

STUDENT SUCCESS DRAFT 12.15.06

GOAL 1	OBJECTIVES	STRATEGIES	METRICS
<p>UTSA will advance academic and student life policies and programs to achieve the graduation rate goals submitted to the University of Texas System Board of Regents by 2016.</p>	<p>1. Establish a retention/graduation office to research and monitor policies, programs, and issues that relate to timely progression toward degree completion and to make recommendations for addressing barriers. The retention/graduation office will be charged with implementing the findings of the Graduation Rate Taskforce</p>	<p><u>Undergraduate Success Strategies</u></p> <p>UTSA will:</p> <ul style="list-style-type: none"> • Reexamine the Grade Replacement Policy for all students to help them graduate. • Extend the opportunity for dropping a single course until the end of the semester to all students, rather than just to freshmen. • Offer all required courses for a major each fall and spring semester. • Establish a retention and graduation website that provides information about the factors that impact student success and describes student support programs and their effectiveness. • Develop an interdisciplinary studies program that has multiple concentrations and is flexible to provide an opportunity to graduate to students with a diverse set of courses completed. • Invest in a data warehouse to support the efforts to analyze student success • Develop a mini-grant program to support research of student success at UTSA 	<ul style="list-style-type: none"> • Increase in overall first- to second-year retention rates from 65% to 78% by 2016 • Increase in overall four-, five-, and six-year graduation rates from 30% to 53% by 2016 • Increase in four-year graduation rates of transfer students from 51% to 65% [THECB] • Increase the average SCH completed by each student within an academic year to 30 SCH. • Increase in proportion of all students carrying a full load (12 credits or more) from ____ to _____. [Under development]

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		<ul style="list-style-type: none"> • Consider integration of Registrar function into Academic Affairs. • Implement a Faculty Mentoring Program to promote support for increasing one-on-one faculty-student mentoring outside the classroom. • Establish a faculty fellows program where faculty members are paired with housing units and/or groups of commuter students to meet on an ongoing basis at meals and activities on and off campus. 	
	<p>2. Engage UTSA academic advising in the elimination of barriers to student timely graduation.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Promote a relational/conceptual advising model by bringing in professionals to conduct training sessions that will enhance and help develop relational/conceptual advising skills. • Establish a common advising website to communicate general information to advisees • Garner input from advising on course scheduling, catalog revisions, university policies and procedures in a systematic way. For example, Advising Directors or department specific advisors should meet on a monthly basis with department chairs to foster a stronger relationship between advising 	<ul style="list-style-type: none"> • Offer at least one staff development opportunity per year to all advisors.

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		<p>and faculty.</p> <ul style="list-style-type: none"> • Develop a career ladder to decrease the advisor turnover. • Improve the use of technology to provide students with individualized degree plans, alternative modes of obtaining information, and communication with advisors. • Require mandatory advising for students with less than 24 hours, for all transfer students, and for students who have reached 90 hours. • Require that mandatory degree plans that show coursework to be taken each semester until graduation with an anticipated graduation date be on file in each advising center for every UTSA student. • Enhance the transfer evaluation process of transferring coursework to UTSA pre- and post-admission. • Implement an intrusive advising program for all students experiencing academic difficulty (i.e. 2.2 or less GPA) • Implement uniform advising hours for all undergraduate advising centers 	
	<p>3. UTSA will monitor performance in “gatekeeper courses” to see if academic support is needed to help</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Collect a list “gatekeeper 	

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	students be successful in them.	<p>courses” for each major</p> <ul style="list-style-type: none"> • Monitor performance in the courses designated above to see when the student D, F, and Withdrawal rate reaches or approximates 30%. • Provide Supplemental Instruction support to any course that meets the above criteria, as long as resources allow. • Evaluate developmental education outcomes • Pilot a program to accelerate the remediation sequence. 	<p>Reduction in proportion of developmental undergraduate semester credit hours from _____ to _____. [under development]</p>
	4. Ensure that prerequisites listed for courses are appropriate and needed for success in the course for which the prerequisites are listed.	<p>UTSA will:</p> <ul style="list-style-type: none"> • Review the prerequisites and remove any courses listed that are not absolutely necessary to success in a course. • Make sure that the appropriate courses are checked using the automatic prerequisite checking system during registration. • Consider offering “bridge” sections of coursework or “boot-camp” programs for students who need a refresher course. 	
	5. Enhance student success by engaging students in a systematic career development process.	<p>UTSA will:</p> <ul style="list-style-type: none"> • Expand use of self-assessment tools, which help students understand their interests, aptitudes, personality traits, and 	<p>Increase the use of career counseling program from _____ to _____.</p>

