



Student Affairs
Supporting the Vision of UC Davis

Annual Report, 2010-2011

Student Affairs: Supporting a Vision of Excellence



Broad opportunities to encourage student growth and development

The Division of Student Affairs dedicates itself to advancing the university's mission by providing programs, services and facilities that foster academic success, student development and campus community. Through these efforts, units within the division inspire students as they prepare for their future roles in a diverse, dynamic and global society.

Described in its strategic goals, the vision for Student Affairs is to support students and all members of the campus community in their academic, social, cultural, personal and civic development. These goals include:

- To develop partnerships that promote student learning
- To provide seamless systems that advance transitions and success
- To foster a diverse and inclusive community
- To promote personal growth, wellness and lifelong learning

The Division of Student Affairs sponsors 22 defined departments or units with operational budgets exceeding \$414 million annually. With more than 1.9 million square feet of assignable space, the division is served by 861 professional staff and more than 2,709 student employees totaling more than 1,080 FTE.

Growing and changing every year, Student Affairs dedicates itself to supporting students by providing a vibrant and diverse campus community. The many programs, services and activities sponsored through the division directly contribute to the university's Vision of Excellence.

Foster a Vibrant Community of Learning and Scholarship



Cal Aggie Marching upper-bandsmen mentor new members

The Division of Student Affairs is dedicated to enriching UC Davis students' academic studies through its programs focused on mentorship, leadership and career development. Students engaged in activities outside the classroom have the opportunity to broaden and solidify their foundation for graduate studies or a career and are more likely to report having a positive experience at UC Davis.

Selected Highlights for 2010-11

Student Leadership and Career Development

Through a wide array of programs and organizations, the Division of Student Affairs offers transformative opportunities for learning that develop career and leadership potential. The division takes pride in how its programs further student development through unique experiences valuable to students in their careers and lives. Due to the diversity of opportunities, Student Affairs reaches a large proportion of the student population. In fact, according to the Center for Student Involvement, over 23,000 students are members of at least one student organization, approximately 71 percent of the student population. Below is only a partial list of divisional areas that excel in providing leadership and/or career development opportunities:

- Associated Students of the University of California, Davis (ASUCD)
- Graduate Student Association
- Cal Aggie Marching Band
- Visitor Services
- Health Education and Promotion
- Orientation
- Registered Student Organizations (541 total)
- Residence Hall Advisory Board
- Sport Clubs
- Student Life Community Centers

Mentorship Programs

A number of units within the Division of Student Affairs offer mentorship programs for the student populations they serve. These programs provide valuable and unique opportunities for one-on-one academic, personal, and social support. Through meaningful interactions, these relationships enrich the college experience and increase retention rates of students who participate. Some of the units utilize a peer-to-peer

model, while others match faculty and/or staff with students. Here is a sampling of some of the mentorships available within Student Affairs:

- Asian American Studies Faculty-Student Mentorship Program
- Guardian Scholars Mentorship Program for former foster youth
- LGBT Resource Center's Queer Mentorship Program
- Student Recruitment and Retention Center's Graduate School Mentorship Program
- Student Recruitment and Retention Center's Peer Mentoring Program
- Women's Resource and Resource Center's Women in Science and Engineering Mentorship Program

To highlight and provide details about only one of the many important programs, the Women in Science and Engineering Mentorship Program (WISE) pairs female science graduate students with female undergraduate science majors to help increase the number of women in the sciences, math, and engineering. While the program is relatively new, studies have shown that women have a higher retention rate in the sciences when they have a mentor. WISE also offered an Academic Theme Program freshman seminar and provided ongoing tutoring support through a weekly Math Café.

Living-Learning Communities

Living-Learning Communities are special-interest communities within the residence halls that provide an opportunity for students with similar interests to live in the same hall or on the same floor, creating a dynamic educational environment to support its residents. Many Living-Learning Communities are also Academic Theme Programs (ATPs), through which residents may enroll in a one-unit seminar fall quarter that is taught by a faculty member or staff instructor and held in the residents' living space. The ATPs enhance students' academic experience during the first year and enable valuable connections with faculty, staff and campus resources. A variety of Living-Learning Communities are available, which include the following ATPs:

- African American and African
- Asian Pacific American Theme House
- Casa Cuauhtémoc (Chicano-Latino Theme House)
- Environmental and Agricultural Sustainability Education
- Health Science Community
- Leadership Exploration
- Native American
- Women's Community

Retreats and Diversity Training

The Lesbian, Gay, Bisexual, Transgender Resource Center (LGBTRC) continued its Safe Zone workshop, which challenges negative attitudes and beliefs about LGBT people and inspires participants to assist in creating a more inclusive campus community.

The Student Recruitment and Retention Center (SRRC) hosted annual retreats in collaboration with the campus community to promote cultural connections, foster community building, personal development, social consciousness, and leadership development among UC Davis students, faculty, and staff. Each retreat focused on a specific community: African and African American, American Indian/Native American, Chicano/a, Latino/a, Filipino/a, Southeast Asian.

Undergraduate Scholarships and Awards

The Undergraduate Scholarship Office awarded gift aid totaling nearly \$7 million to over 1,600 qualified and worthy undergraduates. In addition, the Undergraduate Scholarship Office recruited, admitted, and yielded 89 freshman Regents Scholars, including two nonresidents, from a pool of over 1,850 applicants, surpassing the target of 80 Regents Scholars, who are the most academically accomplished entering students. The Undergraduate Scholarship Office recruited, developed, and mentored some of the campus' most accomplished students applying for prestigious national and international awards: one Rotary Global Grant Scholarship recipient, one Marshall Scholarship finalist and one campus nominee, three Mitchell Scholarship nominees, one Rhodes Scholarship campus nominee, one Goldwater Honorable Mention and three campus nominees, three Truman campus nominees, and one Boren Scholarship nominee.

