STRATEGIC PLAN
2008-2009

MISSION STATEMENT
The UCSB McNair Scholars Program is designed to create an academic culture of achievement that offers high quality, one-on-one mentoring support to twenty-five (25) low-income first-generation and/or underrepresented undergraduate students annually, with the principal objective of overcoming academic, financial and personal development challenges that are traditional barriers to post-baccalaureate educational access and completion.

VISION STATEMENT
Assist low-income first-generation and underrepresented undergraduate students in attaining a doctoral degree by offering high quality scholarly training under the direction of the McNair staff, individual faculty mentors, and year-round academic and personal development activities and services.

The McNair Scholars Program will have
- All (100%) McNair participants will complete research and scholarly activities that will directly impact their educational progression each McNair Program academic year.
- Most (80%) McNair participants served in each McNair Program academic year will attain a baccalaureate degree within three (3) years.
- Half (50%) of McNair participants who receive a bachelor’s degree will enroll in a post baccalaureate program by the fall term of the academic year immediately following completion of that degree.
- More than half (65%) of McNair participants will attain a doctoral degree within ten (10) years of attaining their bachelor’s degree.

The McNair Scholars Program values
- Academic Competence: 75% of McNair participants will attain a minimum cumulative GPA of 3.5
- Mentored Research Experience: 100% of McNair Scholars will participate in one faculty mentored summer research experience, and 75% will participate in two.
- Academic Publishing and Distinction: 100% of McNair participants will publish a research paper in the McNair Scholars Journal, and 100% will present their research at a minimum of two research symposia.
- Teaching Preparation: 90% of McNair Scholars will successfully complete academic teaching preparation as demonstrated by the completion of a quarter-long teaching-training seminar.
- Professional Development: 90% of McNair Scholars will have professional interaction within their academic discipline through membership in a professional organization, attendance at a professional conference, and contact with three faculty members (per faculty recommendation) at other academic institutions.
- Post-Baccalaureate Education: 100% of active McNair participants in their senior year will apply to post-baccalaureate programs prior to receiving their baccalaureate degree.
Goals and Objectives  
(Including Strategies and Assessments)

Goal 1. Identify, recruit and select participants from a diverse selection pool to be served by the project.

Critical Success Factors
- Completion of research and scholarly activities required by the McNair Program.
- Successful completion of baccalaureate degree within three (3) years.
- Enrollment in a graduate program after the receipt of baccalaureate degree.
- Attainment of a doctoral degree within ten (10) years of receiving baccalaureate degree.

Objective 1.1: Student Identification

Strategies:
- UCSB McNair staff will work in collaboration with academic departments, the Educational Opportunity Program, Admissions and Outreach, Financial Aid, Budget and Planning, the Registrar and various Student Services offices to identify eligible participants within UCSB’s undergraduate student population.
- Special populations data (currently coordinated between the Admissions Office, Registrar’s Office and Budget and Planning) will be gathered in order to generate a list from existing databases that would identify all enrolled students who are first generation, low-income or underrepresented.

Assessments:
- Once at the start of each academic year, the Assistant Director (Monique Limón) will work with admissions and transfer program staff, through a review of the Admissions Database and transcripts, in order to identify those students whose status seems to classify them as McNair-eligible based on their undergraduate admissions information.
- Throughout the year informational sessions will be held at UCSB and community colleges in the service area to explain the McNair Program and McNair staff will seek out referrals from faculty on these campuses for promising candidates.
- Once at the start of each academic year, the Assistant Director and Academic Coordinator will meet with the EOP staff, the MESA Engineering Program and other student support programs, through a review of the EOP Database and transcripts, in order to identify McNair-eligible students who show potential for graduate education.
- In ongoing dialogue throughout the year, the Assistant Director will collaborate with national and local Upward Bound offices, with a focus during summer activities, and the admissions office, through a review of the Upward Bound Database and Admissions Database, to identify and recruit Upward Bound students who enroll at UCSB.
- Biannually, the Director and Assistant Director will solicit via direct mailing recommendations from feeder institutions in the service area based on internal identification strategies on each campus.