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		<p>skill set. If resources to hire counselors to interpret results are made available, all new freshmen could be required to take an interest inventory.</p> <ul style="list-style-type: none"> • Assist students with obtaining labor market information, including STEM and IDS majors, with Website links to NACE national salary survey for new graduates, federal Occupational Outlook Handbook, State of Texas salary information, and large city salary information. • Enhance students' opportunities for exploratory experiences by increasing access to internships, cooperative education, study abroad, service learning and part-time employment opportunities. • Increase participation in career counseling to assist students in making a reasonable and well informed career choice and to help with the selection of a major which enhances their transition into a selected career field or graduate school. • Expand Career Preparation/ Professional Development to teach students job-search skills and strategies. 	
	6. Produce more graduates in the	<u>College of Engineering Strategies</u>	

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	<p>“STEM” disciplines</p>	<ul style="list-style-type: none"> • Incorporate visual pedagogy into EGR2323, the Engineering Analysis I course. <p><i>Freshman Intervention:</i></p> <ul style="list-style-type: none"> • Require a freshman engineering course that includes a peer facilitator who assists in instructional delivery and acts as a role model/mentor to the students. • Develop a workshop of 1-2 days duration to prepare the peer facilitators and instructors for their role in the intervention. <p><i>Early exposure to the engineering profession:</i></p> <ul style="list-style-type: none"> • Organize and structure field trips to Texas companies that hire UTSA engineering students, to promote the benefits of internship to students, and to create a database to keep track of industries that search for interns. <p><i>Structured community college articulation:</i></p> <ul style="list-style-type: none"> • Signed an articulation agreement between UTSA and San Antonio College (SAC) with respect to freshmen engineering courses in order to ensure consistency and to form an important evaluation approach. <p><i>Continuous quality improvement of</i></p>	

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		<p><i>core courses:</i></p> <ul style="list-style-type: none"> • Establish College Committee to oversee the required engineering core courses, such as math, science, and social science courses. <p><i>Creation of an academic center for engineers:</i></p> <ul style="list-style-type: none"> • Create a comfortable environment for students to study, to meet with study groups, or just to relax between classes. <p><i>Student engagement in research projects:</i></p> <ul style="list-style-type: none"> • Engaging undergraduate students, specifically at risk students, in research under the guidance of a faculty mentor. If possible, participating students should receive a stipend, funded by the grant or College, during the academic year. • Establish discipline specific honor societies and graduating senior banquet. <p><i>Early start program:</i></p> <ul style="list-style-type: none"> • Invite newly accepted students to participate in an intensive four-week summer program for first-semester freshmen. <p><i>Effective communication skills:</i></p> <ul style="list-style-type: none"> • As part of ABET requirements, all engineering students must have ability to present technical 	

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		<p>information clearly in both oral and written formats.</p> <p><i>K-12 Activities:</i></p> <ul style="list-style-type: none"> • Creation of engineering junior scholar program that allows secondary students to earn college credit and become familiar with engineering programs and campus life. • Groups in Senior Design classes should demonstrate their functioning senior projects at least one middle or high school. • Establish an Engineering open house day <p><i>Workshops for science and math teachers:</i></p> <ul style="list-style-type: none"> • Develop and teach a 1-day workshop for H.S. math and science teachers in Bexar County before the start of every semester to share pedagogical techniques developed and introduce them to the types of curricular and program challenges that their students will experience. <p><u>College of Sciences Strategies</u></p> <p><i>Freshman Intervention:</i></p> <ul style="list-style-type: none"> • Require recitation sessions for Biology I and Biology II courses. These sessions will include the participation of 	