In support of the numerous student leaders who work tirelessly on campus to serve and improve the university and/or community at large, the Division of Student Affairs nominates and selects winners for the following student recognition awards:

- Mary Jeanne Gilhooly Award for outstanding graduating senior woman
- Veloyce Glenn Winslow Jr. Award for outstanding graduating senior man
- Margarita Robinson Student Leadership Award for outstanding junior class man or woman

Academic Recognition in Intercollegiate Athletics

UC Davis student-athletes have long achieved not only on the fields of competition but in the classroom as well. During the 2010-11 academic year, nearly 75 student-athletes were recognized with academic honors by conferences or coaching organizations. In addition, six Aggie teams received academic recognition from various organizations, including women's tennis and women's gymnastics, which were honored with NCAA public recognition awards for having Academic Progress Rates (APRs) among the top 10 percent of teams in their respective sports. The Football Championship Subdivision Athletics Directors Association honored the Aggie football team for having the highest APR score in the Great West Conference.

Drive Innovation at the Frontiers of Knowledge



Partnerships with classes help to create meaningful learning experiences

Through its partnerships with academic units and participation in national associations, the Division of Student Affairs stays abreast of technological and educational trends that inform which student services to provide and how best to provide them.

Selected Highlights for 2010-11

Academic Partnerships

Many units within the Division of Student Affairs partner with academic units to create meaningful programs by utilizing interdisciplinary strengths. Highlights of partnerships include the following:

- The Student Recruitment and Retention Center offers a training class in partnership with the School of Education to newly selected student staff that improves the efficiency and effectiveness of the services provided via the SRRC to the campus community.
- Women's Resources and Research Center staff members taught three academic classes this year.
- Thirteen Counseling and Psychological Services staff members taught or facilitated 636 hours of activities in academic courses (primarily courses in the Multicultural Immersion Program).
- In the Department of Campus Recreation, Outdoor Adventures added a new field trip to the Channel Islands that will become an annual offering through the Department of Geology.
- In addition to their partnership with the School of Education, Campus Recreation's Youth Programs unit developed a collaborative camp with the Bohart Museum and Museum of Wildlife and Fish Biology.

Ethnic Studies Partnerships

The Division of Student Affairs continued its collaborative retention efforts with the academic ethnic studies departments and the Student Academic Success Center through their jointly funded programs. Collectively, they served almost 500 students through educational seminars offered for academic credit. The seminars teach success strategies and link the students to the faculty and their research. Preliminary data collected indicates that the seminars are helping to improve retention rates and academic standing among participants.

National Involvement

Within the area of Associated Students of UC Davis (ASUCD), there is also involvement at the national level. The director of the Coffee House is the former president of the National Association of College and University Food Service, and currently serves on

its board of directors. The interim business manager for Unitrans was selected to serve as a consultant on the Transportation Cooperative Research Program's trip to Asia, and both Unitrans managers serve on the Transportation Research Board.

Campus Recreation engages in staff development through involvement at the national association level, and the department continues to extend its participation in the National Intramural-Recreational Sports Association (NIRSA). For the fourth straight year, a UC Davis student received the prestigious William Wasson Award for Student Leadership. Additionally, one former student served as a regional student representative on NIRSA's National Student Leadership Team and another student was elected as the incoming national student representative to the NIRSA board of directors. Staff hold seats on six NIRSA committees and work teams, and one staff member is chairing a national student development committee. The director of Campus Recreation has served on the NIRSA board of directors for the past three years, and is currently serving as a board member for the National Service Center.

The Counseling and Psychological Services director is the editor of *Training and Education in Profession Psychology*. This journal, a major resource for the profession of psychology, is subscribed to by every accredited psychology doctoral and internship program in the United States and Canada, and brings significant distinction to UC Davis. He is also vice president for the State of California Board of Psychology (governor's appointment).

Within Intercollegiate Athletics, the trademark and licensing coordinator serves on the board of directors of the International Collegiate Licensing Association, and the interim director currently serves on the NCAA Division I Volleyball Championship Committee.

The program director of the TRiO scholars program served as the president-elect of the Western Association of Educational Opportunity Personnel and sat on the national board of the Council for Opportunity in Education.

Embrace Global Issues



Student Affairs programs foster diverse communities

Student Affairs recognizes that an understanding of international issues and perspectives is vital to UC Davis students competing in the international labor market and contributing to the solution of global economic, political and ecological challenges. Student Affairs programs facilitate students' global competency through classroom and extracurricular interaction with international students, inter-cultural forums and programs, and study abroad.

Selected Highlights for 2010-11

Undergraduate Admissions: Nonresident Students

Undergraduate Admissions has embraced the campus charge to increase the number of undergraduate nonresident (domestic and international) students and holding steady the number of undergraduate students who are California residents, all while maintaining a high level of selectivity and academic qualifications. The change in demographics will create a more diverse educational climate while generating additional tuition revenue. While we have only completed one full admissions cycle with this new emphasis, the early results are encouraging. From fall 2010 to fall 2011, freshman applications from nonresidents increased from 3,378 to 4,194; similarly, statements of intent to register (SIR) increased from 178 to 416.

