

UC SANTA BARBARA

CELEBRATE MICHAEL!

Honoring
the career and contributions of
Dr. Michael D. Young
Vice Chancellor for Student Affairs



DIVISION OF
STUDENT AFFAIRS

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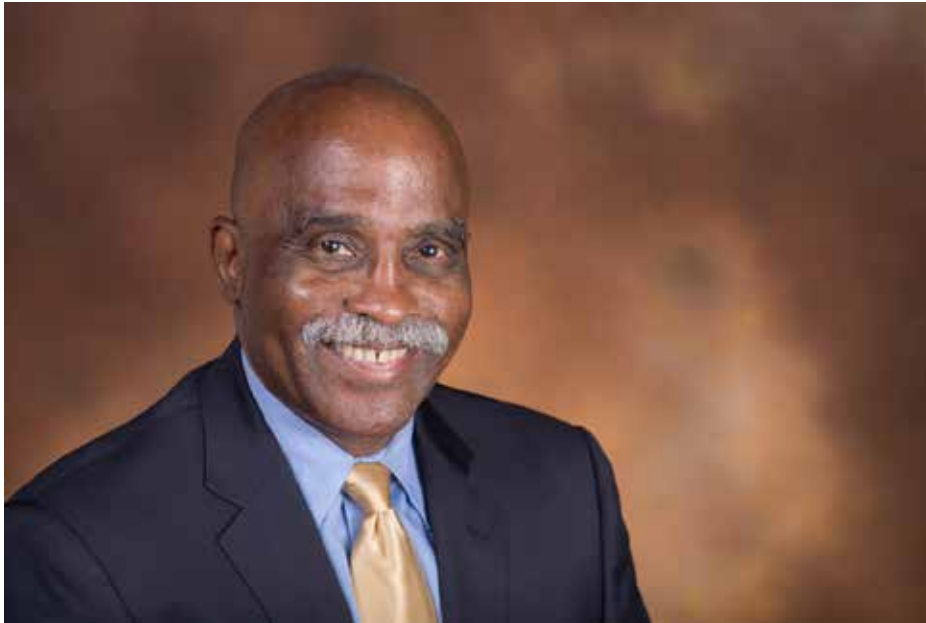


PHOTO BY DAVE PALMER

The **Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship** will promote these three pillars of excellence advocated by Dr. Young during his 25-year career as the Vice Chancellor for Student Affairs at UC Santa Barbara. Funding priorities will be for Student Affairs services and programs that support low-income, underserved, and first-generation college students and initiatives that promote student mental health and wellness.

The tribute book *Celebrate Michael!* was presented to Michael D. Young at a Student Affairs Gala 2015, held in his honor on January 24, 2015, in the historic Carrillo Ballroom in Santa Barbara, California.

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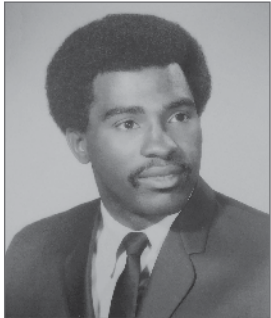
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TIMELINE OF SERVICE

From student activist to longest-serving Vice Chancellor for Student Affairs in the University of California system, we review **Dr. Michael D. Young's** accomplishments

1960s



1965: Graduates from John Marshall Harlan High School, Chicago



1965-1969: Undergraduate at Beloit College, Beloit, Wisconsin; captain of football team in senior year, member of Beta Theta Pi fraternity, and student activist

1967: Fieldworker for voter registration and political education, Mississippi



1968: Michael and his parents, Lexia and Vester



1969: Graduates from Beloit College with a bachelor's degree in history and is student commencement speaker

1970s

1970: Master's degree in American history, University of Michigan, Ann Arbor, Michigan



1973: Son Omari born



1976: Marries JoAnne Meade Pryor



1978: Doctor of Philosophy, higher education administration, The University of Iowa, Iowa City, Iowa.



1978: Daughter Nikkia born



1978: University registrar and senior associate dean, Wesleyan University, Middletown, Connecticut

1979-1980: Board of Directors of Family Services of Middletown

1980s

1980-1989: Corporator, Middlesex Memorial Hospital

1981-1989: Board of Education, City of Middletown

1981-1984: Secretary, Democratic Coalition of Middlesex County Political Action Committee

1982-1989: Town Committee of the Democratic Party of the City of Middletown

1986-1989: President, Board of Directors of Community Action for Greater Middletown

1990s



1990: Vice Chancellor for Student Affairs, University of California, Santa Barbara



1992: Children's Center remodel and expansion complete

1992-1996: Goleta Valley Community Hospital Board of Directors



1994: UCSB Commencement Speaker, Social Sciences II

1994: First Annual Student Affairs Professional Development Conference (PDC) ▶

TIMELINE OF SERVICE



◀ **1995:** MultiCultural Center opens at the University Center

1997: United Way Campaign Chair



1997: Student Affairs Administrative Services Building (SAASB) opens

1997: Elected to National Vice Presidents' Group (NVPG)



1999: Board Member, United Way of Santa Barbara. In 2012, above, Michael's team won a tricycle race to benefit United Way.

1999: First Cohort of the Management Development Group (MDG) established

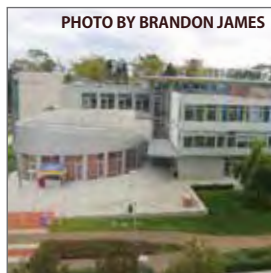
2000s

2000: Member, Santa Barbara's Fighting Back Steering Committee

2006: Co-Chair, UC Systemwide Mental Health Committee; report presented to UC Regents



2007: Co-Chair, China-US-Canada Student Affairs Summit, in Beijing



2007: Student Resource Building (SRB) opens

2010s



2012: Beloit Commencement Speaker and Honorary Degree conferred

2012: Student Affairs Student Information Systems & Technology (SIST) leads mainframe computer systems conversion

2013: Council of UC Staff Assemblies (CUCSA) Staff Award

2013: Trustee, Santa Barbara Foundation



2014: Solar array installed on Lot 22 to power Student Resource Building

2015: UCSB becomes a full member of Hispanic Association of College & Universities (HACU)

CAMPUS PROFILE: DR. MICHAEL D. YOUNG

By UCSB Student Tony Pierce
Inside Wave/Daily Nexus | March 6, 1991

When you go into Vice Chancellor Michael Young's office, be prepared to see quite a few paintings and photographs of Black people and their culture.

On this table you might see a photo of Dr. Martin Luther King Jr., or on this wall you might see a painting of a young Black girl walking to school surrounded by policemen.

The Vice Chancellor for Student Affairs doesn't seem at all hesitant about displaying his heritage or talking about it. He seems as at ease with the topic of race as he does about discussing basketball. "It's who I am," he states.

Michael Young was born on the predominantly Black South Side of Chicago where he grew up going to school and helping his father run the family's dry cleaners. When it was time to go to college, he chose Wisconsin's Beloit College, whose 1,600 students were mostly white.

"There were no Black faculty and no Black staff," Young said, but added that the time, 1965, was writing its own history as American Blacks were going through a change in attitude within themselves as Dr. King's civil rights movement was at its climax.

"Blacks had a sense of themselves which was different when I entered college than when I left," Young said of the movement. "It was Black is Beautiful, Black Power — those things. I'm forever grateful for being a student during those times. It gave me a sense of purpose and comfort of who and what I am. It's not always easy, but I am comfortable with it now.

"Being a person of color, you are forced to operate in certain ways for yourself and for other people. You don't have to be necessarily smarter, just know that you're always different. You are always being viewed through a different set of criticisms. You learn that is your normal existence, so you operate that way," he said.

Young went to the University of Michigan after Beloit and received a master's in History and followed that up with garnering a Ph.D. in higher education administration at the University of

Iowa. Education, Young said, is the key to success, especially among minorities and poor people.

"There is no other consistent way out for the masses of Black youth," Young said of college education. "It is the long-term, broad-based solution."

Getting more minorities and people of color into schools like UCSB can only make the institution more productive, Young said, explaining that with more perspectives and varied backgrounds, a student will be privy to a richer, deeper education and the educators will also benefit from such an environment.

"If I'm right that diversity of ideas and our ability to engage issues from a variety of perspectives brings a higher quality of analysis, then it's educationally important to bring diversity to this institution," Young said, adding that he will try to help UCSB become more diverse by "using the principles of the system to change it. Using the rhetoric of the institution to actually do what it claims to do."

"Right now, I am the Vice Chancellor for Student Affairs and I have an opportunity to change the definition of mainstream. In changing the definition — we become part of the system and its structures and change them. It's justice for all providing for all people to have a chance to achieve the American dream. What you have to figure out is what to do to change what's wrong."

Dr. Young is now two months into his second year at UCSB, having been hired away from Wesleyan University in Middletown Connecticut, where he spent 11 years as both associate dean and university registrar.

At Wesleyan, he was vigorously active with minority groups and issues. His ideals, he says, won't be realized in his lifetime, but that doesn't slow him down. If anything, it keeps him more focused and determined.

"Age and experience change you. In some ways, I'm more committed," he said. "I now have a deeper understanding of the issues facing Black people, people of color and poor people. And what I've seen gives me a deeper sense of the need to do something about that, and also some notion about me doing what I do." ■

So, what do you say about the year we've just had?

What do you say about the Deltopia conflict in April that rocked Isla Vista and changed, fundamentally, our sense of community? As I am sure is the case with most of you, I am still deeply saddened by the tragic events of May 23rd that claimed the lives of six of our UCSB students — six of our friends, our classmates, our teammates, our sisters, our brothers, our fellow Gauchos. That tragedy also left another nine UCSB students injured. I still have difficulty wrapping my head around or making any sense out of those senseless acts of violence. I have just had to accept the sad reality that sometimes in life you can't make sense out of what is senseless.

Interestingly, though, one of the strongest and most vivid memories I will take away from my career here at UCSB came when I looked out of the window of the room below the stands in Harder Stadium before the memorial honoring our fellow Gauchos. Looking out the window, I saw thousands of UCSB students walking quietly across Storke Field to the Memorial in the stadium. It was a profound moment for me, and one of the most powerful images I

Speech made to students at the Associated Students **"Come Together: Remember, Reconnect & Unite"** Event, October 8, 2014, Storke Plaza

Watch this live-recorded speech at <http://bit.ly/mdycometogether>

have EVER seen or experienced in my lifetime. I literally gasped, had to catch my breath, and was hit by a wave of emotion. That image of thousands of students, thousands of you, walking across the field will stay emblazoned in my mind for the rest of my life.

Over my 25 years as Vice Chancellor for Student Affairs here at UC Santa Barbara, I have had many moments, numerous opportunities, where I have been proud of you, proud of UCSB students. That said, I don't know if I have ever had a moment of being more proud of this community, proud of you, proud of having the honor of being vice chancellor at such an extraordinary university with such extraordinary students, as I had ▶

◀ watching you that afternoon. It was at that moment, at that terribly sad moment, that I smiled to myself and understood unambiguously, and believed in, the meaning and spirit of Gaucho Strong.