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		<p>masters and doctoral students who will serve as peer facilitators. They will assist in instructional delivery and act as a role model/mentor to the students.</p> <ul style="list-style-type: none"> • Develop a 1-2 day workshop to prepare the peer facilitators and instructors for their role in the intervention. • Increase participation of students in the Minority Access to Research Careers (MARC) and Minority Biomedical Research Support- Research Initiative in Science Enhancement (MBRS-RISE) programs. These programs will expose students to careers in science and will provide one-to-one mentorship with principal investigators. • In collaboration with local junior colleges create a Bridge to Baccalaureate Program to motivate students to pursue undergraduate, graduate and post-graduate degrees in STEM. <p><i>Pre-major programs:</i></p> <ul style="list-style-type: none"> • Establish pre-science majors to provide feedback and guidance to students that are not performing to the level required to be accepted into the major. Early intervention programs will ascertain that students receive 	

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		<p>tutoring and guidance to help them succeed.</p> <ul style="list-style-type: none"> • Develop a new curriculum for College Algebra, in line with what is going on nationwide with the Refocused College Algebra movement. • Develop a new Calculus I course (MAT 1403) for Biology majors that employs biomedical problems to illustrate concepts • Continue support of the San Antonio Mathematics Collaborative, funded by the Texas Higher Education Coordinating Board and provides professional development activities for high school and middle school mathematics teachers in San Antonio and the surrounding area. <p><i>K-12 Activities:</i></p> <ul style="list-style-type: none"> • Create a STEM junior scholar program: Faculty will closely work with local high schools to help students get a head start on their university education by earning college credit and becoming familiar with STEM programs and campus life. • Provide summer programs for middle and high school teachers to help them keep up to date on the latest discoveries in science. 	

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	<p>7. Prepare more STEM teachers for K-12</p>	<p>Along with these programs, teachers will identify students who can take part in these programs.</p> <ul style="list-style-type: none"> • Expand the UTeach Program to prepare 75 STEM majors per year to teach secondary mathematics or science by 2016. • The Academy for Teacher Excellence and Accelerated Teacher Education Program will prepare 150 highly trained mathematics and science middle/high school teachers. 	

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GOAL 2	OBJECTIVES	STRATEGIES	METRICS
<p>UTSA will enhance and strengthen undergraduate and graduate education to increase student success at UTSA and beyond.</p>	<p>1. Develop indicators of student learning and a systematic assessment of student learning outcomes.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Establish a university-wide standing assessment committee chaired by a faculty member. The committee will be responsible for facilitating and supporting the development of assessment plans and student learning outcomes across all programs of study. • Provide resources to support development of departmental assessment plans and recognize active participation in assessment activities. • Create a series of faculty and staff development workshops to support the assessment efforts. • Identify a methodology to assess the Core Curriculum outcomes. • Identify and publish 3-6 student learning outcomes for each degree program • Align course objectives to the appropriate student learning outcome, identify where each program outcome will be introduced, reinforced, applied and assessed • Develop a recommended program of study for each degree program to guide students in planning their course 	<ul style="list-style-type: none"> • The proportion of major and minor degree programs that have been reviewed by faculty over each five year period. • Develop student learning outcomes in all degree programs, assess student learning, and use the results for enhancing student learning.

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		<p>schedules.</p> <ul style="list-style-type: none"> • Obtain additional classroom space to meet immediate needs and those needs projected for the next five years. • Identify Majors' courses through which students' writing and communication skills can be advanced. • Consider establishing a capstone experience for each college and/or degree programs 	
	<p>2. Advance and recognize teaching excellence</p>	<ul style="list-style-type: none"> • Define and implement a strategy for teaching excellence. • Promote recognition of teaching excellence • Explore the development a teaching academy. • Promote effective use of technology to enhance learning • Explore the development of a on-going faculty mentoring program 	
	<p>3. Provide support programs to maximize the development of student communication and quantitative skills</p>	<ul style="list-style-type: none"> • Expand The Writing Center in order to provide more students tutoring services • Create a quantitative tutoring center to facilitate success in mathematics and science curricula 	
	<p>4. Expand opportunities for students to develop leadership skills</p>	<p>Consider the creation a Leadership Development minor</p>	