Objective 1.2: Student Recruitment

Strategies:
- Students identified as eligible for the McNair program will be recruited in a variety of ways that include: direct and electronic mailing, advertisement material distributed on campus and community colleges, newsletters, and informational sessions.
- Direct electronic mailing will be used to send out invitations to all eligible students with information on the purpose, services and activities of the McNair program as well as a reference to the McNair website.
• *McNair Newsletter* will be published on a quarterly basis in order to provide general program information, announcing program activities, and highlighting participant achievements. An electronic equivalent of the newsletter will exist on the website.
• *Informational workshops* will be held throughout the year at UCSB and community colleges in the service area. The workshops will outline the purpose and services of the program, provide an opportunity for questions, allow students to meet McNair students, staff, faculty and alumni, as well as provide an opportunity to distribute program materials.
• *Campus list-serves* at UCSB and at community colleges in the service area will be used to disseminate McNair Program’s website address, program information, and newsletters.
• *Website* will feature program information, testimonials, research papers, and an online application; all functioning as key elements to any recruitment effort.
• *Advertisement* for the McNair program will be posted on UCSB campus, in the campus newspaper, on campus radio and by placing links to our website on other appropriate UCSB, community college, and national web pages.

Assessments:
• Once during spring and fall quarters, the Academic Coordinator will send out invitations to all eligible students listed on the McNair Database created during student identification process with information on the purpose, services and activities of the McNair program as well as a reference to the McNair website. Mailing will include a letter from the Office of the Executive Dean, an application, and a questionnaire that students may complete to determine their eligibility.
• The Assistant Director and Academic Coordinator will organize at least two (2) McNair Orientation workshops at UCSB and each community college in the service area, throughout the year.
• The Academic Coordinator, once at the start of each academic quarter, will utilize campus list-serves at UCSB and at community colleges in the service area to e-mail McNair e-posters, newsletters, application deadlines, and website address to potential McNair participants.
• The Academic Coordinator and Graduate Mentors will conduct an advertising blitz at the start of each academic quarter utilizing a variety of promotional strategies that will include flyers, posters, e-mails, and PSAs.

**Objective 1.3: Student Selection**

Strategies:
• McNair participant selection will occur annually during the fall and winter quarters. The fall deadline is set for junior transfer students, which will permit them to complete one quarter at UCSB before beginning their McNair research activities. The winter deadline is set for sophomore UCSB students.
• McNair applicants will be responsible for submitting the standard application form, two letters of recommendation, unofficial transcripts, and personal essays (outlining eligibility, need, and motivation) by the stated deadline found in the standard application form.
• The Program Director will create a selection committee which may include but is not limited to representatives from the Graduate Division, the Educational Opportunity Program, two UCSB faculty members, and a graduate student. This committee will select McNair scholars from the available applicant pool based on eligibility, need, and motivation.
• Personal interviews with applicants that were selected by the selection committee will be conducted by the Program Director and Assistant Director. A personal interview does not guarantee admission to the McNair program.
• Students will sign a contract with the McNair Program committing to meet program requirements for minimum academic performance, complete and publish research, apply to graduate school and grant the program permission to access their academic records for ten (10) years after their receipt of a baccalaureate degree. Conditions for release of research stipends, scholarships and tuition remission will be agreed to.
• Selected scholars may complete an assessment interview for the purpose of identifying needs. Formal assessments will be conducted through Campus Learning Assistance Services (Academic Skills Test) and Career Services (Strong Interest Inventory, JIST Abilities Explorer and Kerwin Values Survey).

Assessments:
• The Program Director will create a selection committee every academic year by the first McNair application deadline set in fall quarter.
• Once all personal interviews with successful McNair applicants are conducted, the Program Director and Assistant Director will finalize the committee’s selection and scholars will be notified by the end of each quarter of the application deadline.
• A minimum of twelve and a maximum of fifteen students will be selected each year by the Committee in order to maintain a total active roster of 25 participants. A ranked waiting list of eligible participants will be generated by the Selection Committee to fill vacancies in the event that spaces open.
• At the end of each quarter of the application deadline, the Assistant Director will have all selected participants sign a contract acknowledging and committing to the guidelines, conditions, and requirements set forth in the McNair Program.
• During the quarter following the application process, the Academic Coordinator will have all selected participants complete an assessment interview and conduct formal assessments through Campus Learning Assistance Services and Career Services.

Goal 2. Provide all McNair participants with research-oriented internships, seminars, and other educational activities and services designed to prepare undergraduate students for doctoral study.