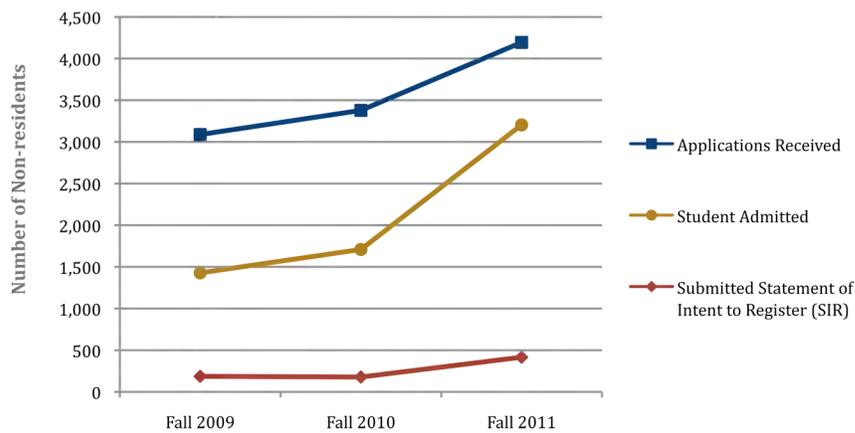


Figure 1. Comparison of nonresident freshman applicants showing upward trends over three years.

Services to Support International Students and Promote International Study

Student Housing's 2011 Orientation program features three additional online sessions that cater to nonresident and international students in partnership with Undergraduate Admissions.

Student Health Services (SHS) administers the UC Student Health Insurance Program that enables international students to access medical and mental health care while in the United States. In addition, SHS provided 542 travel-medicine clinic visits in 2010-11 to facilitate safe travel and participation in international internships and other academic experiences. SHS also completed 835 medical clearance reviews for student participation in UC Education Abroad Program, Quarter Abroad and Summer Abroad Programs.

Campus Recreation's addition of passport services assists the increasing number of UC Davis students and faculty who pursue academic experiences abroad. Services include new applications, renewals and photos. This initiative also cultivates a culture of shared resources and community as it provides a service not only to students, faculty, staff and the general public, but also enhances partnerships with several study abroad programs offered by the university.

Muslim Jewish Council

The Muslim Jewish Council (MJC) was formed through the Cross Cultural Center at the request of the UC Davis Campus Council on Community and Diversity as part of the Hate Free Campus Initiative. The MJC is the first stage of a proposed intergroup dialogue program designed to bring together the Muslim and Jewish communities. A positive impact of this group was seen in May 2011 when there was an event on the Quad/MU Patio related to the Israeli/Palestinian conflict and members of the MJC were present to allow civility and listening to be the primary focus.

Nurture a Sustainable Future and Propel Economic Vitality



Unitrans is at the forefront of using clean technologies in their fleet

In the areas of construction, transportation and campus services, Students Affairs has taken a lead role to implement clean-and-efficient energy systems and zero-waste standards. Student Affairs' sustainability efforts contributed to UC Davis earning an A- on the *College Sustainability Report 2011* by Greenreportcard.org.

Selected Highlights for 2010-11

Leadership in Energy and Environmental Design

Student Affairs has made considerable efforts to obtain Leadership in Energy and Environmental Design (LEED) certification on all new construction projects and renovation projects as appropriate. Projects registered for or having received certification are presented below.

Building	LEED Rating and Status
Tercero South Phase II	New Construction Gold Certified
Cuarto Dining Commons	Commercial Interiors Gold Certified
Health and Wellness Center	New Construction registered and tracking Gold
Segundo Services Center	New Construction registered and tracking Gold
Student Community Center	New Construction registered and tracking Gold
Webster Hall	Existing Buildings: Operations & Maintenance registered and tracking Silver
Emerson Hall	Existing Buildings: Operations & Maintenance registered and tracking Gold

Table 1. Student Affairs facilities that have received a LEED rating or are in the registration and tracking phase of LEED certification.

Food Service Sustainability

University Dining Services has been recognized this year as a national leader in the development and implementation of food service sustainability in a university environment. Collaborations with academic experts on campus, utilization of locally grown products and educational programs have commanded the recognition by numerous associations in sustainability leadership. These groups include the Environmental Protection Agency, the National Association of Collegiate and University Food Service, the National Association of Collegiate Auxiliary Enterprises, the Sacramento Area Sustainable Business Association, and the People for Ethical Treatment of Animals.

The new Coffee House opened at the Memorial Union in October 2010 and has already served over 1 million people. Approximately 95 percent of the items provided in the new facility are sustainable.

Access to Sustainable and Local Produce on Campus

A 2009 survey of UC Davis students found that over 60 percent eat two or fewer servings of nutrition-packed fruits and vegetables a day. To make it easier to incorporate more fruits and vegetables into their diet, Student Affairs instituted the East Quad Farmers Market, a successful collaboration that has increased access to fresh, local produce for busy UC Davis students, staff and faculty during fall and spring quarters. In addition to its many health benefits, the farmers market is a great way to support a sustainable food system by offering and educating the community about seasonal, regionally grown produce. The market has been managed by Student Health Services in partnership with the following divisional and community sponsors: ASUCD Coffee House, Campus Recreation, Campus Unions, Davis Farmers Market Foundation, Davis Food Co-op, University Dining Services.

Zero-Waste Initiative

The division is a leader in supporting the campus zero-waste initiative, especially seen through efforts in the areas of dining services, events and conferencing, and facility management. For instance, Aggie Stadium is recognized for its commitment to being a “zero-waste” facility on football game days, and was awarded first place in its WasteWise Game Day Challenge by the Environmental Protection Agency.