And, it was also at that moment, at that extraordinarily sad moment, that I experienced a feeling of "we can do this!" "You can do this!!" "We got this!"

I came to believe fully, to the core of my heart, what I already knew, that you, UCSB students, can change this community for the better. That you, UCSB students, can fix what is broken in our community, particularly in Isla Vista. That you, UCSB students, can truly change this community and culture for the better.

I have always been one of those who believe that it is the people, not the government, not some administration, not the authorities — it is the PEOPLE — who define and determine the character and quality of a community. It is the people who, through their actions, individually and collectively, decide and determine whether a community is safe, caring, respectful and positive, OR is allowed to be dangerous, intolerant, uncaring and negative.

It is you, UCSB students — you the people, individually and collectively — who determine, who decide and enforce what is tolerated, what is acceptable, what is okay in Isla Vista, and what is NOT tolerated,

what is not okay, and what is not acceptable in Isla Vista or anywhere in our community. You, the students, have in your individual and collective behavior, actions, and voice, the power to change this culture. You students, individually and collectively, have the ability to make UCSB and Isla Vista the kind of community that is not only extraordinarily beautiful and fun, but also safe and healthy.

And I honestly believe that it is also the case that only you, only students — it is only you — who can truly change the culture that is Isla Vista. It simply won't happen if students don't take the lead, set the tone, and enforce the values. There have been calls for the University, calls for the County, to change things and fix what is broken in IV. That's fine! That's great! And, I believe that the University and County have significant roles to play in doing just that. There is much for them to do.

But I believe, also, that none of that will be successful — it won't happen — unless you, UCSB students, you, decide to change the culture and enforce the community standards about the kind of behavior that is tolerated, what is okay and what is acceptable, so that we have an Isla Vista that is safe, healthy, civil, and respectful.

There will be those who say that it is impossible to change what goes on in IV. But, there will always be those who doubt. I promise you that this is ▶

◀ NOT true! I have seen it done. A culture can change, if the people want it to change! You have the power and I urge you to use it!

I love this University! I love this community! I love you! But, I also know that we can do a better job of having a healthy and safe community — a healthy and safe IV.

Over my almost quarter of a century as vice chancellor, I have come to believe that, for many students, IV is this wondrous place, this almost magical place, where they get to spend some of the best years of their lives as they matriculate into the full responsibilities of adulthood. The vast majority of our students are happy and love their UCSB years, and I believe that Isla Vista is a major factor in that love!

But, Isla Vista also at times has become a dark, sinister, harsh, and dangerous place, where some lives are destroyed, and others even lost; where all too frequently, bad things happen. Isla Vista has ALWAYS had that dark element to it. It certainly had it when I arrived at UCSB 25 years ago. But, it is different now. At times it is darker now, more sinister and harsh and dangerous now.

Let's be honest: Do we really want a community where almost anything goes? Do we really want a community where it is okay to trash and victimize in the name of fun? Do we really want a community where

it is okay for strangers to come into our midst and destroy our property, steal our possessions, and prey on us physically? Really? Do we really want that kind of community?

I've talked to a lot of students, particularly after Deltopia, and I heard a clear and resounding "no" to all of the above. I urge you, I urge us, to take back our community!

This is one of the times in the lives of individuals and a community where we have the opportunity to choose what we are going to be, what we are going to stand for, what we are going to allow. A time when we get to choose whether we are just going to talk the talk or also walk our talk!

You students are going to have a lot of people coming at you telling you how you should take your community back, but let's be clear: In your heart of hearts, you already know what needs to be fixed and you know how to do it. And, as I keep saying, only you, the students, have the capacity, knowledge, and strength to pull this off.

So, my question to you is, what are you going to do? How are UCSB students going to respond to this challenge? What destiny will you choose for this campus and for Isla Vista?

I urge you to seize this moment and begin the important but hard work of reclaiming and rebuilding our community. "We can do this!" "You can do this!" "We got this!" ■

MDY SPEAKS | WELCOME, STEP

Good afternoon. My name is Michael Young, Vice Chancellor for Student Affairs here at the University of California at Santa Barbara. I want to, one more time, add my voice to all of the others in welcoming you to UCSB, to your college experience, and to what can be, and what should be, one of the most exciting, important, rewarding and enjoyable periods of your life. If you really work hard and do college right, and give your time here at UCSB all that you have, you will you will have experiences that, I promise you, will change your life. This is an amazing time of life for you. Trust me on this one: you will not be the same person you are now when you walk across the stage at graduation in four years as a member of the graduating Class of 2018. You are about to embark on a life-changing adventure.

Now, let's be clear about something right now: I really love STEP and EOP — STEP and EOP students — and this event, 'Meet the Vice Chancellor.' This event right here today — and getting a chance to meet you, and spend time with you — is always a highlight for me. I don't even know you personally yet, but I already love you. So, needless to say, I am excited to be with you this

afternoon, and have been looking forward to today for weeks. Last week, I was even bothering Mr. Richmond over e-mail about today and what I should say to you.

I was asked by Brenda Curiel, Joell Emoto, and Luther Richmond, the bosses of STEP, to talk with you this afternoon about me, and how I got here, about student affairs and the services that are here for you, and then to say a bit about the expectations we have of you as the newest members of the UCSB community. Finally, when I am done, you will have the opportunity to ▶

Excerpt from an address given to **STEP (Summer Transition Enrichment Program) Students, Summer 2014**

Watch Michael welcome students to the 2013-2014 academic year at <http://bit.ly/mdywelcome13-14>

◀ learn about some of the departments and activities you can become involved in here at UCSB — at the Activities Fair right outside — and meet some of my many friends, who are now your new friends.

So, I want to just talk to you this afternoon. As I am sure you can see and tell already, I am a really nice guy; in fact, I am a great guy and pretty easy-going, very lovable and super friendly. Don't you think I seem very nice and friendly? Right! I give speeches all of the time in my job, BUT, I am not going to do that with you today. I promise that I will try not to give a speech to you but rather talk to you to help you prepare for what's coming.

First, I am a vice chancellor; I'm the Vice Chancellor for Student Affairs. And I have been in the job for almost 25 years. What does that mean?

There are currently four vice chancellors at UCSB. I, along with the others, report to the Chancellor, Dr. Henry Yang. Have you heard of him? I am responsible for Student Affairs and many of the departments that provide services to you and to other students to help you be successful. But I will come back to that a bit later.

Mr. Richmond thought that one way for me to meet you is to talk a bit about my own life experiences. Although I look like an old guy, with not much hair (well actually almost no hair), I haven't always been an old man with a bald head or been a gray-

haired vice chancellor forever. I grew up in Chicago, Illinois, on the South Side of town. My father owned a small dry-cleaning business, and in the last ten years of his working life, my dad was a cab driver, driving a Yellow Cab. Among the things my father taught me was my work ethic. Every day without fail my father got up and went to work. Every day, Monday through Saturday! Honestly, I cannot remember my dad ever not getting up and going to work. Every day!

My mother, for years, was employed as a secretary for the Health Department in Chicago, and, later, after earning her bachelor's degree at night — when I was six or seven years old — my mom became a school teacher in the Chicago Public Schools. Then my mom earned her master's degree (again at night) and, eventually, became a vice principal of a local junior high school in Chicago. In her later years, my mom taught political science at a community college in Chicago.

My parents were separated for most of my early childhood, and I lived most of my childhood years with my mother, my sister, and grandmother, and then often stayed with my father on weekends. Now, both my parents worked very hard to provide for my sister and me. Among the many things I learned from my parents were 1) the importance of a strong work ethic, 2) that I was ultimately in control of my own life (my mother regularly and without mercy ▶



PHOTO BY LUTHER RICHMOND

Michael addresses STEP (Summer Transition Enrichment Program) students, Summer 2014.

◀ imprinted this principle on my brain); and 3) to try to do the right thing.

My mother, in particular, was relentless in giving these messages. In fact, my mother was ruthless, predictable, and unambiguously clear. I can hear her now, "This isn't about them, Michael. This is about you and what you do!" "I don't care what everyone else is doing." AND "You have to work hard; I don't care what everybody else is doing; you're going to do it the right way." AND "I don't care what everybody else is doing; this is what you've got to do." When my mom called me Michael Dennis Young, I knew I had better listen to the message she was giving me. My parents were very clear that each of us has responsibility for our own life and our own behavior. No one else! It was our responsibility!

My mom had high expectations as well. When I would bring home my report card with some A's and B's on it, my mother would look at it and say, "Michael, that was very nice, but if you work harder the next time you might get all A's." I swear this is true!

That may sound cruel and harsh, but my mother was really a very sweet and loving woman, and a great mother. I knew my mother loved me unambiguously, but my mother also had very clear expectations for me, and she was very strong willed and tough as nails. My mom didn't play! My mother was a short little woman, about 5' 1", but nobody messed with my mother; not my father, not the minister, nobody!

Growing up in Chicago, I lived in an all-black community on the South Side. I was a Chicago Bears and Chicago ▶

◀ White Sox fan, and later became a Chicago Bulls fan. I grew up going to a black church — we went to an AME Church — and I was a regular attendee at Sunday school (every Sunday without fail) from the time I was a little kid until I left home for college.

I attended a predominantly black public high school in my neighborhood. I was a good student in high school. I played football (played tight end on offense and line-backer — outside, not middle linebacker — on defense). I was co-captain of the football team my senior year in high school, and in my junior year my team played for the Chicago City Championship in our division. I hung out like the rest of the kids in the neighborhood. You know, girlfriends, running buddies, and running and riding around the streets of Chicago, going to parties and dancing to Martha and the Vandellas, Smokey Robinson and the Miracles, and the Temptations, playing baseball in the summer (center fielder and catcher), and just hanging out with my friends like most young men.

I went to college at a small private college in Wisconsin. When I started college, I was one of seven black students in my freshman class of about 550. There were about six or seven other black students in the rest of the college. There were essentially no Latinos, no American Indians, and just a handful of Asian American students.

I did play football in college (small

college ball — Division 3 — running back). I was a pretty good small college player (was co-captain of the football team and MVP my senior year). I was active in and served a term as president of the black student organization called the Afro-American Union, which is the equivalent to the Black Student Union (or BSU) here at UCSB, and I was an active member of a fraternity.

I went to graduate school at the University of Michigan, where I got my master's degree in history. I was admitted to the University of Michigan as an EOP student (just like you guys), and, in fact, received an Educational Opportunity Program Fellowship, which is like an EOP scholarship for graduate students.

Later, during my second time in graduate school, I attended the University of Iowa, where I got my Ph.D., my doctorate, in Higher Education Administration. And, again at the University of Iowa, I was an EOP student, and was a student worker, as a graduate student in the Educational Opportunity Program.