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	<p>5. Develop doctoral programs in areas that have been targeted for excellence.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Increase recruitment efforts within the UT-System. • Increase the number of doctoral programs in areas that are targeted for excellence. • Recruit key faculty members who will, in turn, attract and train exceptional doctoral students. 	<ul style="list-style-type: none"> • Increase in number of students from UT System enrolled in graduate programs by 15-20%. • Increase in doctoral program offerings from _____ to _____. • Increase in recruiting activities (workshops, trips, etc.). • Increase in retention and graduation rates in doctoral programs (From _____ to _____.)
	<p>6. Provide infrastructure support for doctoral programs that are developed.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Reallocate resources or utilize growth funds to support recruitment of graduate students. • Reallocate resources or utilize growth funds to support efforts to implement and manage effective retention efforts. • Reward programs that are successful in recruiting and retaining excellent graduate students. • Ensure support units are serving the unique characteristics of the graduate student population. • Implement mandatory training and supervision for Teaching Assistants. • Facilitate development and utilization of technology in graduate distance education. 	<ul style="list-style-type: none"> • Increase in student support services and support staff devoted to graduate student success (number of staff, workshops, etc.). • Increase in faculty who can lead training of doctoral students in key (???) areas _____ to _____. • Increase in resources to recruit and retain excellent doctoral students (Number of scholarships or stipends currently?). • Increase in scholarships, fellowships, and other sources of funding for graduate students.

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	<p>7. Develop assessment methods and measures for determining progress in meeting established goals for graduate programs.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Develop systematic methods to obtain information from multiple sources that can be used to develop a comprehensive method of assessment. • Utilize assessment results to improve graduate education and related services. • Devote at least one Deans' Council annually to an in-depth discussion of graduate education, including assessment of progress in meeting goals and discussion of strategic planning in this area. • Increase support for Graduate Council to oversee the policies and procedures related to Graduate Education • Develop an annual comprehensive report on graduate education that is produced and shared with the University community and that documents actions taken in response to assessment results. • Develop a forum to address graduate students' interests, concerns, and services and include faculty, students, staff, and administrators. 	

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	<p>8. Develop opportunities for graduate education that are appropriate for and accessible to a broader segment of the population</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Increase communication of its plans and goals for graduate education across campus and in the broader community. • Develop a new integrated Bachelor's/ Master's programs. • Develop certificate programs in areas that are responsive to the needs of working professionals. • Increase in graduate courses and services available to nontraditional students at times and in locations that make these courses and services accessible to them. • Increase marketing and recruiting strategies to actively recruit underrepresented populations into graduate programs 	

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	<p>1. Maintain and expand opportunities to support a culture of involvement and an expectation for success.</p>	<p>UTSA will:</p> <ul style="list-style-type: none"> • Develop a campus-wide co-curricular transcript program to encourage campus involvement. • Integrate graduate education into all facets of university life and activities. • Develop and implement a “Roadrunner Creed” that would be a mixture of an honor code and a statement of aspiration. • Develop intended student outcomes for programs, methods for assessing these outcomes, and documentation for how information is used to modify program delivery. • Provide students with as many opportunities as possible to meet other students, faculty, and staff. • Provide drop-in child care at night and on weekends. Provide early childhood program students with service learning opportunities to care for children. • Expand the opportunities for faculty and staff and student families to be active on campus. • Begin planning additional on-campus student housing which is designed to facilitate greater interaction with faculty and academic enrichment programs. • Increase on-campus dining options that facilitate gathering 	<ul style="list-style-type: none"> • Increase in graduate students who participate in campus activities and on committees. • All administrative units will establish intended student outcomes and/or student learning outcomes, where appropriate and use the results in decision-making by 2010.

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		<p>and interaction which extends to nights and weekends.</p> <ul style="list-style-type: none"> • Increase student participation rate at the Recreation and Wellness Center. • Develop additional activities to allow students to interact with other students, faculty and staff from underrepresented populations (i.e. Cultural Connections). • Create a late-night/weekend programming series to offer consistent evening and weekend programming. • Develop a brochure for student organizations. • Continue expansion of Greek fraternities and sororities and provide support to these groups. • Increase activities that raise awareness of the effects of the abuse and misuse of alcohol and the use of other drugs. 	
	<p>2. Create a center for inclusion and outreach to provide services and programs to students from underrepresented populations.</p>	<ol style="list-style-type: none"> a. Identify space on campus to house the center. b. Hire a staff member to coordinate these activities and programs. c. Provide services and support to the students from these groups. 	