Unitrans Clean Air Initiatives

Unitrans, a unit within the Associated Students of UC Davis, set a new ridership record this year, boarding a total of 3,565,306 passengers (almost a 2 percent increase from the previous year). Making strides in cleaner air practices, 90 percent of Unitrans miles are operated using compressed natural gas, and all remaining miles are operated using clean-burning biodiesel fuel. Unitrans recycles all vehicle-related fluids, and biodegradable fluids are used where available. By utilizing a very robust vehicle maintenance program, Unitrans is able to operate its buses beyond the industry standard of 12 years to a minimum of 15 years, which saves on resources needed to construct new buses.

Sustainable Textbook Program

The UC Davis Store introduced a comprehensive and successful rental program for textbooks that has been extended to all colleges, curricula, and store locations. It is the largest textbook rental program in the UC system (more than four times larger than any other UC campus) and one of the largest programs in the country. This program makes books affordable and is a “greener” approach to providing textbooks.

Champion Health, Education, Access and Opportunity



Student activism at an event focused around access to education

Student Affairs supports the health and well-being of UC Davis students through exceptional recreation, health and counseling services. Woven into these programs is a culture of making healthy choices throughout a student's life. The division also offers a range of enrollment, advising and retention services that foster access, enable the academic success and timely graduation of current students and facilitate transitions to the world of work, continuing education and civic participation.

Selected Highlights for 2010-11

Health and Wellness Resources

A number of the division's programs center around keeping students healthy and well. We strive to have state-of-the-art facilities and resources. To promote healthy living, we provide education that reinforces healthy behaviors and will benefit users for a lifetime. Below is a short list of services and trends in participation this past year.

- Campus Recreation's achievements this year included 2.4 million interactions through access of their services and facilities. This encompasses all program areas within the department (Activities and Recreation Center, Cal Aggie Marching Band, Craft Center, Equestrian Center, Fitness and Wellness, Recreation Pool, Hickey Pool, Intramural Sports and Sport Clubs, Outdoor Adventures, and Youth Programs).
- The Student Disability Center served over 750 students with disabilities, including 584 with permanent disabilities and 166 with temporary disabilities, which represents an increase of 85 percent in the number of students with permanent disabilities served over the past five years. This mirrors the experience of K-12 schools, community colleges, and other educational institutions: the number of students with disabilities is growing, as is the need for services that are vital to the academic success and well-being of these students.
- Counseling and Psychological Services treated 3,906 unique students, which is 13 percent of the student body. The number of clients has increased each year over the past 10 years.
- Student Health Services provided 47,419 in-person medical clinic visits, 6,793 medical phone advice services and 6,684 in-person triage advice services. This equates to 17,311 unique students or 53.6 percent of the student body.

Mental Health Needs Addressed

During the past 10 years, the UC Regents have augmented funding for mental health needs and services, resulting in additional outreach and programming efforts that informed an increasing number of students about CAPS services. In addition, an increasing number of students are coming to campus with previous mental health treatment and are willing to seek mental health services while on campus. This increase in service recipients is a national trend, but CAPS appears to have exceeded the percent of students nationally seeking service over these years.

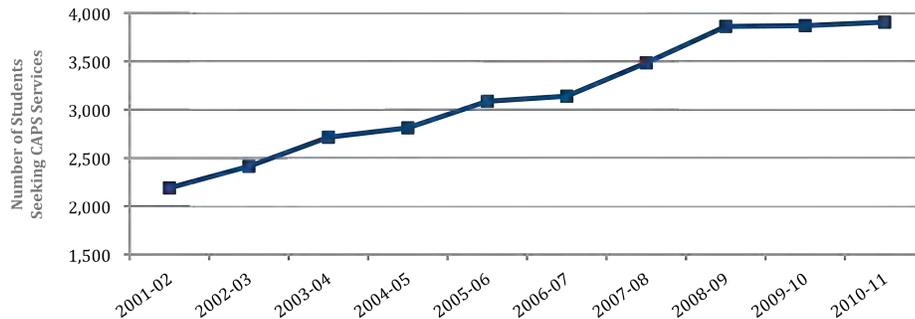


Figure 2. CAPS 10-year utilization statistics.

Community Advising Network

The Community Advising Network (CAN) integrates community counselors into departments to serve as a starting point for students who may need personal, social or academic support, but are not sure where to turn. The network is a culturally diverse group of professional staff members who understand student issues and work under the auspices of the Counseling and Psychological Services (CAPS) department. They are available to provide supportive educational counseling and referral to CAPS and other campus departments as needed. Community counselors are integrated into many units, which expands access and provides a bridge to other campus and community resources and services. CAN is partnered with all of the college Dean's offices, ethnic studies departments, and a number of Student Affairs departments, including the Cross Cultural Center; Educational Opportunity Program; Lesbian, Gay, Bisexual, Transgender Resource Center; Student Recruitment and Retention Center; Transfer, Reentry, Veterans Center; and Women's Resources and Research Center.

This year, CAN staff participated in numerous outreach presentations and consultations to UC Davis students, staff and faculty, consulting with 500 students, and participating in 350 outreach programs that involved 4,000 participants. Examples of student issues include: stress/anxiety, depression, suicidal ideation, academic problems, relationship issues, financial problems, coming out, racism/discrimination, family problems, and identity development, in addition to many others.

HIV Testing Partnership with Yolo County

Student Health Services (SHS) partnered with Yolo County Public Health Services to provide free anonymous HIV testing on campus at SHS and the Lesbian, Gay, Bisexual, Transgender Resource Center (LGBTRC) locations on campus. Testing is available on a walk-in basis on scheduled testing days.