My first real professional job was as a counselor, and then director of an Educational Opportunity Program (like the one here at UCSB), where I worked for five years. So you can see I have EOP blood running through my veins. Finally, Mr. Richmond also asked me to tell you why I chose a career in higher education and particularly in Student Affairs. I thought that was ▶

◀ a great question, and after I thought about it the answer was pretty simple. I loved the idea of doing this kind of work, and of being able to make a difference in the lives of students and their families. It was a great career choice for me.

So, why am I telling you all of this? I'm not just some old guy strolling down memory lane. I certainly am not bragging about my accomplishments, or proud of everything I have done. While I have left out much of the detail of my life, it would be fair to say that I have done many things in my life that I am proud of, AND other things that I do not feel good about, nor that I am proud of. I am telling you all of this because in many ways I have been where some of you are, or where some of you are going. Both the good and the bad; I may have had it much better or much worse, but whichever it is, I have traveled portions of the paths each of you will travel in your lives.

Times may be different now than when I was a student; times may be different now than when I started my first job, led a student organization, went to Sunday school, played football, went off to college, joined a fraternity, or picked a career and got my first job, — but different or not, much is still the same.

Now, when my daughter went to college, and I was about to leave her in the residence hall, I had to say something to her. Something snazzy; something really cool. After all, I am a vice chancellor for student affairs and I

should know about such things. So, I told her, "Work hard and have a good time."

Now, many years later, I still think that that was really good advice for my baby girl, and — because I love you and care about you — I will give it to you along with a few final comments. So first, "work hard here at UCSB, and have a good time!"

I won't say much about having a good time. I suspect you know about that. I would just say that these college years should be, can be, among the most enjoyable of your life. Live them with joy, excitement, enthusiasm, an open mind, curiosity, and reasonable and thoughtful caution, care, and common sense. Resist the urges that you will have to do things that are damaging or disrespectful to others, or to yourself, or that are really physically and emotionally unhealthy. Also, resist the urges you will have at times to do things that are just plain dumb.

By the way, one of the dumb things you can do is cheat. One part of my job is overseeing the conduct system. I am the guy who sends students home who cheat or otherwise get in trouble. Cheating is among the very worst things you can do at a college or university, and I urge you to be very thoughtful and to stay away from those who think it is a good idea.

So, cheating on papers and exams, using drugs and alcohol — they all have consequences. You will be treated like an adult here at UCSB, ▶

◀ which is why I stress the idea of personal responsibility. You will be presented with many opportunities to make choices, and it's important you make good ones!

Now, the part about working hard. It is important that I remind you, that you are the future of California. Each and every one of you is among the top 10% to 20% of those students across California going to college. Think about that! You are among the best and the brightest that our, really your, communities have to offer.

You are among the academic elite in higher education in California and in the nation. It is important that you keep that fact in mind and remember that each of you is a world-class student at a world-class university, and that you are a student here at the University of California at Santa Barbara in preparation for life, in preparation for national leadership, you are here at UCSB in preparation to do great things! You are a world-class student at a world-class university in preparation for leadership of our communities, state, and nation in the 21st Century. This is one of the reasons I wanted to have this session with you, because it is important that I tell you that you are here at UCSB in preparation to do great things in your life, but to get there requires perseverance, commitment, and hard work.

My final comment to you is: right here and right now! This is your place and this is your time! Right here! Right now!

This is your place and this is your time!

Let me be clear about something: You are here in the UCSB community because you earned your way here. You are here in this academic community because you are capable. You are here in this EOP/STEP community, because you belong here. I would urge you to allow yourself to be swept up in one of the many positive aspects of this community. Become an intimate part of the UCSB community in ways that make sense and work for you.

I would urge you to look for ways to become members of smaller communities of the larger UC Santa Barbara community. Those communities might be academic, or social organizations, religious/spiritual, cultural, or athletic. Join a student organization, but do whatever makes sense for you to find a way to belong to a greater community of students, staff and faculty.

And, I want to end by asking for your help! You all know what happened here in Isla Vista this past spring. I don't need to revisit that with you this afternoon. But I do want to ask you for your help.

This is your place and your time. I urge you to take advantage of it. So, as I close, if in doubt as to what decision to make while you are here, always remember the principles of Scholarship, Leadership and Citizenship and you will always find your way! ■

MDY | BELOIT COLLEGE SPEAKS | COMMENCEMENT

President Bierman, Trustees, members of the faculty, parents and family, and most importantly members of Beloit College's graduating class of 2012, welcome and thank you for this most extraordinary opportunity and honor to speak to you today at your Commencement. First of all, I must say Happy Mother's Day to all of the moms and mother-figures out there. Just this past Friday would have been my mother's 99th birthday. My mother was the one who was determined that I attend Beloit College. My mom would be thrilled that I am here today.

Thank you for also welcoming me back home to Beloit College. Much of my life runs through Beloit. When I was a young staff member, I met my wife of 35 years, JoAnne, right here at Beloit College. JoAnne was the aunt of one of my students, and I met her in a lounge on the second floor of Bushnell-Blaisdale Hall. So, don't think I don't know what goes on in those lounges!

I am a proud graduate of the Class of 1969, and 43 years ago I had the honor of being asked

Michael's Commencement Address to his alma mater, **Beloit College**, May 13, 2012

Watch Michael's full address at <http://bit.ly/mdybeloit>

by my classmates to give the Commencement address at our graduation. The academic year 1968-69 had been a particularly tumultuous year for the College. 1968-69 was in the middle of a changing and increasingly militant Civil Rights Movement and anti-Vietnam War movement. This was a time when a generation of young people were running headlong into the values of an earlier era. When my classmates and I arrived in 1965, we were among the first students of what was known then as the Beloit "New Plan," and we were very different from previous Beloiters. It was counter-culture students/emerging hippies and militants vs. blue V-neck sweaters, yellow button-down collars and the fraternity/sorority scene. ▶

◀ The world was changing dramatically and quickly, and we were influenced by and became a part of those changes. All over the country we watched as our generation challenged virtually every value of our parents. The war in Vietnam, along with the accompanying military draft and the struggle for fundamental human and constitutional rights that was at the foundation of the Civil Rights Movement, were stark, in our faces, and impossible for us to ignore. In fact, the change was dramatic for me personally: I entered Beloit College as a Negro and left Black! The world, my world, the world of Beloit College, experienced profound shifts and change in a very short period of time.

I began my Commencement address back in 1969 with a quote from W.E.B. DuBois, a revered black intellectual and scholar from the turn of the 20th Century. DuBois wrote and I read as I began my speech, “The problem of the 20th Century is the problem of the color line.” Certainly, I along with many of my student colleagues, particularly those of us in the Afro-American Union (AAU), of which I was president at the time, and our allies and friends, believed that that was so. And, we spent the year pressuring and demanding that the College change, to become a positive and proactive agent in responding to the “problem of the color line” — the color line across this nation and right here at home at Beloit College.

In many ways, and to its great credit,

Beloit College had prepared us both philosophically and educationally to take on these issues and to even take on the College if we thought it was the right thing to do. Beloit College certainly instilled those values in me.

In the fall of 1965, President Miller Upton spoke to the entering Class of 1969 at Convocation in the gym about this extraordinary privilege we had to be students here at Beloit College, and that with such great privilege came extraordinary responsibility to society. President Upton was clear that with privilege comes obligation. That message and Beloit’s requirement of a field term provided me personally with what I have always thought of as literally the most significant experiences of my life. In 1967, Beloit College sent me at age nineteen on my field term to work in the Beloit Tutoring Center in Cleveland, Mississippi.

I worked as a tutor to dozens of black children and adults on basic literacy and as a bus driver (actually it was an old International Harvester bread truck), driving thirteen black children to a newly integrated white school because the school district in Cleveland, Mississippi, refused to provide these children with transportation to school.

I stayed an additional semester in Mississippi to work as a “field worker” for the Delta Ministry, a division of the National Council of Churches, going to plantations and small towns throughout Bolivar County to encourage and help black folks ▶

◀ to register and then to vote, and to help organize them to participate in a political process from which they had been systematically excluded.

In Mississippi, I saw systemic institutionalized inequality, grinding poverty and political subjugation, based solely on race and enforced by social custom, the law, the state, and, periodically, I saw violence. As I said, the experiences that I had in Mississippi were the seminal experiences of my life and set the primary tone and course of my life. And, for that I am forever grateful to Beloit College.

Those experiences given to me by Beloit College literally and fundamentally changed my life. Mississippi clarified my values and crystallized my thinking. Mississippi made clear for me who I was, the privileges I had, and the nature of my obligations and responsibilities to society. Mississippi was a great teacher! If nothing else, Mississippi was unambiguous and clear! You understood things — things were clear in Mississippi in 1967. Things were literally black and white!

So, my student colleagues and I challenged Beloit College. We challenged the very institution that prepared and nurtured us personally, philosophically, intellectually, and educationally. Beloit College was right to teach us these principles and values; the College did its job! And, we were right to call the College to task for what we perceived to be its shortcomings.

I have to admit that I cringe now at some of the tactics we employed, but to this day I believe that we were right.

- We were right to demand diversity of representation throughout and across the curriculum.
- We were right to demand more diversity in the student body.
- We were right to demand more diversity in the faculty and staff.
- We were right to demand that Beloit College be a part of making right what we all knew was fundamentally and morally wrong!
- We were right; we were just young!

So, what does all of this have to do with you graduates of the Class of 2012? Today, 40-plus years later, I understand that Beloit College is going through another set of challenges centered around 21st Century issues of social identity. President Bierman described the challenges in his communication to the College community this past February, as “the profound questions that racial and ethnic diversity — and their intersections with gender, sexual orientation, religion, socioeconomic status, and other identities — pose for the nature of knowledge and our responsibilities to one another.”

I am not here to tell you or the College what to do. I hate it when people swoop in and give unsolicited “expert” advice and then go home to places where they have not resolved those same issues they were pontificating on. However, I was invited to speak to you today and touch upon these issues and so I will tell you what I think. ▶

◀ As I said earlier, at the beginning of the 20th Century, W.E.B. DuBois wrote, “The problem of the 20th Century is the problem of the color line.” If DuBois were writing today he might write, “The problems of the 21st Century are the questions that racial and ethnic diversity — and their intersections with gender, sexual orientation, religion, socioeconomic status, and other identities — pose for our nation and for the world.” President Bierman was on to something.

In November 2008, Senator Barack Obama was elected President of the United States. The election of Barack Obama as President of the United States has been and remains mind-bending to me. One close colleague described it as one of the most astonishing moments in American history. I have to admit that I did not believe that this country had in its soul the ability and will to elect a black man or black woman to the presidency, even if he or she were obviously the most qualified. But, you did! We did! The election of Barack Obama as President of the United States was something that my student colleagues and I certainly could not have realistically imagined back in 1969. Of course, President Obama’s election does not mean that we have suddenly become a post-racial society, or that centuries of personal and institutionalized racism and class divisions have suddenly been erased. In fact, you need only look at what I would describe as a backlash against and the unprecedented treatment of

President Obama in an all-out effort for him to simply fail; to be labeled forever as a one-term failed experiment or, even worse, a national mistake. Or observe the Trayvon Martin killing that has certainly rekindled many issues around race, including the perception of African American males as the “threatening other.”