Objective 2.1: All McNair participants will have research internship experience.
Strategies:
• McNair participants will work with their faculty mentors in a year-long research internship experience which will focus on existing research but allow participants initial exposure and involvement in the research process.
• For junior transfers, this research internship experience will be condensed and will take place in the winter and spring quarters of the junior year as a credit bearing individual study project.
• Each participant will have a faculty mentor in his or her own department who will guide the student’s involvement in the internship. Research internships at other research institutions will be permitted and McNair staff will request monthly updates from such participants.
• McNair participants will spend their first year in the program in a McNair internship.
• Students and faculty mentors will have monthly advising sessions geared towards the development of a student internship.
• The student internship will be built upon ongoing faculty research and will not need to be directly related to the McNair participant’s research project.

Assessments:
• Scholars will be required to submit monthly faculty mentor reports tracking the progress and research objectives met.

Objective 2.2: All McNair participants will conduct and complete an original research project.
Strategies:
• Every quarter, McNair participants will be offered McNair Scholars Program courses designed to best provide students experience in research training and graduate education preparation (INT 190MA and 190MB), including course credit for their one-on-one research internship, tuition remission for up to eight units of coursework during the summer (which also allows students to address any academic issues or major requirements), and a McNair Scholars summer seminar which guides participants on the theory and practice of research.

• McNair staff will make a concerted effort with other summer research programs on campus in order to provide participants exposure to a wide range of disciplines, research methodologies and student peers engaged in original research.

Assessments:

• Junior participants will complete their research project design and development in the fall quarter of their junior year. Transfer student participants will complete the project design and development in the winter and spring quarters as McNair participants of their junior year.

• Junior participants will complete their research project literature review in the winter quarter of their junior year. Transfer student participants will complete the project literature review in the summer prior to their senior year.

• Junior participants will complete their research project data collection in the spring quarter of their junior year. Transfer student participants will complete the project data collection in the summer prior to their senior year.

• Junior participants will complete their research project data analysis in the summer prior to their senior year. Transfer student participants will complete the project data analysis by the beginning of fall quarter of their senior year.

• Both Junior and Transfer student participants will present and publish their research project by end of the fall quarter of their senior year.

Objective 2.3: All McNair participants will take a McNair Scholars Program course every quarter during their participation in the program.

Strategies:

• McNair participants will attend the McNair Scholars Program courses every quarter of every academic year, 190MA for juniors and 190MB for seniors, while they are a McNair participant, unless otherwise agreed upon. Course credit is available every quarter, but optional.

• During both summers, McNair participants will be required to enroll in the McNair Scholars Program at UCSB (INT 90), unless they complete their summer research projects at other research institutions.

• Under the McNair Scholars Program, participants will work collaboratively in a classroom setting to develop the skills necessary for effective data analysis, writing, and presentation of information.

• McNair seminars will be offered every quarter of every academic year.

• Each seminar series will be designed to meet the unique needs of sophomore and junior participants.

• Specific seminar topics will be developed and implemented by the McNair seminar planning committee (Director and Assistant Director) in conjunction with participant and faculty input.

• Participants will complete a comprehensive series of graduate preparation workshops as part of their residential summer research experience prior to the fall of their junior year.

• Workshops are designed to coincide with the student’s preparation of graduate application materials. In addition, workshops will provide hands-on experience in the production of a McNair Admissions Portfolio.

• Specific workshops will include: Researching and selecting graduate programs, diversity in graduate education, the application and admission process, writing a statement of purpose, funding a graduate education, and Turning your Academic Management Plan (AMP) into a McNair Admissions Portfolio.

Assessments:
• Every quarter, the Project Coordinator (Lynn Becerra) will track students’ participation in McNair Scholars Program courses with an attendance roster that will be logged on the McNair Database.
• Any McNair participant wishing to be exempt from a McNair Scholars Program course must sign an agreement committing to stay on track with their McNair obligations. Failure to comply may result in loss of McNair privileges, funding, including possible termination of McNair participation.

Objective 2.4: All McNair participants will present and publish their final research paper.
Strategies:
• Each McNair participant will complete a final research paper which will be reviewed by the McNair staff and faculty mentor.
• Each McNair participant will submit their final research paper for publication in the UCSB McNair Program Journal.
• Each McNair participant will report on their work through presentations in the College of Letters and Sciences Annual Undergraduate Research Colloquium.
• Each McNair participant will be provided with travel funds each year to attend one academic conference where they will be presenting on their research paper if they meet the eligibility requirements.
• Students will have a fixed amount of funds (a minimum of $800.00 per year) to use for travel and must submit a travel proposal for approval as part of their Academic Management Plan.
• McNair participant travel will include visits to other institutions, attendance at professional conferences, and participation in one of the many annual McNair Symposia.
• All visits and travel will be designed to integrate the student more fully into the academic world and increase the student’s network of professional contacts.
• The McNair Symposium is designed to showcase to the UCSB community the achievements and research results of McNair participants. Research results will be shared via a poster session of student research projects. The event also serves to introduce new McNair participants to the community to network with faculty, staff, peers, and campus leaders.