Fitness and Wellness Voucher Program

Campus Recreation (CR) and Student Health Services (SHS) collaborated to create a fitness and wellness voucher program to introduce students to and eliminate cost barriers to resources that increase physical activity. This program targets SHS patients who would benefit from increased physical activity and connects them with activities through CR. SHS providers distributed 522 fitness vouchers this year, which gave students the option to choose from services such as personal training, group exercise, and the walking program. The student fees associated with the services were waived and subsidized by CR and SHS.

Student and Campus Safety

The Student Crisis and Response Team (SCRT) and the Student Judicial Affairs Case Manager continue to provide conscientious and effective assistance to the campus community regarding students of concern. The case manager has increased connections with departments, providing more outreach while directly managing an increasing student caseload. The SCRT and case manager provide a vehicle for the campus community to share information and incidents of concern in a confidential venue, which ensures disparate pieces of information come together.

Financial Aid

The percentage of undergraduate students receiving some form of financial aid continues to rise. During the 2010-11 academic year, 71.5 percent of undergraduate students received some form of financial aid compared with 68.3 percent in 2009-10 and 65.8 percent in 2008-09. Financial aid is issued in a variety of forms, but primarily through grants, loans, and scholarships. During the 2010-11 academic year, 9,066 undergraduate students were eligible for the Blue and Gold Opportunity Plan, which ensures that eligible California students (with an annual family income of up to \$80,000) have their systemwide fees and tuition covered by a combination of gift aid.

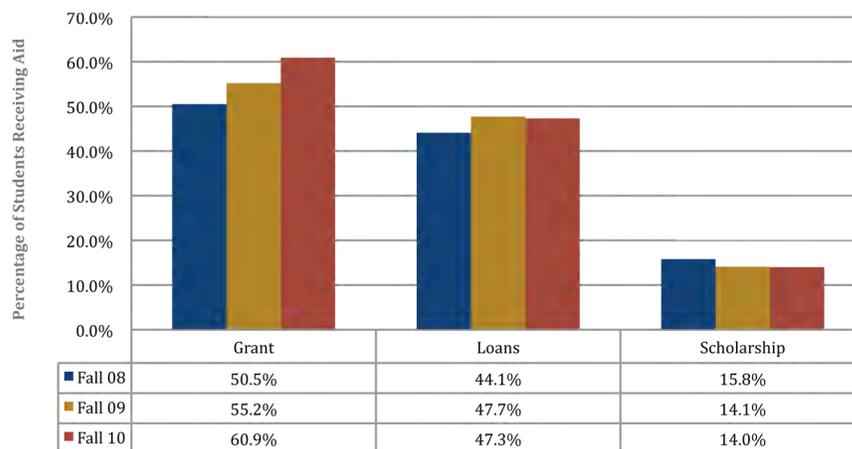


Figure 3. Three-year comparison of percentages of students receiving aid.

Access to Education for First-generation Students

The Academic Preparation Programs (APP) unit was awarded four Educational Talent Search TRiO grants totaling \$5 million from the U.S. Department of Education. Nearly 4,000 first-generation and low-income students from 24 middle schools and 29 high schools within the Central and North State regions will benefit. The goal of these

programs, which reach 24 different school districts, is to provide comprehensive services designed to foster student success in high school and to prepare students for post-secondary institutions.

The Student Recruitment and Retention Center (SRRC) provides local school visits throughout the region featuring a variety of college academic workshops, leadership training, and cultural enrichment activities for non-college tracked youth. In addition, they hosted over 270 recruitment sessions, and worked closely with schools in the tri-county region to cultivate a “college-going culture.”

Access to Learning for Students with Disabilities

The Student Disability Center (SDC) has expanded their use of technology in ways that make learning more accessible. They participated in planning and implementing the Center for Accessible Technologies (CAT), an innovative facility bringing together in one location and making available a wide variety of assistive technologies for students, faculty, and staff with disabilities. They used new technologies to provide remote captioning and interpreting by way of streaming audio. Also, the SDC assistive technologies specialist served this year as co-chair of the UC systemwide Electronic Accessibility Leadership Team (EALT). This team has been charged with developing a systemwide plan for ensuring accessibility of electronic resources such as websites, evaluating assessment tools, revising procurement policies, and drafting UC Accessibility Policies.

Campus Recreation assumed management of the SDC shuttle and established it as a subsidized fee-based service. This transition was necessitated by SDC budget cuts, and the transfer made it possible to save a program that provides on-campus transportation assistance to hundreds of students with documented temporary or permanent mobility disabilities. The Mobility Assistance Shuttle also serves staff and faculty. This year a total of 5,400 rides were given through this service.

Access to Higher Education for Undocumented Students

An AB 540 Task Force consisting of students and staff was commissioned to identify support service needs for undocumented students at UC Davis. AB 540 refers to state legislation that allows students who meet the certain requirements to pay in-state tuition instead of out-of-state tuition at California's higher education institutions. Given recent fee increases and lack of federal and state legislation, these students face unprecedented challenges. To help address educational access for these students, the task force worked on creating a Web-based resource guide linked to the Student Affairs Web page, developing training materials and presentations for faculty, staff and students on the topic of providing safe support and services for undocumented students, and establishing a fundraising subcommittee and the UC Davis Dream Scholarship.