Also, while extraordinary progress, or what I as a flaming liberal would call progress, has also been made relative to gay rights and women’s rights, we have also recently witnessed societal struggles over issues of women’s reproductive rights and pay equity; marriage equality for gay, lesbian, bisexual and transgender citizens; income inequality as exemplified by the 99% movement; educational inequality as we watch in some states, including Wisconsin and my home state of California, the systematic de-funding of public education; national and state immigration policy targeting and profiling Latinos; voter suppression efforts seeking to limit the political power of low-income and particularly certain ethnic and minority groups; and a general widening of the gap between the “Haves and the Have-Nots.” In some cases we are seeing efforts to back away from rights and principles that have been in place for decades.

Indeed, “the problems of the 21st Century are the questions that racial and ethnic diversity — and their intersections with gender, sexual orientation, religion, socioeconomic status, and other identities — pose ▶

◀ for our nation and for the world.”

So, these are the issues Beloit College is wrestling with, and these are the issues that you, the emerging leaders of the 21st Century, will have to engage. Even though it is approaching 50 years ago when President Upton said these words at my freshman Convocation, they ring true today. You have had an extraordinary privilege to be students here at Beloit College and with such great privilege comes extraordinary responsibility to society. President Upton was clear that with privilege comes obligation.

So, what are you going to do with the problems of the 21st Century? You’re probably sitting out there waiting for me to tell you what to do. I am not going to. I am not going to because I don’t have all of answers; and, frankly, the answers reside in you. The answers reside within your generation, in your energy, in your intellect, in your passion, and in your efforts.

My generation took up the challenges of our time, and did what we could. I think we did pretty well, and as I said, we made progress. Dr. King made progress. Cesar Chavez made progress. Malcolm X made progress. Gloria Steinem and Betty Friedan made progress. But, the baton now has been passed to you! Much of the task that has fallen to you looks a lot like the struggles my generation faced, but much has also changed, and you are the ones who must identify and understand the issues of today, define the solutions, and take

the next steps of progress.

I will give you two little hints. The first is to deal with “un-thinking privilege.” That is, privilege that some members of our society have simply because of what they are — privilege that they take for granted and that they are unaware that other people do not have. Second hint: you will know when you have succeeded — you will know when you’re there — when diversity is unremarkable and woven into the fabric of everyday life.

The election of President Obama has pulverized the old models, conceptual structures, and ways of viewing diversity — race, gender, sexuality, culture. His election has destroyed those models and changed the path of history forever. And, in hindsight, if one watched and paid attention to you students and your behavior over the past few years, you could see it coming. You — those of you sitting in this audience, the graduating class of 2012 — in your own way, this generation has already begun to lead us into the future. President Obama was right, you really are the ones we have been waiting for!

You have had this extraordinary privilege to live, work and study at this world-class college, at Beloit College, that has prepared you to become the leaders of the 21st Century and to live a life of consequence and purpose. You are the ones we have been waiting for! Congratulations, members of the graduating class of 2012! ■

Dear Students:

Over the past several weeks, our campus has been visited by a number of outside groups and individuals coming here to promote an ideology, to promulgate particular beliefs (at times extreme beliefs), or simply to create discord that furthers a certain personal agenda. Some passionately believe in their causes, while others peddle hate and intolerance with less-than-noble aims. Whatever the motives and goals, the presence of such people and groups on campus can be disruptive and has the potential to draw us into the kind of conflict that puts at risk the quality of exchange of ideas that is fundamental to the mission of our university.

What is happening now is not new: evangelical types have been visiting UCSB and university campuses since time immemorial. What we see at UCSB today is simply the most recent generation of true believers, self-proclaimed prophets, and provocateurs. During the past few weeks, UCSB has been visited by various anti-abortion crusaders. Some have been considerate and thoughtful in promoting their

message; others have openly displayed images that many in our community find distressing and offensive. We have also seen earnest and thoughtful religious missionaries, and we have seen proselytizers hawking intolerance in the name of religious belief. As a consequence of interactions with the more extreme of our visitors, students have expressed outrage, pain, embarrassment, fear, hurt, and feelings of harassment. Moreover, I have received requests that the campus prohibit the peddling of “fear,” “hate,” “intolerance,” and “discord” here at UCSB.

Those of you who know me are aware that I have strong views on the ▶

Letter to Students about Free Speech, March 19, 2014

Watch Michael deliver a call to action for Students to take care of each other at the 2014 New Student Convocation at <http://bit.ly/mdyconvocation14>

Michael officiates the annual Queer Wedding, which got its start as a protest to the 2008 passage of Proposition 8.

Listen to his 2010 Wedding speech at: <http://bit.ly/mdywedding10>

PHOTO BY ANDREW DOERR



◀ matter of intolerance. You also know that I hold equally strong views on the sanctity of free speech. If you have heard me speak at Convocation or at anti-hate events, or if you have seen me officiating at the Queer Wedding, you know that my message on both counts is clear. Recent events lead me to believe that this message bears repeating.

First, the principle of freedom of expression resides at the very foundation of our society and, most certainly, at the foundation of a world-class university such as UC Santa Barbara. Freedom and rights are not situational: we either have freedom of speech or we do not. We cannot pick and choose which views are allowed to be aired and who is allowed to speak. If that were the case, then only those in charge — those holding power — would determine who gets to speak and whose views are heard.

Second, freedom is not free. The price of freedom for all to speak is that, at times, everyone will be subjected to speech and expression that we, ourselves, find offensive, hateful, vile, hurtful, provocative, and perhaps even

evil. So be it! Law and policy ban only an extremely narrow band of speech and expression — yelling ‘fire!’ in a crowded theatre, for example, and child pornography. The price we pay to speak our own minds is allowing others to speak theirs, regardless of how oppositional their views are to our own. Our Founding Fathers — all white men of privilege, some even slave owners — got it right when designing the First Amendment of the Constitution.

Having firmly stated my support for freedom of expression, I hasten to follow with a lesson my mother taught me when I was a small child, a lesson that has remained with me the rest of my life and that I relay to our entering students every fall at Convocation. My mother taught me that just because you can say or do something doesn’t mean that you should. Civility plays an important role in how we choose to exercise our right to expression. We all have the right to say odious things, to display offensive slogans and placards, and to hurt and disrespect groups and individuals that disagree with us. The question is: should we? Should we engage in these behaviors just because we can or because they ▶

◀ serve our political, religious, or personal agendas?

At UCSB, our students have proven that we are better than this. While it has not always been easy, time and again UCSB students have demonstrated that they can disagree about the critical issues of our time — fundamentally and passionately but within a framework of humanity and civility, respecting the dignity of those whose views they oppose. Time and time again, UCSB students have demonstrated that they understand their role in defining the character and quality of this campus community — revealing their unwillingness to lower themselves to the tactics of those whose agenda comes wrapped in intolerance and extremism.

And now we are tested once again, outsiders coming into our midst to provoke us, to taunt us and attempt to turn us against one another as they promote personal causes and agendas. If we take the bait, if we adopt negative tactics and engage in name calling, confrontation, provocation, and offensive behavior, then they win and our community loses.

While urging you to engage with differing ideas and opinions in a civil manner, I also want to remind you that you have the option not to engage at all. You do not have to listen to, look at, or even acknowledge speech or expression that you find provocative or offensive. The Arbor Mall is a free speech area, as is the area in front of the

University Center. If you do not want to be confronted by certain materials or expressions, you should avoid the free-speech areas when you expect that you might encounter them, or simply ignore them. I promise you the visitors will hate that. And, finally, if you think demonstrators, activists, or proselytizers are violating the law, report them to the UC Police Department. If you think they are violating campus policies, report them to the Office of Student Life (OSL). Similarly, if you feel harassed or think you are being subjected to offensive speech or material as an involuntary audience, please contact the Office of Student Life immediately. Katya Armistead, Associate Dean of Student Life and Activities, can be reached at (805) 893-8912. If you do not reach her, someone at the general OSL number (805-893-4550) will be able to relay your message to her. The campus regulations address UCSB's free speech policies further: http://www.sa.ucsb.edu/Regulations/campus_activities.aspx.

What I am suggesting may not be easy, and it may feel more satisfying (at least for the moment) to lash out. (My mom often reminded me that doing the right thing is difficult.) If you feel that you must respond, hold a peaceful, thoughtful, civil, and dignified counter-demonstration, and show how students engage intellectually and politically at UCSB.

Sincerely,

Michael D. Young
Vice Chancellor for Student Affairs

MDY WRITES | CIVILITY

Dear New Gauchos:

You will be joining the UC Santa Barbara community in a few short weeks. At this important time of transition, it is important to share with you our expectations about the fundamental values and essential components of a productive, healthy, and safe campus — namely, our commitment to mutual respect, civility, decency and to a community free from violence of any kind, including sexual violence.

We expect every UCSB community member to behave respectfully and civilly to one another. This expectation is non-negotiable. There is no tolerance for sexual violence of any kind, including sexual assault, dating, domestic violence, and stalking. We want to be clear that these actions are violations of UC policy, campus regulations, and the law. We are committed to providing education to help prevent sexual violence, as well as resources to support survivors and encourage reporting of incidents. Every member of our campus community has a responsibility to help.

Similarly, acts of intolerance, disrespect, bullying, or violence, especially regarding sexual orientation, race, gender, ethnicity or religion (e.g., anti-Semitic or anti-Islamic expressions

or behaviors), compromise our sense of community, our feeling of personal well-being, and our ability to live and learn together. In simple terms, just because you can do or say something (because it's legal) doesn't mean that you should do or say it.

Being a student at a world-class institution confers privilege, prestige, and unparalleled opportunities, but it also entails a set of obligations, standards, and expectations. Being at UCSB means being not only a dedicated scholar but also a principled leader, a conscientious citizen, and a constructive and compassionate community member. We encourage you to do your part to maintain a safe, positive, respectful, and healthy community.

Sincerely,

Michael D. Young
Vice Chancellor for Student Affairs

Excerpt from Letter to New Gauchos
about Civility, Fall 2014

MDY PRESENTS | STUDENT MENTAL HEALTH

In the late 1990s, we began to observe increasing numbers of students experiencing more serious mental illness and psychological conditions on each of our campuses. In 2005 a UC Davis student Adam Ojakian committed suicide; his family's reaction served as a catalyst for the UC system to take formal stock of the status of student mental health and student mental health services on the campuses.

In December 2005 the Student Mental Health Committee was formed with four charges:

1. assess the trends in student mental health;
2. assess the management of and response to the trends at UC and nationally;
3. determine the appropriate level of services required to address the need;
4. and assess whether UC campuses have the appropriate level of resources to provide needed services.