Assessments:
• Both Junior and Transfer student participants will complete their research papers no later than the end of the winter quarter of their senior year.
• Each McNair participant’s final research paper will be approved by the McNair staff upon faculty mentor’s recommendation.
• Each McNair participant will have their final research paper published in the UCSB McNair Program Journal in the spring quarter of their senior year.
• Each McNair participant will present their work at the annual UCSB College of Letters and Sciences Annual Undergraduate Research Colloquium, held in the spring quarter, during both their junior and senior year.
• Each McNair participant will present their research paper at a National McNair Conference at least once during their participation in the program.

Objective 2.5: McNair Peer Monitoring and Graduate Mentoring
Strategies:
• After the program’s first year, each McNair participant will work with a McNair Peer and/or a Graduate Peer Mentor during their two years in the program.
• This mentor will typically be a second year undergraduate and/or a graduate student enrolled at UCSB and possibly a former McNair participant. The mentors will serve as positive role models. In addition, mentors will provide incoming McNair participants with additional academic, professional, and personal support.

Assessments:
• Graduate Mentors will log the nature of all their meetings with McNair scholars as well as monitor their completion progress for research, assignments, and graduate school preparation.

Objective 2.6: Qualified faculty will be recruited as faculty mentors for each McNair participant

Strategies:
• McNair Director will work in collaboration with academic departments and faculty to recruit qualified faculty to serve as faculty mentors for McNair participants.
• McNair participants are welcome to select their faculty mentor, upon approval by McNair staff.
• McNair Director will invite faculty participation in general and faculty mentor orientations.
• Faculty mentors will not be compensated; the Office of the Executive Dean will add a formal memo of thanks to each mentor’s personnel file created by the McNair Director.

Assessments:
• The Project Director will annually recruit faculty mentors in order to maintain a pool of qualified and appropriate faculty mentors from which matches can be made with individual McNair participants.
• Since faculty responds best to other faculty members, the Director position will be filled by a faculty member.
• Faculty interested in serving as a McNair faculty mentor will be required to submit an application and CV, and will also enter into a contractual agreement to fulfill all mentor responsibilities, outlined in a Faculty Mentor and Student Expectation Agreement.

Objective 2.7: Faculty mentor involvement will seek to foster academic and professional enrichment.

Strategies:
• Faculty mentors will be matched with the appropriate participant(s) by the first quarter after the final selection of the incoming McNair cohort.
• Faculty mentor training, with specific attention to cross-cultural mentoring, will also be provided to all selected faculty prior to the start of the McNair Scholars program by Director.
• Faculty mentor will provide monthly advising and involved in McNair participant’s AMP development.
• Faculty mentor will provide direction for McNair participant’s research internship.
• Faculty mentor will provide direction for McNair participant’s research project.
• Faculty mentor will introduce McNair participant(s) to professional organizations and other faculty.
• Faculty mentor will assist McNair participant(s) with graduate school selection and applications.

Assessments:
• McNair Director will keep in frequent quarterly communication with faculty mentors, requesting updates on McNair participant’s academic, research-related, and professional progress.
• By the end of the first quarter, each McNair participant will submit a collaboratively developed faculty agreement and expectation memo to the McNair Program staff and Faculty Mentor. Each participant’s AMP will be finalized by the McNair Director and implementation will be spearheaded by the appropriate faculty mentor.

Goal 3. Provide assessment, monitoring, and resources that will enhance student’s successful entry into post-baccalaureate education.

Objective 3.1: Evaluate participants and create for each an individualized Academic Management Plan (AMP) which outlines long and short term goals, objectives, and specific activities and measures used to achieve and evaluate progress towards graduate preparation.

Strategies:
• **Transcript Review:** The McNair staff and corresponding faculty mentor will review each participant’s transcripts and supporting application materials to identify academic deficiencies, formulate goals, and prescribe activities for remediation and achievement of goals.