Academic Support

Students benefited from a wide range of academic support services throughout the Division of Student Affairs including individual tutoring, group tutoring, individual advising appointments, and facilitated study halls. We saw a rise in utilization of these services across the division in 2010-11. TRiO, McNair Scholars, and the Mentorship for Undergraduate Research Participants in the Physical and Mathematical Sciences (MURRPS) all offered grant-funded tutoring programs. In addition, the Intercollegiate Athletics tutoring program grew significantly.

The campus residence halls were also a great source of academic support for students. During the 2010-11 academic year, 2,835 individual advising sessions and 3,880 individual tutoring sessions were held in the campus residence halls' academic advising centers. Students sought support in the greatest numbers for math (2,509), followed by chemistry (1,259). Writing, statistics, and biology tutoring was also offered.

The Transfer, Reentry and Veterans Center (TRV) saw a significant increase in the number of student visits to the center seeking advising assistance. The TRV Center went from a total of 5,071 student visits during 2009-10 to 16,144 student visits in 2010-11.

Responding to Student Activism and Demonstrations

As part of its commitment to social responsibility, Student Affairs appointed and trained a volunteer Student Activism Team composed of staff in the division. The goal of the group is not to stop activity or infringe upon students' rights to express themselves, but to ensure the safety and protection of participants and of our entire campus community during protests and demonstrations. The model was designed to safely support freedom of expression activities and resulted in no student arrests or injuries in 2010-11.

Campus Community Engagement

The Division of Student Affairs hosts a variety of events that bring the students together with the campus community and foster a sense of unity. These activities engage the student population in a meaningful way and the importance of these events has become woven into the fabric of UC Davis. In many regards, the Division of Student Affairs takes the lead in bringing people together to enhance campus community engagement and to build a sense of Aggie Pride. Here are some key examples:

- The BUZZ
- Picnic Day
- Homecoming
- Campus Resources Fair
- Preview and Decision Days
- Center for Student Involvement Activities Fair
- Culture Weeks
- Fall Welcome Week
- Campus Unions After Dark

Support for Events and Conferencing

Memorial Union Auxiliary Services and Campus Recreation have become integral parts of events on the UC Davis campus, hosting large numbers of highly visible events throughout the year. In addition, both the Activities and Recreation Center and the Memorial Union provide registered student organizations with much needed meeting space, free of charge, for up to four hours per week, as well as offer open space, wireless Internet access, computer stations, and study lounges to serve academic needs of students. In 2010-11, these departments combined hosted 3,929 unique events. A few key events supported by Student Affairs' events and conferencing units include commencement ceremonies, career fairs, Preview Day, live concerts, and intercollegiate athletic events.

Community Service

Campus Recreation created a variety of events throughout the year for local Special Olympics athletes including holiday gift making at the craft center, a flag football clinic hosted at Aggie Stadium, and a swimming clinic hosted at Schall Aquatic Center. These events brought together volunteer staff from Campus Recreation, Tri Delta sorority, the UC Davis football team, and UC Davis women's swimming. They also provided space this year for Relay for Life.

All fraternities and sororities, regardless of their focus or categorization, engage in some form of philanthropic activity at a variety of different scales, from participating in established nationwide events like the annual Relay for Life, to creating their own weeklong philanthropic events (e.g. ArrowJam, Derby Days), to volunteering for local events and organizations (e.g. transporting donating food for the Yolo County Food Bank, Post-Picnic Day clean up). Based on information received from 29 chapters, the Greek community raised approximately \$190,000 and performed almost 26,000 person hours of community service for philanthropic causes during the 2010-11 academic year.

Cultivate a Culture of Organizational Excellence, Effectiveness and Stewardship



Group exercise class registration is enhanced by an online registration and sales system

When possible, the division has centralized or merged services to eliminate redundancy and streamline processes. In addition, an increasing number of services are available online, giving students, staff and faculty easier access.

Selected Highlights for 2010-11

AggieCard Program

This year the Division of Student Affairs launched the new AggieCard Program for all students, faculty and staff at UC Davis. The new AggieCard provides convenience to our campus community in the following ways: serves as campus identification, allows access to campus facilities, has purchasing capabilities in our retail operations, provides access to the Unitrans bus system and the enables students to link their card to a US Bank account for individual banking purposes. The AggieCard replaces the UC Davis registration card as well as the UC Davis faculty/staff employee card and was funded by the Division of Student Affairs' corporate partnership program with US Bank. The partnership with US Bank will provide the university up to \$700,000 annually (over a 10-year period) for access to the new AggieCard. This annual allocation will support student services on campus.

Online Registration and Sales System

Internally developed systems in Campus Recreation have allowed for better customer service, efficiencies, and greater capacity to collect and report income. Staying up to date with technology will continue to be an important goal for the department. Among many accomplishments in this area are: Bridges 2 Health (B2H) online registration system for the majority of their classes, programs, and services; card swipe stations for entry to ARC fitness classes and Recreation Pool; and, use of Web, social media and video to better disperse information and generate interest. In 2010-11, annual online sales reached \$265,000, with over 1,500 spots sold online.

The B2H online system is part of a significant effort between Campus Recreation departments at UC Davis, UC Berkeley, and UCLA to stimulate a "UC Working Smarter" model. The development of this software has been a collaboration of shared time and resources between the three schools. The process continuously addresses the development of best practices while working to create a system that will eventually be sold to other universities, as well as outside clients, to meet widespread needs for online registration. The final result will improve current registration practices, extend service opportunities the other divisional partners, and generate a profit for UC.