I served as co-chair of the Student Mental Health Committee along with

Excerpt from a presentation to UC President's Council on Campus Climate and Inclusion on Student Mental Health, with Patricia Robertson, June 20, 2011

Watch the Student Affairs mission animated at <http://bit.ly/mdysamission>

Professor of Psychiatry Joel Dimsdale from UC San Diego. The committee began meeting in February, 2006, and presented its findings to the UC Regents in September of that year.

What did we find?

We found that we at UC were experiencing our version of a national phenomenon of student mental health. The national and system-wide data all told the same story: substantial and steady increases in numbers and severity of student mental illness problems.

- On the UC front, we documented that a growing number of our students were arriving on our campuses already taking psychotropic medications — 25% of all the students visiting our counseling centers were already on meds.
- But psychological crises are not limited to students with a prior history of these issues; many ▶

- ◀ students develop psychological issues for the first time while at college.
- The heavy residential nature of the University of California serves to magnify the mental health issues by requiring staffing, services, and response 24/7.
- The University of California has a significant number of high-risk populations among its students: graduate students, international students, LGBT students, under-represented students and other minorities, and I would add now veterans, as we've come to experience their return from the Iraq and Afghanistan theaters.
- The growing numbers of mental health cases had overwhelmed our services — that is, our capacity to deal with them.

- The markers identified as gauges of the capacity of the University's student mental health services were:
- Ratio of mental health specialists to number of students
 - Length of wait time for first and subsequent non-crisis appointments
 - Access to mental health specialists
 - The ability to respond immediately to students in crisis. At UCSB, we've had to add on-call services at Counseling & Psychological Services, mental health crisis coordinators, and medical social workers in order to respond to the large and threatening number of students in crisis — essentially our counseling centers have become

crisis centers where we are having to subordinate the cases involving less severe psychological distress — such as developmental issues, etc.

What we found was the perfect storm:

- increasing numbers and severity of cases of students with mental health problems;
- historically flat funding of the then Registration Fee that did not allow us to keep pace with the broad service needs of students;
- and years of budget cuts.

Simply stated, those were our findings. What were our recommendations?

We developed a plan for creating healthy campus communities, and that was important because creating healthy campus communities means much more than simply addressing acute mental health problems.

It really meant a plan of action for creating and sustaining healthy learning communities. We developed a three-tier model that allowed us to represent and address a continuum of service needs and community-building initiatives from acute intervention to general student support and wellness.

Tier One: respond to the immediate problem of building adequate response systems to critical mental health issues; that is, add capacity with more mental health professionals — psychiatrists, psychologists, social workers, mental health service ▶

◀ coordinators, specially trained general practitioners, etc.

Tier Two: respond to identified vulnerable groups with targeted interventions and restore key student services that help these students better navigate the campus environment, manage the pressures of college, and ultimately be successful UC graduates.

Tier Three: enhance the full spectrum of student life services that form the foundation of a healthy learning community to minimize a student's susceptibility to mental health problems.

We provided a set of very specific, reasonable, and do-able recommendations for each tier. Nothing in those recommendations was "pie in the sky"; in fact, we made a conscious effort to recommend reasonable and do-able measures.

What are future challenges?

Budget cuts and capacity:

- The budget cuts have been devastating, and while our capacity has grown, many campuses are now in the position of losing ground again. Wait times are again too long; we are having trouble attracting and keeping psychologists and psychiatrists because of depressed salary levels;
- Significant increases in numbers and severity — in other words, we haven't bottomed out yet. We've built it, and they just keep coming.



Michael visits the table of a student organization sharing information about stress.

Threat management:

- Another challenge is the one that keeps us up at night and makes the headlines in the morning: the dangers that severe mental health problems pose to our campuses and the challenge of trying to identify and intervene early to keep our campus communities safe with a significant number of students who are a danger to themselves or others.
- Our campuses are now having to construct entirely new systems that can respond to threats or potential threats to the health and safety of members of our communities.

Significant growth in certain at-risk populations:

We all know that UC is now encouraging increased enrollment of international students, and we're welcoming returning combat veterans who bring with them understandably complex issues. The growth in these two areas takes place against the backdrop of our success in attracting and supporting under-represented and other minority students as well as LGBT students. ■

MDY | PROFESSIONAL PRESENTS | DEVELOPMENT

I am obsessed with professional development and the way we do it in Student Affairs at UCSB. I really believe in it to our core. I will say more about that later, but professional development is not just something we do, but rather something that I like to think of as woven into the fabric of our daily work in the Division of Student Affairs at UCSB.

So, one important and reasonable question is why did we do all of this and more during the depths of budget crises. Spoiler Alert: this is one of the smartest things we did during those times of crisis for the following reasons:

- Professional development opportunities help staff become more actively engaged in the profession, develop competencies, adopt a management and leadership mind-set, and thereby improve service to students.
- Opportunities prepare and position staff to compete for and succeed in higher-level positions.
- We might not be able to pay people as much as we would like, but we

can give them the opportunity to grow professionally.

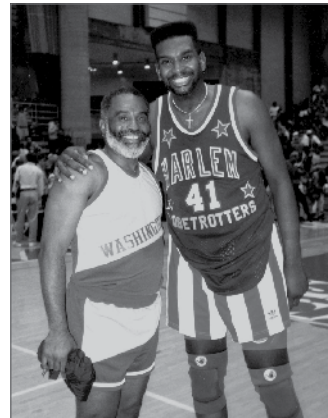
- Professional development improves staff morale and retention in times of budget constraints. Most staff will care about and work hard for an organization they believe cares about them. I know I do!
- Professional development prevents gaps in campus, divisional and departmental leadership and helps maintain continuity and quality, and institutional memory as transitions occur due to retirements and downsizing. With staff ready to assume higher levels of responsibility, they are able to step in and take positions that have opened up by retirements, resignations, and creation of new programs to meet changing student and institutional needs. This has been huge here as the budget cuts and retirements brought about an even faster than expected turnover in leadership.
- It's the right thing to do for employees! ■

Excerpt from a presentation to NASPA (Student Affairs Administrators in Higher Education) on Professional Development, March 18, 2013

Watch Michael speak about the importance of professional development at <http://bit.ly/mdyprofdev>



At left, Michael and Gary White dish up ice cream during a Staff Celebration Week. Above, Michael in the mid-1990s. Below left, Michael takes his first selfie with Herbert the Duck.



Above middle, Michael and JoAnne hang out with Magic Johnson at an Arts & Lectures event. Above, it's a slam dunk with the Globetrotters. At left, Michael poses with his winning team at a United Way tricycle race.



Michael cheers on students at the meningitis vaccination clinic.



At left, students and staff break ground for the Student Resource Building (SRB).



At left, Michael with UCSB Student Affairs staff/doctoral graduates. Above, Michael as a graduate student at the University of Iowa.



Above, Michael speaking at New Student Convocation. At right, Michael with Goodspeed intern and student staff at year-end gathering.



Above, Michael contemplates his favorite noon-time sport; at right, three years old and already dressing for success.



Michael's "Old School" Tips for Career Success

- 1) Reputation. It is your most important asset.
- 2) Show up!
 - Show up physically.
 - Show up mentally.
 - Show up on time.
- 3) Confidence without arrogance.
 - Take on things never done before.
 - Believe in your self; everything won't be clear.
 - You could be wrong; so do humility checks.
- 4) Training and preparation. Get your credentials. The sooner the better! But, it's never too late!
- 5) Know thy self. Assess values, strengths, weaknesses and compensate for all.
- 6) Have passion and ownership for work.
- 7) Have a can-do attitude.
- 8) Recognize the transferability of your skills.
- 9) Be willing to work hard and do whatever is necessary to get the job done.
 - Be willing to do scut work.
 - Do whatever it takes.
- 10) Take on stuff regardless of compensation. (It doesn't matter if it's not in your job description; this is how you get ahead).
- 11) Teams vs. individuals! Teams win championships, not individuals!
- 12) When opportunity knocks, open the door.
- 13) The answer is almost always "yes."
- 14) Hold a set of values and live them.
- 15) No guts no glory! Be willing to take calculated risks. You can't win if you are not willing to risk losing.
- 16) Dress like a professional.
- 17) The world is changing; transform with it.
- 18) No substitute for hard work done up front.
- 19) Stay on the high road and do the right thing.
- 20) Good luck! Good luck is the residue of good planning.
- 21) Have balance in life; get exercise.
- 22) Communicate with integrity, authenticity, and honesty.
- 23) Have a sense of humor and play; foster this among your colleagues. Don't take yourself too seriously!

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1111 Franklin Street
Oakland, California 94607-5200
Phone: (510) 987-9074
Fax: (510) 987-9086
<http://www.ucop.edu>

December 18, 2014

VICE CHANCELLOR YOUNG

Dear Michael:

It is hard to imagine that you are retiring as Vice Chancellor for Student Affairs after a quarter of a century of effective and distinguished service in that role. I wish to take this opportunity to express on behalf of the University of California community, our heartfelt thanks and deep respect for your many accomplishments as Vice Chancellor, not least of which were your dedicated efforts to call attention to student mental health issues and to provide funding for the University's efforts to help students in distress. You'll never know how many lives you may have touched through the wellness programs you endeavored so devotedly to initiate. You have contributed immeasurably in so many ways to the greatness of this institution as a whole and to the Santa Barbara campus in particular, and we are ever in your debt.

It is clear that you have more than earned a distinguished and rightful place in UC Santa Barbara's rich history, and I hope you will look back on your career at the University with feelings of deep personal fulfillment and professional pride. We are grateful for the skill and wisdom you brought to your many responsibilities, and I hope wherever your journey leads you, the University of California will always hold a special place in your heart, as you will in ours.

Yours very truly,

Janet Napolitano
President



SANTA BARBARA

Office of the Chancellor
 Santa Barbara, CA 93106-2030
 Phone: (805) 893-2231
 Fax: (805) 893-8717
<http://www.chancellor.ucsb.edu>

January 24, 2015

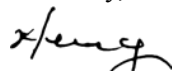
Dear Michael,

I would like to express my gratitude, appreciation, and sincerest congratulations to you for 25 years of dedicated service and leadership as our Vice Chancellor for Student Affairs. Your retirement marks the end of an era for our campus and for me personally, as my entire time here has been spent with you working in the office next door, throughout our campus, and within our community – wherever our students are, there also you have been.

Your deep commitment to our students has truly been unparalleled, a gift that's had a lasting impact on countless lives and careers. You have led by example in promoting the values of scholarship, leadership, and citizenship – not just among our students, but our staff as well. You have developed so many relationships through your advocacy and mentorship, and have helped nurture a second-to-none supportive and welcoming campus community. Through all of these important contributions and many more, you have created a proud legacy for yourself at UC Santa Barbara.

Thank you for spending these past two and a half decades devoting yourself to our students and our campus, which I have witnessed firsthand. We will miss you here at UC Santa Barbara, and we wish you the very best as you embark on life's next chapter.

