion opening in the winter of 2008.

- The LGBT and the Women's Center new offices in the Student Center have been occupied for one year and receive large volumes of student traffic. Below the offices is semi-quiet lounge space with a fireplace and plenty of comfortable seating, lighting, and power outlets. High Thai, a new restaurant located at one end of the lounge, opened in the spring and has been widely popular among students and staff.
- UCSD students on intramural and club sports teams now have additional time to practice and hold matches in the evening due to the installation of lights on Warren Field this Spring quarter. The new lights and added playing hours will lessen the wear on other playing fields, creating better conditions and more opportunities for recreation for all student participants. This lighting project was made possible by a generous gift from alumnus Jon Sundt.
- The Intercollegiate Athletics Referendum was accompanied by a survey that polled undergraduate students on the services and facilities they would like to have in the RIMAC Annex project. This facility will serve students in the North campus neighborhood via retail space, lounge and study areas, and meeting and event space. The facility should be submitted for construction bids in Summer 2007 and be available for occupancy in 2009.
- In response to student requests, the hours of operation of Geisel Library have been extended to 2:00 a.m. Likewise, the University Centers negotiated with Subway and Espresso Roma to remain open until 2:00 a.m. Sunday through Thursday to provide late night eating options. In response to the increased hours, Parking and Transportation added a late night shuttle to serve students leaving the library and Price Center at night.

Principle 8: Focusing on Student Housing Options That Build Community

Steering Committee Member Lead: Vice Chancellor Joseph Watson

The Steering Committee continues to believe that the most important and effective action the campus can take to improve student life and satisfaction is to build additional on-campus housing to enable students to live on campus for several years. The campus has received approval for the North Campus Housing Project Phase I and is actively seeking approval for Phase II and the Revelle and Muir College In-Fill Projects. Because these projects will provide capacity to house only 44% of undergraduates, 1200 beds below the long-established on-campus housing goal of 50%, the Steering Committee request that the campus immediately begin to plan for additional housing that would at least achieve the 50% goal and guarantee every new freshmen and transfer student at least three and two

years of on-campus housing, respectively. The following significant actions occurred with respect to on-campus housing:

- The workgroup on Condo Conversions issued its report in the fall of 2006. The report reviewed trends with respect to rental properties and where UCSD students reside off campus and concluded that UCSD's best means of assuring the availability of convenient and affordable housing for students is to build additional on-campus housing in order to house at least 50% of its undergraduate and graduate students. The report also called for increased services to assist commuter and transfer students, which are being implemented by Commuter Student Services in consultation with the Transfer Services Center.
- This year, Residential Life met several challenges related to the increase in tripling and housing students outside of their college of registration. Staff in Residential Life and Psychological & Counseling Services proactively worked to mitigate the negative impacts of triples. For the most part, when students were presented with the option of moving to a non-triple facility, students chose to stay in their current living environment so as not to break the positive community bond already established.

Principle 9: Allowing Access to the University and Its Neighbors

Steering Committee Member Lead: Associate Vice Chancellor Jeff Steindorf

For both commuter students and visitors and friends of the campus, convenient access to the campus strongly determines the nature and quality of their engagement with the campus. This year the campus took a number of steps to improve access to the campus.

- In the summer of 2006, Transportation and Parking Services, in partnership with the Metropolitan Transit System (MTS), expanded the existing UCSD Free Bus Program to include the entire length of all the MTS routes that directly serve the UCSD Campus and Medical Centers.
- A new arrangement has transferred cart transportation service for disabled students to Transportation and Parking Services. The transfer allows for later hours of operation to accommodate students with late afternoon and evening classes and provides more reliable services due to a larger fleet of carts.
- The Hopkins Parking Structure, located at the corner of Voigt Drive and Hopkins Drive, is scheduled for opening in the summer of 2007 and will provide approximately 1,400 new parking spaces to the campus.
- The issue of mini-dorms has become a rising concern in the city of San Diego. UCSD participated in a forum organized by City Attorney Mike Aguirre, and Councilmen Kevin Faulkner and Jim Madaffer on how to address these concerns and discuss best practices for improving community relations. To minimize the

need for mini-dorms in the communities surrounding UCSD, Student Affairs and State and Local Government Relations are working with the Office of the Mayor on a letter of support for UCSD's on-campus housing initiatives.

- Student Legal Services and Commuter Student Services expanded their workshops and services to UCSD students on tenant rights in a condo-conversion and on how to be responsible tenants and neighbors. The two offices also increased their efforts to immediately resolve complaints from the community regarding UCSD students residing off-campus.

The Steering Committee endorses the Sixth College/University Center Master Plan proposal for the Gilman/Myers Parking Structure as critical to providing convenient access to the University Center campus neighborhood. If commuter students are to participate fully in the life of the campus, they must feel confident that they will have access to convenient parking when they return to the campus for events at the Student and Price Centers and other venues in the University Center neighborhood.

SECOND PROGRESS REPORT

Once approved, this Steering Committee progress report will be widely distributed to campus constituencies and posted on the Web for convenient access. The Steering Committee plans to hold open forums again with various campus constituencies and pursue other means of obtaining feedback and suggestions from the campus community on how best to continue to respond to the USES report and enhance the quality of student life. We envision this process as being an opportunity to contribute to what has already been accomplished, to exchange information on what actions have been taken by other campus entities, and to encourage and initiate additional actions to improve the quality of the student experience at UCSD.

NEXT STEPS

The Steering Committee will continue to meet on a monthly basis in order to coordinate broad-based efforts to make progress toward the nine principle goals and implement action plans. In addition, efforts will be made to promote the spirit of the USES Report to create a strengthened campus culture that is reflective of the nine principle goals and to keep all campus constituencies actively engaged in the process.

For the upcoming year, the committee will pay particular attention to students' comments concerning calendaring of campus events. Although there is a robust calendar currently in place, many students are unfamiliar with the resource and its function. In addition to encouraging improvements in the calendar and its utilization, the Steering Committee will seek to have implemented, at least on a trial basis, the heavy promotion to the campus community a single event each week in order to strengthen the campus sense of community through a common experience among students, faculty, and staff. Additionally, the Steering Committee will seek a campus consensus on the proposed longitudinal benchmarks as measures of general undergraduate student satisfaction and outcomes (page 8). Lastly, as

the Steering Committee enters its final year, it will consider the work of other entities and partners examining campus life and culture at UCSD and include them in its final progress report in April 2008 along with its recommendations for continued pursuit of the goals stated in the original USES Report.

The Steering Committee welcomes comments and suggestions from members of the campus community. We especially welcome descriptions of actions taken by campus units that are responsive to the USES report findings and recommendations. Comments can be given at USESSteeringCommittee@ucsd.edu

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