Efficiencies in Healthcare Through New Processes and Technology

In the past three years, Student Health Services (SHS) implemented an electronic practice management system, electronic health record, open access prioritizing same-day appointment scheduling, and assigned primary care providers for all enrolled students. These efforts around service delivery and program resource strategically positioned SHS to be able to capitalize on and recognize several specific systems efficiencies.

Activity	2008-09	2010-11	2-year Comparison
Number of primary care appointments available	20,283	28,988	42.9% increase
Visits where follow-up was with initial provider (%)	29%	65%	Increase in continuity
Number of phone advice interactions (calls)	12,236	6,793	44.5% decrease
Primary care no-show rate	5.06%	3.92%	22.5% decrease
Secure messages between patients and providers	67,065	73,943	10.3% increase
Online appointment scheduling	N/A	2,497	New access

Table 2. Efficiencies over 2 years has resulted in increased access to care and continuity of care provided to patients while decreasing nursing staffing and loss due to no shows. Data from 2009-10 is not provided because systemwide furloughs and a move to a new facility during that year affected our ability to establish a comparison.

Merge of Campus Medical and Mental Health Services

In the 2010-11 academic year, the Student Health Services unit merged with the Counseling and Psychological Services unit to create Student Health and Counseling Services (SHCS). This enabled both programs to utilize a shared electronic health record system (EHR) with significant licensing cost reductions and a merged IT service. Other centralized functions of the two units include outreach materials production, website management, payroll and HR functions, budget and finance, and purchasing/ accounts payable functions. This merger will result in operational savings in addition to an enhancement of services and activities.

Student Affairs Office of Technology

This year the Division of Student Affairs assumed management responsibilities of the campus Student Information System (SIS). We have effectively transitioned the functional and technical expertise into one unit—the Student Affairs Office of Technology (SAOT). This integration has allowed for the production of new applications, efficiencies and reduction of duplication.

Student Affairs Marketing and Communications Center

This year, six individuals from selected Student Affairs units participated in a pilot project to explore the efficiencies of a centralized marketing and communications unit for the division. Since its formation in spring 2010, this group has established a student-life centered communications plan to better promote all Student Affairs departments and services, identified and built tools to deliver information effectively, and began implementing communications efficiencies across the division. Recognizing the potential effectiveness and efficiencies of a comprehensive division-wide communications plan, this group was formalized as the Student Affairs Marketing and Communications Center (SAMCC) effective July 1, 2011. The SAMCC will continue its successful trajectory with

upcoming projects that include establishing Student Affairs identity standards, further developing and implementing communications tools, and creating the infrastructure and workflow that will handle the marketing, design, and production needs of all Student Affairs departments. This upcoming year, the division also plans to transfer several staff positions with marketing and communications responsibilities from individual departments to the consolidated SAMCC model.

Targeted Divisional Objectives 2011-2012



Student Affairs provides programs that actualize the university's Principles of Community.

The following are a list of objectives that are specific and measurable for the upcoming academic year.

Undergraduate Admissions

- Work collaboratively with a number of units on campus to substantially increase the number of nonresident undergraduates for Fall 2012 with an emphasis on international students.
- Make efforts to increase the selectivity and diversity of both the freshmen and transfer classes.

Student Retention and Graduation

- Enhance enrollment management and retention models for at-risk student populations. Focus will be on underserved populations and nonresident students with an emphasis on international students.
- Work collaboratively with various offices on campus to develop strategies to shorten time-to-degree for undergraduates.
- Review and adjust wellness and technology services to be inclusive of a broader community.

Intercollegiate Athletics

- Create a new strategic direction for Intercollegiate Athletics (ICA) that maintains alignment with the campus vision. This process will include the hiring of a Director of Intercollegiate Athletics.

Capital Projects

- Open the new Student Community Center, the Segundo Student Safety housing project, and the Segundo Services Center.
- Complete planning for the Student Housing Tercero III project, renovation of the Memorial Union, and a new visitor's center.
- Develop strategies for alternative housing projects.

Philanthropic Support

- Establish a matching gift initiative for undergraduate scholarships.
- Increase philanthropic support for Intercollegiate Athletics, which has a campaign goal of \$16 million.

Divisional Budget Strategies

- Implement strategies that reflect budgetary reduction and increased revenue generation opportunities (including implementation of shared service centers, administrative restructuring, workload management, and revenue diversification).

Divisional Strategic Planning

- Develop a strategic plan in alignment with the Vision of Excellence.