Sincerely,


 Henry T. Yang
 Chancellor


OFFICE OF THE VICE PRESIDENT – STUDENT AFFAIRS

OFFICE OF THE PRESIDENT
 1111 Franklin Street, 9th Floor
 Oakland, California 94607-5200

*Vice Chancellor
 Leader
 Role Model
 Confidant
 Colleague
 Friend
 Husband
 Father
 Grandfather
 And so much more....*

*Michael,*

Thank you for all that you have done over your many years of leadership and service to students and the University. You have made such an incredible difference for students, Student Affairs, UCSB, and the UC system. You are respected and have had an impact locally, statewide, nationally, and internationally. You have touched so many student lives and made them better. Your vision, advocacy, and passion for student wellness, student mental health, and student success will continue to guide us for years to come.

It is hard to imagine the Council of Vice Chancellors for Student Affairs without you "at the table." Your advice and wise counsel, peppered with your sense of humor, have helped us address many critical issues over the years. Also, words cannot adequately express my appreciation for all that you have done to advise and support me. Thank you. I wish you, JoAnne, and your family much happiness, good health, and fun in the years ahead. Congratulations on your success!

With much admiration, gratitude, and love,

*Judy K. Sakaki
 Vice President, Student Affairs
 University of California, Office of the President*

*To laugh often and much,
 To win the respect of intelligent people and the affection of children,
 To earn the appreciation of honest critics and endure the betrayal of false friends,
 To appreciate beauty, to find the best in others,
 To leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition,
 To know even one life has breathed easier because you have lived.
 This is to have succeeded.*

Ralph Waldo Emerson



SANTA BARBARA

Department of History
 Santa Barbara, CA 93106-9410
 Phone: (805) 893-4505
 Fax: (805) 893-7671
<http://www.history.ucsb.edu>

Dear Michael,

It is more than seventeen years since I first met you on the deck of the cruise boat *Condor* at some kind of benefit affair. I was a brand new faculty member and you invited me to come play noontime basketball. A few days later you introduced me to a raggedy collection of middle-aging players. Since then they, and especially you, have become the people I most trust and care about at UCSB.

I quickly learned that no one wanted to guard you because you are a brutal player. You have a nice soft jump shot that goes down smoothly from the baseline or from out front, anywhere up to six feet from the hoop. Beyond that distance, you're hopeless. But when you get up a head of steam and start charging down the lane, everyone bails out because they don't want to get hurt. I'm the only one stupid enough to stay there, take the hit, and foul you right back. I am your personal on-court nemesis.

The last year or so, you have seldom come to basketball. You claimed the reasons were injuries, slowness (like you were ever fast), inability to jump (as if you ever left the ground before).

For seventeen years, I have always known where you would be. If there was a student need, you would be there, usually with Yonie Harris and other members of the tremendous staff you assembled and inspired. On Halloween, you would be walking IV. When police made racist comments about Asians being dog-eaters, you were there with the protesting students. When a regent attacked ethnic studies, you were there. At every graduation, you were there, accepting the greetings of students, waving to them as they passed, calling to them by name, giving them a hug as they crossed the stage. When students get in trouble, you are there. When terrible things happened last spring, you were there, you and your staff, working overtime to help us survive and heal. You always show up. If I had to be in a foxhole under fire, you are the person I would most want by my side.

I have done time in a dozen universities. I have always valued the leaders of student affairs. But of all the deans and vice-chancellors of student affairs I have known, you are the only one who could have been president of a major university. I know you have left us an excellent student affairs staff and leadership. But I'm going to miss you. Don't go far.

With respect,

Paul Spickard
 Professor of History

My Dearest Michael,

It has been my pleasure to experience all of the many roles you have mastered in your personal life. First, and foremost, you are the most dedicated son I ever met. Your parents received all of your love and kindness all of the days of their lives. They were always so proud of the man you are.

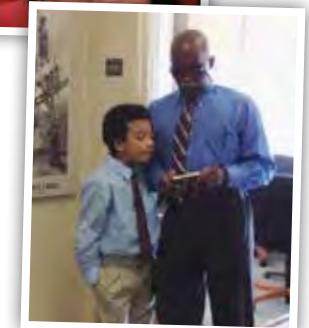
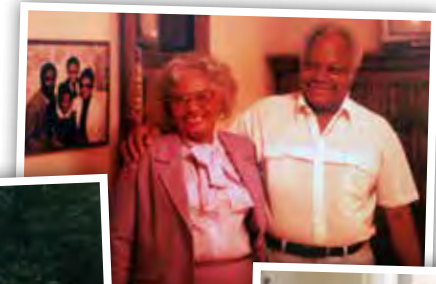
Secondly, you have been a wonderful husband and friend to me for over 38 years. Marriage is a job that takes lots of work for two people to grow together over the years. Thank you for putting in the time, love, and commitment to our ever changing relationship.

Parenthood brought you new challenges which you embraced. What a delight it has been over the years seeing you master the many stages of development of your son and daughter. I can't imagine a better role model for them. You are a father that is loved, respected, and honored!

Lastly, you have added being "Papa" to your resume. As a grandparent, you have surpassed your "Daddy" abilities! As Diallo says, "Papa you are the best!" Your children and I agree that being a grandfather is seeing you in your finest hour!

So, my darling, please know how proud your family is of you and that we love and admire you for all of your many gifts and talents as a family man.

Lovingly,
 JoAnne



Dear Michael,

There are few people who have done as much to teach me the substance and essence of the capacity to lead with compassion, foresight, vision, empathy, and strength as have you. I am merely one of hundreds of students, staff, and others to absorb this education, which is a testament to your legacy as an advocate for social justice, mindful living, and higher education.

As a pragmatic visionary, you have captured and held my admiration. This became clear to me during the 2011-2012 academic year when the University and my peers grappled with an assortment of challenges. You demonstrated — as I'm sure you have done throughout your career — an uncommon capacity to transform orthodoxy into progress within ranks of power. You repeatedly engaged in a visionary charge to ensure that students were prioritized amid the myriad (and often conflicting) interests of the University. Issues ranged from the taxes imposed by the University's central administration on student-funded referenda to those emerging crises that would threaten our most vulnerable populations. You met these obstacles by modeling a culture of transcendence. It remains an honor to have collaborated with you in an effort to bring about the best possible world in which to be a student at UCSB.

May you breathe deep and easy as you transition into this new and well-deserved chapter beyond student affairs. Whatever you do next, I recognize that envisioning and striving toward a more just and compassionate world will never dissipate from your life's lens. For this, you will remain the pragmatic visionary (and hero) whom I have so been privileged to work alongside.

From the bottom of my heart and on behalf of the students I represented as Associated Students president, I express to you my most sincere gratitude.

Sincerely,

Harrison Weber

Associated Students President, 2011-2012

THE LAW OF THE JUNGLE

Now this is the law of the Jungle —
As old and as true as the sky;
And the Wolf that shall keep it may prosper
But the Wolf that shall break it may die.
As the creeper that girdles the tree trunk,
The Law runneth forward and back —
For the strength of the Pack is the Wolf
And the strength of the Wolf is the Pack.

— **Rudyard Kipling**

"The Law of the Jungle" is Michael's favorite poem. He frequently shares the poem with Student Affairs staff to illustrate the importance of teamwork.

THANK YOU, MICHAEL D. YOUNG

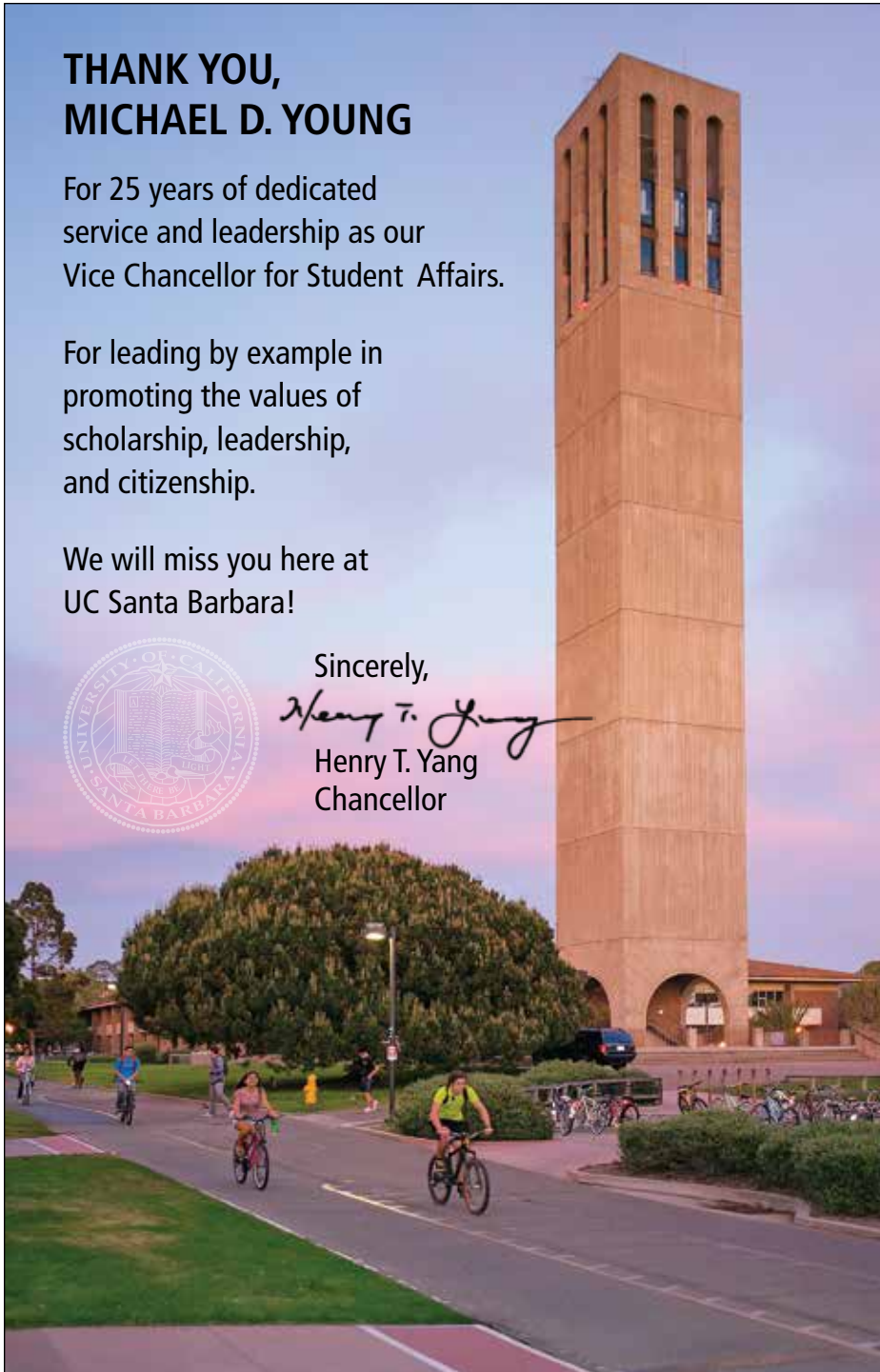
For 25 years of dedicated service and leadership as our Vice Chancellor for Student Affairs.