• **Pre-Assessment Interview:** Each participant will complete an assessment interview in which the participant, faculty mentor, and McNair Assistant Director outline and discuss deficiencies, suggest goals and activities, and formulate a contractual plan for meeting goals.

• **Academic Advisor Consultation:** Participants will meet with the appropriate departmental and college academic advisor to outline the major and general education requirements necessary for the successful completion of their degree.

• Through the development of the Academic Management Plan at the beginning of the McNair program process and the McNair Admission Portfolio, students will have the opportunity to analyze their own strengths and weaknesses, identify areas of need, and gain assistance in setting goals. Each AMP will incorporate in its design a time-line by which the student, faculty mentor, and McNair staff can readily monitor the progress of an individual plan and the completion of agreed upon objectives and activities.

**Assessments:**

- By the end of the first quarter, each participant will submit a collaboratively developed Academic Management Plan to the McNair Program staff and Faculty Mentor.
- In every quarter other than the first quarter, the Academic Management Plan will serve as the basis by which McNair staff will evaluate each participant’s academic progress.
- Quarterly meetings to review participant’s academic progress will be held with the McNair Assistant Director and in regular consultation with the faculty mentor.
- Completed assignments from the McNair Scholars seminar will also be collected and included in the Academic Management Plan.

**Goal 4. Ensure proper and efficient administration of the project, including financial management, student records management, personnel management, the organizational structure, and the plan for coordinating the McNair project with other programs for disadvantaged students.**

**Objective 4.1: Financial management**

**Strategies:**

- In consultation with the Principal Investigator (who has signature authority on the McNair grant account), the Program Director and Assistant Director will be responsible for the financial management of the UCSB McNair Scholars program grant.
- Working with the budget analysts of the Institute for Social, Behavioral and Economic Sciences, the Program Director and Assistant Director will monitor expenses and ensure that they are in compliance with approved allocations and institutional policy.
- Through the systematic review of monthly expenses in accordance with the approved budget, the Director and Assistant Director will assure sound fiscal management of the McNair program.

**Assessments:**

- The McNair Director and Assistant Director will work closely with the Institute of Social Behavioral and Economic Research to monitor program expenses.

**Objective 4.2: Student Records Management**
Strategies:
- Records management will be accomplished in both printed and electronic form for the purpose of efficient reporting and tracking of student progress.
- A student management database (McNair Program Information System) will be developed by the McNair Program Coordinator to maintain all data collection and record management needs, including tracking data for ten (10) years after participant graduation.
- Printed copies of student records will also be maintained by the McNair Program Coordinator.

Assessments:
- The McNair Program Coordinator will be responsible for maintaining the electronic database, which will be housed on the main Institute of Social Behavioral and Economic server in order to provide the appropriate security and backup protection.

Objective 4.3: Personnel Management
Strategies:
- The Program Director will be responsible for the recruitment, supervision, evaluation and in-service training of program staff and provide direct supervision of the Assistant Director.
- The Director will hold weekly staff meetings as deemed necessary and meet quarterly with the Executive Dean and the Deans Council to review the progress of the McNair program.
- The Assistant Director (Monique Limón) will be responsible for the general operation of the McNair program, supervision of the Academic Coordinator and Graduate Student Mentors (2), and McNair Scholars Program overall progress of student participants.
- The Assistant Director will hold monthly meetings with McNair participants as well as individual meetings with students and faculty mentors, as needed. It will be the Assistant Director’s responsibility to evaluate the functioning of the program on a daily basis, solicit input from faculty and participants, and propose changes to the program structure or activities as appropriate.

Assessments:
- The McNair Assistant Director will conduct annual performance reviews for career staff by using UCSB models.
- The McNair Assistant Director will evaluate the performance of Graduate Mentor annually before rehiring them for the position.

Objective 4.4: Organizational Structure
Strategies:
- As intentionally planned, the Principal Investigator will be a member of the Executive Dean Council, and the McNair Program Director will be a tenured faculty member.
- The program will be housed in space provided by the Office of the Executive Vice Chancellor, where a full-time Assistant Director and full-time Program Coordinator, along with two (2) Graduate Student Mentors.
- Budget analysts of the Institute for Social, Behavioral and Economic Research (ISBER) will assist in grant financial administration.
- Sponsorship by the Office of the Executive Dean assures faculty involvement, departmental cooperation, and resources; the Office of the Executive Vice Chancellor provides financial resources and physical space; the Graduate Division provides continuous service to a pipeline of diverse undergraduate students both on and off the UCSB campus; and the Vice Chancellor of Student Affairs, through various student affairs units provides academic and cultural support, needs assessment and career counseling. This structure contains the full spectrum of services needed in support of a McNair Scholars program.