Appendix: Budget Comparison

Unit: Student Affairs					
	2007-08	2008-09	2009-10	2010-11 ^{1A}	Percent Change 2007-08 - 2010-11
SOURCES OF FUNDS					
General Funds and Tuition-- July 1 Base (199XX) ^{1B}	\$13,388,162	\$12,624,153	\$11,915,351	\$12,059,775	-10%
General Funds and Tuition-- Current (199XX) ²	\$2,920,973	\$3,825,494	\$4,408,427	\$2,187,122	-25%
External and Other funds:					
Student Services Fees (20000) ³	\$16,184,827	\$14,447,664	\$14,365,698	\$33,169,694	105%
Mental Health Fees (20021) ⁴	\$622,125	\$1,806,126	\$2,116,127	\$2,514,211	304%
Campus based fees ⁵	\$41,592,857	\$42,739,462	\$46,402,265	\$54,465,628	31%
Private contract, grants & gifts	\$3,629,183	\$3,016,721	\$2,745,875	\$3,014,031	-17%
Federal grants	\$4,862,368	\$2,596,164	\$4,045,108	\$6,323,492	30%
Reserve funds (T&D) ⁶	\$110,125	\$114,614	\$168,064	\$202,160	84%
Other funds ⁷	\$105,852,848	\$114,478,503	\$147,953,717	\$174,396,317	65%
External and Other Funds (Total)	\$172,854,333	\$179,199,254	\$217,796,854	\$274,085,533	59%
Income and recharges	\$115,623,566	\$126,113,036	\$124,663,748	\$140,606,810	22%
Total Sources:	\$288,477,899	\$305,312,290	\$342,460,602	\$414,692,343	44%
USES OF FUNDS - Total Expenditures					
General Funds and Tuition					
Academic Salaries (SBxx)	\$16,803	\$17,465	\$22,426	\$14,860	-12%
Staff Salaries (SUBS)	\$9,894,799	\$9,551,339	\$8,360,509	\$6,683,188	-32%
General Assistance (temporary staffing) ⁸	\$531,497	\$576,420	\$686,768	\$835,516	57%
Benefits	\$2,766,020	\$2,672,313	\$3,920,819	\$3,481,569	26%
OE&E and Other	\$2,625,305	\$2,151,416	\$1,383,351	\$1,485,534	-43%
<i>Sub-total General Funds and Tuition</i>	<i>\$15,834,424</i>	<i>\$14,968,953</i>	<i>\$14,373,873</i>	<i>\$12,500,667</i>	<i>-21%</i>
External and Other Funds					
Academic Salaries (SBxx) ⁹	\$213,149	\$210,921	\$207,767	\$1,215,230	470%
Staff Salaries (SUBS)	\$28,953,607	\$32,041,338	\$33,216,347	\$37,906,260	31%
General Assistance (temporary staffing)	\$15,945,703	\$16,952,931	\$16,920,886	\$18,004,243	13%
Benefits	\$9,735,647	\$11,494,434	\$13,467,012	\$16,434,530	69%
OE&E and Other	\$177,864,252	\$182,636,022	\$210,975,318	\$251,291,171	41%
<i>Sub-total External and Other Funds</i>	<i>\$232,712,358</i>	<i>\$243,335,646</i>	<i>\$274,787,330</i>	<i>\$324,851,434</i>	<i>40%</i>
Totals--All Fund Sources					
Academic Salaries (SBxx) ⁹	\$229,952	\$228,386	\$230,193	\$1,230,090	435%
Staff Salaries (SUBS) ¹⁰	\$38,848,406	\$41,592,677	\$41,576,856	\$44,589,448	15%
General Assistance (temporary staffing)	\$16,477,200	\$17,529,351	\$17,607,654	\$18,839,759	14%
Benefits	\$12,501,667	\$14,166,747	\$17,387,831	\$19,916,099	59%
OE&E and Other	\$180,489,557	\$184,787,438	\$212,358,669	\$252,776,705	40%
Total Uses	\$248,546,782	\$258,304,599	\$289,161,203	\$337,352,101	36%
FTE Employees (April Employee Snapshot as compiled by BIA-Includes student employees)*					
General Funds, Tuition and Fees--Base and Current					
MSP and SMG ¹¹	37	39	35	34	-8%
PSS ⁸	533	502	509	632	19%
Academics ⁹	14	9	8	26	86%
<i>Sub-total General Funds and Tuition</i>	<i>584</i>	<i>550</i>	<i>552</i>	<i>692</i>	<i>18%</i>
External and Other Funds					
MSP and SMG ¹¹	14	14	14	12	-14%
PSS ¹⁰	811	1,072	1,049	1,043	29%
Academics ⁹	22	23	27	25	14%
<i>Sub-total External and Other Funds</i>	<i>847</i>	<i>1,109</i>	<i>1,090</i>	<i>1,080</i>	<i>28%</i>
Total Employees	1,431	1,659	1,642	1,772	24%

Budget and Institutional Analysis template; 7/20/11

- 1A Expenses from June Prelim
- 1B The Internship & Career Center was moved to Student Affairs during the 2010-11 year. Thus, the 2010-11 entry therefore reflects \$411K more in the base and \$458K more in the current budget
- 2 July 1 Base Budget less June Final (from same fiscal year) = Current Budget
- 3 2010-2011 increase reflects \$11M transfer to Capital Reserve fund from the Plant account to operating account; \$1.3M transitional funds to ICA; \$3.1M related to Banner budget (previously under IET); ~.75M from the ICC transfer
- 4 In 2007-08, only 1 quarter was credited to SA from MHF; gradual increase in future years reflect difficulty in recruiting specialized Psychologist positions
- 5 2010-11 increase reflects ~\$3M ASUCD Fees converted from income to Student Fees; ~\$1M new fees collected from summer session for OP fund 2010 and 2011; \$2.3M increase due to Student Health bldg opened in 2009-10; balance is committed to required reserves for major building system maintenance
- 6 Change in the campus formula to distribute T&D funds resulted in an increase and occurred late in 2009-10, which was carried into 2010-11
- 7 Other funds include student financial aid support, agency accounts, endowment income, opportunity funds and STIP income; Financial Aid awards have increased substantially over the past three years
- 8 2010-11 General Assistance increase due to temporarily hiring contract employees as career positions are vacated
- 9 2010-11 increase due to transfer of student tutors' payroll titles to academic title codes per agreement with bargaining unit
- 10 Changes reflect the transfer of Sodexo represented staff in 2009-10 to UC employment; the transfer of funds & staff from IET & ICC in year 2010-11; student employees also compose a significant amount of the PSS FTE totals
- 11 Approximately 25% of total MSP from all fund sources are physicians at the Student Health Center

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