For leading by example in promoting the values of scholarship, leadership, and citizenship.

We will miss you here at UC Santa Barbara!



Sincerely,
Henry T. Yang
Henry T. Yang
Chancellor



Dear Michael,

What can we say about the gigantic privilege it has been to work with you day in and day out, some of us for decades? That we lived and toiled together through triumph and unthinkable tragedy; that we laughed and cursed and cried and danced; that we dreamed big and accomplished more than we imagined possible; that you are, indeed, "Michael's Principles" personified – mentor and role model to thousands. Students and staff flocked to the office to share their opinions, concerns, ambitions, and dreams directly with you, the vice chancellor, and you listened, counseled, consoled, cajoled, and inspired them all – as you did with each of us.

And did we ever have fun! We challenged you to do push-ups and planks on Fitness Fridays, and you enthusiastically tucked your tie into your dress shirt, got down on the carpet, and put us all to shame. For years you shared your "office sweater" (until it fell apart), and your classy Ross neckties (never more than \$10), and your countless umbrellas (many of which you never got back), and your chocolate and trail mix and power bars and an endless supply of wintergreen gum ("borrowed" from your desk drawer). You invited us into your home for wine and stories and wild white elephant exchanges (eggplant comes to mind) and drove us to birthday lunches in Lance (the ancient green Mercury) and then Vanny (so aptly named) and now steadfast Buck (can you say "road rage"?).

Michael, we love you and we salute you. You are the perfect boss, a cherished friend, and the only true captain of the "Starship, VCSA." It is with great affection (and profound sadness for what we and UCSB are losing) that we see you off into retirement.

All of us in the VCSA family wish you and JoAnne the very best in your retirement and many years of health, happiness, adventure, and joyful times with family and friends.

Live long and prosper!

With much love,

Bill, Rachel, Maya, Andrew, Jayne, Allyn, Emily, Paola, Claudia, Marina (and all staffs past)



Thank you Allyn Fleming, Chief of Staff/Director of Planning & Administration, for your gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship.

CAPTAIN MICHAEL D. YOUNG AND CREW ON THE BRIDGE OF THE STARSHIP S.R.B.



This tribute generously
paid for by Halle Berry

ADMINISTRATIVE SERVICES



**Congratulations to you from your
friends and colleagues from across
the Administrative Services Division.**

We've enjoyed your wisdom
and humor throughout the past 25 years,
and we will thoroughly miss you.

STUDENT AFFAIRS MANAGERS | THEN AND NOW



At left, some Student Affairs managers in the late 1980s, and, below, some in 2014.



Thank you for 25 years of incredible leadership to the Division of Student Affairs. Congratulations on your retirement from UCSB.

Thank you to Dr. Yolanda Garcia, former Assistant Vice Chancellor of Student Academic Support Services, and to the 2014-2015 Student Affairs managers for your gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship.



Pictured with Dr. Michael D. Young (center), the 2013-2014 Michael D. Young Interns are, from left: Johanna Hernandez, Jena D. Pruitt, Kashira Ayers, and Pedro Leon.

Academic Initiatives congratulates Dr. Michael D. Young on his retirement!

“Dr. Young will be remembered for leaving behind a trail of inspiration for his students.”

— Urvashi Singh, 2014-15 Michael D. Young Intern

“Thank you so much for your love and your caring heart! You have made me feel a part of the family here and I will always be grateful! You will be greatly missed but your legacy will live on!”

— Nadya Chavies, 2014-15 Michael D. Young Intern

“Dr. Young is such a wise, charismatic, and caring individual. His true desire to work with students allows him to be approachable and helpful.”

— Marina Quintanilla, 2013-15 Clyde Woods Scholar

“Dr. Michael Young exemplified genuine leadership — for a strong leader leads, but allows others to share the platform. He encouraged me to strive for more, to push myself to new heights, and to be a better leader. I always left conversations with him believing that I had the power to change the world around me.”

— Jena Pruitt, 2013-14 Michael D. Young Intern

Thank you, Dr. Claudine Michel, UCSB Assistant Vice Chancellor for Student Affairs, for your gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship.



*Dr. Michael Young
 For all you have done
 For the years you've given
 For your steady hand
 For the values you instilled
 We are most grateful...*

From all of us at Career Services

We will miss you!



Dear Dr. Young,

You have had a hand in welcoming and inspiring students throughout your tenure as vice chancellor. In your time leading our Division of Student Affairs, you have...

- **Welcomed over 130,000 new students** and their families to UC Santa Barbara
- Provided words of encouragement, support, and appreciation to **over 600 orientation staffers**
- Spoken at all **15 Convocation ceremonies** and inspired students to live the values of scholarship, leadership, and citizenship.

Thank you for your incredible leadership!
 We will miss you!

Love,

Kim, Leslie, Maritza, Shalauna, Tricia,
 and countless Orientation staff members

Thank you, Nick Duggan ('00) and former Orientation Staffer extraordinaire, for your generous gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship

Thank you Michael!

For 25 years of outstanding leadership as
Vice Chancellor for Student Affairs.

Your legacy of integrity and kindness
will continue to inspire us all!



UNIVERSITY OF CALIFORNIA SANTA BARBARA

arts & lectures

We educate, entertain and inspire.



Dr. Michael D. Young,

We are forever grateful for the investment you have made in our personal growth and professional development. We wish you the very best in your retirement and are honored to continue carrying out your commitment to scholarship, leadership, and citizenship.

Sincerely, your Emerging Managers and MDG Cohorts

MANAGEMENT DEVELOPMENT GROUP

EMERGING MANAGERS (1999-2001):

Don Lubach • Cecilia Becerra • Andrew Doerr • Jeanne Stanford • Mark Weinsoff • Ronan Giffen-Murphy • Charles Osiris • Sal Soto • Jodi Anderson

MDG (2001-2003):

Donna Coyne • Dan Givens • Verbon Kelley • Brad Lent • Joseph Mazares • Miguel Moran-Lanier • Lupe Navarro-Garcia • Candace Stevenson • Gary White

MDG (2004-2006):

Angela Andrade • Stephanie Coghlan • Anne Kingdon • Viviana Marsano • S. Krystal McCauley • Chidinma Offoh-Robert • Rosie Quimby • Kyle Richards • Peter Russell • Bill Shelor • Richard Teraoka • Leslie Voss

MDG (2007-2009):

Vince Aihara • Carola Alden • Candice Brooks • Ignacio Gallardo • Gina Gonzales • Vessela Jivkova • Ian Kaminsky • Shalauna Miller • Suzanne Perkin • Joe Sabado • Heather Silva • Sandro Sodano • Rod Tucknott

MDG (2010-2012):

Diana Antova • Miles Ashlock • Leesa Beck • Keri Bradford • Ozzie Espinoza • Turi Honegger • Jeff Landeck • Mark Shishim • Simran Singh • Briana Villasenor • Lin Young • Judy Zachary

MDG (2013-2015):

Elizabeth Acebu • Joshua Andersen • Rachel Arriaga • Claudia Batty • Jane Castillon • Brenda Curiel • Lee De Anda • Bruce Hansen • Joanna Hill • Sean Lieberman • Shana Moran-Lanier • Ryan Sims • Kristin Van Ramshorst • Jo Ann Villanueva-Salvador • Emily White

Thank you, former Dean of Students and Executive Committee member Gladys De Necochea, for your generous gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship.



"And now here is my secret, a very simple secret: It is only with the heart that one can see rightly; what is essential is invisible to the eye."

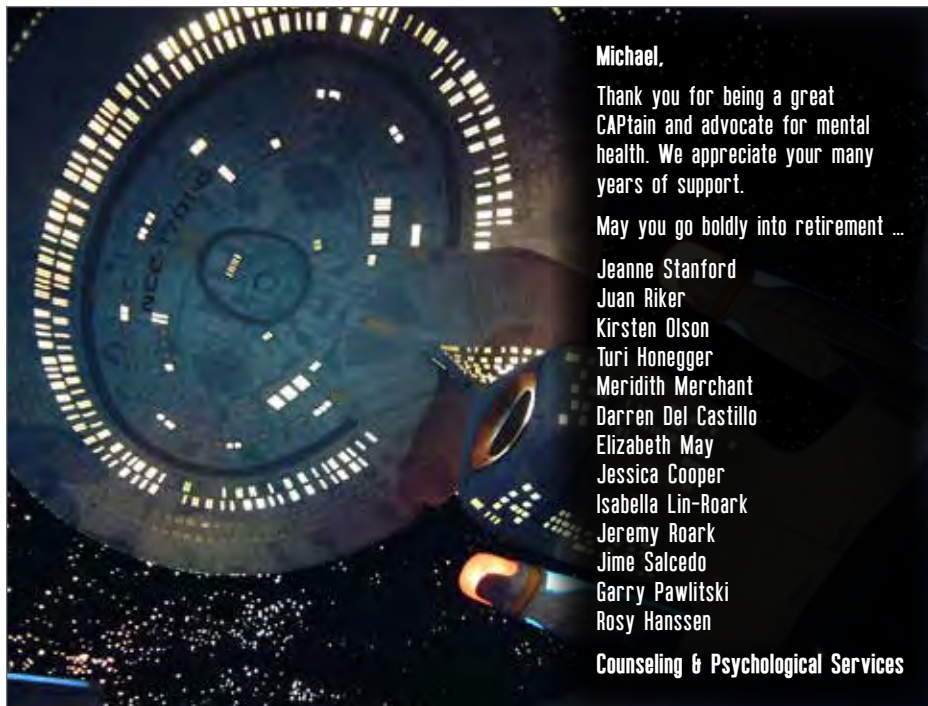
— Antoine de Saint-Exupéry, *The Little Prince*

Michael,

You have always seen what is essential and allowed us to commit ourselves with our whole hearts. With immeasurable gratitude and the best of wishes,

Early Childhood Care & Education Services





Michael,
 Thank you for being a great CAPtain and advocate for mental health. We appreciate your many years of support.
 May you go boldly into retirement ...
 Jeanne Stanford
 Juan Riker
 Kirsten Olson
 Turi Honegger
 Meredith Merchant
 Darren Del Castillo
 Elizabeth May
 Jessica Cooper
 Isabella Lin-Roark
 Jeremy Roark
 Jime Salcedo
 Garry Pawlitski
 Rosy Hanssen
Counseling & Psychological Services

Dr. Young, your leadership inspires nearly 600 registered student organizations – Thank you!

Thank you, Ernest and Leslie Zomalt, for your gift to the Michael D. Young Endowed Fund for Scholarship, Leadership, and Citizenship.



The entire campus of UC Irvine congratulates

Vice Chancellor Michael D. Young
 on this milestone achievement.
 We thank him for his leadership – dedication – commitment and service to UC students.