Assessments:
• The McNair Director and Assistant Director will be responsible for appropriately reporting to the Office of Budget and Planning and the Office of Research campus contributions, match, and cost sharing annually.

Objective 4.5: The McNair program staff will make every effort to maximize the effectiveness of research projects, internships, and activities by coordinating its efforts with other campus programs serving disadvantaged students. The McNair program will work closely with particular programs.
Strategies:
• **Educational Opportunity Program (EOP)** counselors assist low-income, first-generation and underrepresented students in clarifying academic, personal, career and financial concerns. The EOP staff will provide the McNair Program assistance with recruitment and selection of scholars, and provide additional cultural support.
• **Academic Research Consortium (ARC) Summer Research Program** provides training and experience to prospective graduate applicants, with an emphasis on maintaining a highly qualified, diverse pool of students for graduate study. It is an eight-week summer program during which undergraduate interns work on research projects and participate in activities designed to develop the academic skills necessary for success at the graduate level.
• **California Alliance for Minority Participation (CAMP)** is a division of the Alliance for Minority Participation program funded by the National Science Foundation. The CAMP program assists students from U.S. under-represented groups who are interested in careers in science, mathematics, and engineering. McNair will collaborate with CAMP on research symposium and other enrichment activities.
• **Alliance for Graduate Education and the Professorate (AGEP)** and **Diversity Initiative for Graduate Study in the Social Sciences (DIGSSS)** are graduate education programs that are funded jointly by the National Science Foundation and the University of California, Santa Barbara, in order to increase the number of minority students earning doctoral degrees. The AGEP/DIGSSS diversity staff will work with the Graduate Division to provide professional development and graduate application workshops for McNair participants.

Assessments:
• The McNair Director and Assistant Director will serve on various campus committees include but not limited to the Chancellors Outreach Advisory Board (COAB), DIGSSS Advisory Committee, and the Graduate Outreach and Advancement Committee (GOAC).
• The McNair Assistant Director will meet annually with departments to determine partnerships and program goal developments. Some of these departments include but are not limited to EOP, IGERT, COE, MESA, CAMP, Graduate Division, and Office of Student Life (student groups).
• The Assistant Director will serve on the Diversity Forum Task Force for Southern California to connect to programs, departments, services, and research programs across Southern California.

**Objective 4.6: Inform the institutional community of the goals and objectives of the project.**
Strategies:
• The UCSB McNair Scholars program will make use of both printed and electronic media to inform the campus community of the goals and objectives of the program on a regular basis.
• **Direct electronic mailings** will be used to distribute brochures and applications to undergraduate and graduate departments as well as students eligible for the McNair program on all partner campuses. Mailings will inform as well as recruit eligible McNair participants and faculty mentors.
• *McNair Newsletter* will be published on a quarterly basis in order to provide general program information, announcing program activities, and highlighting participant achievements. An electronic equivalent of the newsletter will exist on the website.

• *McNair Informational Workshops* will be held throughout the year at UCSB and community colleges in the service area. The workshops will outline the purpose and services of the program, provide an opportunity for questions, allow students to meet McNair students, staff, faculty and alumni, as well as provide an opportunity to distribute program materials.

• *Campus list-serves* at UCSB and at community colleges in the service area will be used to disseminate McNair Program’s website address, program information, and newsletters.

• *Advertisement* for the McNair program will be posted on UCSB campus, in the campus newspaper, on campus radio and by placing links to our website on other appropriate UCSB, community college, and national web pages.

• *McNair Website* will serve as the primary publication tool of our program and will be referenced in all printed and electronic publications and advertisements. The website will feature program information, testimonials, research papers, and an online application.

Assessments:

• The Program Coordinator will work with each department to assure publication of McNair materials to all disciplines.

• McNair staff will deliver printed and electronic material on a quarterly basis as well as use for recruitment purposes.

• All workshops and events will be publicized with appropriate target audience and partnership departments.

• The Assistant Director and Graduate Mentors will work on the continuous up keeping of the UCSB McNair Scholars website in collaboration with the College of Engineering. The College of Engineering will count hits to the website.