Thomas A. Parham
 Vice Chancellor, Student Affairs
 UC Irvine

Office of the Vice Chancellor
Student Affairs

Dear Michael:

We're grateful for your years of exemplary service, consciously working for a community based on free expression, justice and mutual caring.

And enjoy the next act — liberation, not retirement!



Dick and Mickey Flacks
Rich Appelbaum & Karen Shapiro

Congratulations Michael

on your retirement, and thank you for all you have done for youth in the community as a charter member of the Optimist Club @ UCSB since 2002.



Optimist Club @ UCSB Directors:

President: Elroy Pinks

Vice President: Marlene Cohen

Treasurer: Victor Bartolome

Secretary: Carol Saucedo

Board Member: Mark Weinsoff

Board Member: Chuck Champlin



Like us on Facebook
[/Optimist-Club-of-UCSB](#)

THANK YOU FOR BEING A LONG-TIME ADVOCATE FOR PROFESSIONAL WOMEN AND THEIR PROFESSIONAL DEVELOPMENT!



From the Professional Women's Association at UCSB

CONGRATULATIONS!

Michael D. Young



"Failing Forward" Speaker Michael Young at Cleveland Elementary School.

*Because of you, our community is a better place.
Thank you for your involvement & dedication!*

United Way
of Santa Barbara County





The Santa Barbara Foundation congratulates
Dr. Michael Young
on 25 years of service to UC Santa Barbara.

We are proud to count him as a trustee
of the Santa Barbara Foundation.



PHOTOS BY BRANDON JAMES



Student Affairs
Administrative
Services



Student Resource Building

Michael,

You leave many wonderful legacies at UCSB,
not the least of which are the **buildings** you have
built to serve our students.

With love and appreciation,

Mary and Thomas Jacob

“Can there be a **UCSB**
without **Michael Young?**”

Ritchie Garcia



With **love** & **appreciation**
for your
heartfelt **leadership** & **friendship**

Los Garcia

Yolanda, Lupe, Ritchie, Celina & Robert

“For the **strength** of the **Pack**
is the **Wolf** and the **strength**
of the **Wolf** is the **Pack**”

- Rudyard Kipling

Saluting you, MDY
Strong Alpha Leader of our Pack
for a Quarter of a Century!

Treasuring your legacy
of Wolf Wisdom and Spirit
to carry Student Affairs
into the future.

Enjoy your
Time to Howl!

Carolina
of Pack #1



Celebrating a job well done.



Tonight we join alumni, staff and students to honor **Michael Young**, who has worked so hard for UCSB and our community over the past 25 years.

Michael, you have been a remarkable role model, championing inclusion on campus and in the community. Students will not forget the basketball-playing, tricycle-riding, leadership-developing Vice-Chancellor of their college years. Enjoy your retirement — you earned it!



montecito.com

For more information call **(805) 963-7511**

Michael Young, Vice Chancellor Extraordinaire!

Congratulations to
our dear friends
JoAnne and Michael!

Boundless appreciation
to Michael for his years
of support of his new
colleague at UC Merced!

— *Jane and Pope Lawrence*

Magnificent
I nnovative
C ollaborative
H onorable
A ccomplished
E ducator
L eader
Y outhful
O bstreperous
U nifier
N urturer
G entleman

Michael, you are someone who has always been thrilled to see thinkers and leaders, young and old, develop from their educational and administrative experiences at UCSB. It has been your



undying support that has encouraged so many to achieve their goals. You have touched my life in many ways, and I am grateful for your friendship and support. Embrace your retirement with the same determination and vigor that was yours at UCSB, and you will enjoy every moment.

Your Cajun friend from Louisiana, Beverly Lewis Aucoin

To our #1 Scholar, Leader and Citizen in Student Affairs for the past 25 years (not to mention the sharpest dresser with the most dazzling smile on campus):

On behalf of >100,000 students and hundreds of very grateful staff members, thank you so much for your caring, competence, intelligence, sensitivity and excellent sense of humor. How did we get so lucky?

Wishing you a very well deserved perpetual vacation and lots of fun!

Elizabeth Downing

January 24, 2015

Dear Michael,

Even though you came to UCSB about 20 years after I did, I have always felt that we looked at the university through the same lens: the campus is a learning-centered institution where we all profit from common, student-related experiences. Your major contribution to that cause was your stewardship of Student Affairs as a form of outreach to other units on campus, like Academic Programs. I will never forget the private, friendly conversations we had about the state of UCSB's union, and especially about instituting a Faculty-in-Residence program in the Residence Halls.

I can assure you that there is life after academe. *Mais oui!* And you can enjoy it by accomplishing the same thing in the private sector that you did in the public: collaborating, planning, building for the sake of the community. By so doing you will dispute the meaning of "retiring" as "withdrawing." For people like you, retirement is a means for spending even more time improving the lives of others.

Welcome to the club! Lunch?

Very best wishes, Ron Tobin

Congratulations, Dr. Young, on 25 years of exemplary service to the UCSB Community as Vice Chancellor for Student Affairs. Through your leadership and unwavering commitment to student success, you have touched the lives of many. The enduring legacy that you leave behind at UCSB is one that we should all aspire to. Wishing you and JoAnne a relaxing yet exciting retirement together. We love you!



The Mmeje Family

Dr. Michael Young,

We appreciate everything you have done for our community. You have inspired all of us with your dedication, encouragement, and support for all children from preschool through college. You have also been such a generous and wonderful friend. You are a very special man.

Susana Antúnez
Leticia Bañales
Lorena Chávez
Socorro Chávez
Francisca Escobar
Silvia Garcia
Olivia Gore
Ilse Hutchinson
Cecilia Meléndez
Gloria Perissinotto
Elia Valenzuela



Michael,

May your entry into retirement be less lonely than your entrance into UCSB.

May your next 25 years be as stimulating and challenging as these past 25.

May you reflect on these UCSB years as a time that you nurtured, irritated, guided, outraged your colleagues and your students.

Congratulations! And best wishes,

Janet Vandevender

Michael, what an honor it is to be able to contribute to your tribute album. I feel privileged to have worked *with* you and *for* you the ten years I spent at UCSB. I don't think I have ever worked with anyone who had such a love for students and people in general. You "showed up" every day with energy, enthusiasm, and love for what you do and for those with whom you shared doing it. I learned so much from you, both in good and bad times, and truly view you as a mentor.

I know that you are officially retiring, but I am also sure that you will always make a contribution to the lives of everyone you know, and even some you may not know, as so many of the students you touched will be paying it forward.

My retirement has allowed me the time and pleasure of sunsets, travel, and good books to be read at leisure. My wish for you is that you will find as much satisfaction and pleasure in this next chapter of your life as you did in your tenure at UCSB. Stay in touch, stay committed to doing good deeds, and always stay my friend.

Much love to you,

Betty Huff

Assistant Vice Chancellor
for Enrollment Services

1999-2009



CONGRATULATIONS, Vice Chancellor Michael D. Young!

Thank you for all
you have done for so many.

Your guidance and caring
defined generations
of students and colleagues.

With love from your Wesleyan family:

Alfredo Septien, Allison V. Downer, Alycia Cook, Andre Jett, Angelique Arrington, Avis P. Terrell, Becky Vazquez, Cher Gray, Cheryl Stevens, Curtis & Cecelia Bolden, David Boyd-Boyer, David Hill, Dawn Watt-Stewart, Denise Hill Day, Derek Morris, Diana DeBerry Hinton, Diane Alan Craig, Donna M. Edge-Rachell, Doris Barry, Earl Comrie, Elaine De Senna, Eric Greene, Evelyn & Paul Spivey, Frank Tuitt, Geoffry David Nichols, Hellura Lyle, Ian Friday, Ingrid Gordon, Jackie Graham-Mills, Janice Williams, Janina Monteiro, Jennifer Pope, Joan Morgan, Joaquina Borges King, John Johnson, Joseph & Sauda Smith Abbott, Joy K. Challenger, Judith Absalon, Karen T. Craddock, Keith Pye, Kelli Craig-Henderson, Ken Lawrence, Kim Buxenbaum, Kweku Forstall, Lillian La Salle, Liz Solar, Lydia Esdaile, Lyle Ashton Harris, Marcel John Desroches, Marilyn Davis, Marilyn McDonald, Mark E. Coleman, Marquis Lobban, Marvin Bazemore, Mauricio Baker-Mason, Melinda Weekes-Laidlow, Michael A. Morris, Milton Cornwall, Monica Moody, Narda Jones, Nasser Ega-Musa, Nilza & Henry Dechalus, Richetta Wilson Lobban, Rob King, Sanford Livingston, Sharyn Duncan, Shawn Dove, Stephen Shepard, Suzanne Chambers, Theard Vanel, Tracy Burnett, Tracy Cole, Waldo Williams, Wendy Olivier, Zahara Duncan ...

Student Affairs Departments & Services

Academic Initiatives	Office of International Students & Scholars (OISS)
Admissions	Office of Judicial Affairs (OJA)
Alcohol and Drug Program	Office of Student Life (OSL)
Arts & Lectures	Office of the Registrar
Associated Students	Orientation Programs & Parent Services
Campus Advocacy Resources & Education (CARE)	Recreation
Campus Learning Assistance Services (CLAS)	Resource Center for Sexual & Gender Diversity (RCSGD)
Career Services	Storke Student Publications
Counseling & Psychological Services (CAPS)	Student Affairs Business Officers Group (SABOG)
Disabled Students Program (DSP)	Student Affairs Grants & Development
Distressed Student Response	Student Health Service (SHS)
Dream Scholars Resource Team	Student Information Systems & Technology (SIS&T)
Early Academic Outreach Program (EAOP)	Veterans Resource Team
Early Childhood Care & Education Services	Visitor Center
Educational Opportunity Program (EOP)	Women, Gender, & Sexual Equity
Financial Aid Office	
First Year & Graduate Initiatives	
Health & Wellness	
MultiCultural Center (MCC)	

Read the 2013-2014 **Student Affairs Annual Report** at <http://www.sa.ucsb.edu/home/student-affairs-annual-report>

Celebrate Michael! Contributors

EDITORS

Rachel Arriaga, Catherine Boyer, Keri Bradford, Allyn Fleming, Debbie Fleming, Claudine Michel

DESIGNERS

Keri Bradford, *Lead Designer*
Sophia Barkhudarova,
CommCollab Intern 2014-2015

PHOTOGRAPHERS

Andrew Doerr, Brandon James, Georgina May, Patricia Marroquin, Dave Palmer, Luther Richmond, Andrew Riley

A special thank you to JoAnne Meade Young for your help in providing photos to this tribute project!



Student Affairs Gala 2015 Committee

Catherine Boyer, chair
Rachel Arriaga
Sophia Barkhudarova
Keri Bradford
Yolanda Garcia
Yonie Harris

Mary Jacob
Zaveeni Khan-Marcus
Viviana Marsano
Claudine Michel
Lupe Navarro-Garcia