

**College of Public Policy**  
**STRATEGIC PLAN 2007-2016**

**Table of Contents**

	<b>Page</b>
<b>1. Introduction .....</b>	<b>5</b>
<b>2. College of Public Policy Mission, Vision and Core Values .....</b>	<b>7</b>
<b>3. Strategic Advantages .....</b>	<b>9</b>
<b>4. Strategic Challenges .....</b>	<b>10</b>
<b>5. College of Public Policy Strategic Initiatives, Goals, Action Items, and Metrics .....</b>	<b>10</b>
<b>College of Public Policy Initiative(s) Related to UTSA Strategic Initiative I: Enriching Education Experiences to Enable Student Success .....</b>	<b>10</b>
<b>Goal 1: Improve Student Success</b>	
<b>Goal 2: Enhance the Educational Experience by Developing the Three Themes That Underpin Student Success</b>	
<b>Goal 4: Reduce Identified Barriers to Student Success</b>	
<b>Goal 5: Support Student Success by Offering a Broad Array of Opportunities for Engagement in Campus Life</b>	
<b>College of Public Policy Initiative(s) Related to UTSA II: Serving Society through Creativity, Expanded Research, and Innovations ....</b>	<b>11</b>
<b>Goal 1: Create a Vibrant Research Culture</b>	
<b>Goal 2: Increase Annual Research Expenditures on a Consistent Basis</b>	
<b>Goal 3: Become a Premier Research University</b>	
<b>Goal 4: Generate Knowledge and Innovations for Societal Benefit through Collaborations</b>	
<b>College of Public Policy Initiative(s) Related to UTSA III: Promoting Access and Affordability.....</b>	<b>11</b>
<b>Goal 1: Create and Market an Enrollment Plan</b>	
<b>College of Public Policy Initiative(s) Related to UTSA Initiative IV: Serving the Public through Community Engagement.....</b>	<b>11</b>
<b>Goal 1: Develop Community Partnerships</b>	

	<b>Page</b>
<b>College of Public Policy Initiative(s) Related to UTSA Initiative V: Expanding Resources and Infrastructure .....</b>	<b>11</b>
<b>Goal 1: Retain and Recruit Committed and Diligent         Faculty and Staff</b>	
<b>Goal 3: Provide the Physical Infrastructure to Support Faculty         and Staff and to Serve Students</b>	
<b>Goal 4: Increase and Optimize the Revenue Mix through         Expansion of Resources</b>	
<b>College of Public Policy Strategic Initiative I, Goal 1, Action Items ...</b>	<b>13</b>
<b>College of Public Policy Strategic Initiative I, Goal 2, Action Items ...</b>	<b>16</b>
<b>College of Public Policy Strategic Initiative I, Goal 4, Action Items ...</b>	<b>18</b>
<b>College of Public Policy Strategic Initiative I, Goal 5, Action Items ...</b>	<b>20</b>
<b>College of Public Policy Strategic Initiative II, Goal 1, Action Items ...</b>	<b>22</b>
<b>College of Public Policy Strategic Initiative II, Goal 2, Action Items ...</b>	<b>25</b>
<b>College of Public Policy Strategic Initiative II, Goal 3, Action Items ...</b>	<b>27</b>
<b>College of Public Policy Strategic Initiative II, Goal 4, Action Items ...</b>	<b>29</b>
<b>College of Public Policy Strategic Initiative III, Goal 1, Action Items ..</b>	<b>31</b>
<b>College of Public Policy Strategic Initiative IV, Goal 1, Action Items ...</b>	<b>33</b>
<b>College of Public Policy Strategic Initiative V, Goal 1, Action Items ....</b>	<b>35</b>
<b>College of Public Policy Strategic Initiative V, Goal 3, Action Items ....</b>	<b>36</b>
<b>College of Public Policy Strategic Initiative V, Goal 4, Action Items ....</b>	<b>37</b>

	<b>Page</b>
<b>6. Key Indicators .....</b>	<b>39</b>
<b>7. Call to Action and Accountability .....</b>	<b>40</b>
<b>8. Appendices .....</b>	<b>42</b>
<b>Appendix I. College of Public Policy Strategic Planning Process....</b>	<b>43</b>
<b>Appendix II. Matrix of College of Public Policy Contribution to     University Foundational Themes and Areas of     Excellence .....</b>	<b>45</b>

## College of Public Policy

### 1. Introduction:

The College of Public Policy (COPP) was established in 2000 as a result of two major initiatives at UTSA. One was the reorganization of UTSA academic units and the other was a change in philosophy regarding the Downtown Campus that called for housing a few select academic programs to serve as academic anchors for the campus. A result of those initiatives in 1999 was the creation of a new college, the College of Urban and Professional Programs, which would be located at the Downtown Campus. Various disciplines were discussed as possible entities for inclusion in the new college. The major criterion was that programs have a direct relevance to the urban setting. After some time, two programs were identified as clearly appropriate for inclusion in the new college, the Department of Criminal Justice (CRJ) and the Department of Public Administration (PAD). In its first year, the College changed its name to the College of Public Policy and decided that the establishment of a program in social work would be a major initiative. The Department of Social Work (SW) was established in 2004. In 2007, the Department of Demography and Organization Studies (DOS) was established as the fourth department in the College.

Major benchmarks:

College established with two departments	2000
Department of Social Work established	2004
Master of Social Work (MSW) becomes candidate for accreditation	2005
Department of Demography and Organization Studies established	2006
Master of Public Administration (MPA) is accredited	2006
MSW expected to be accredited	2008

The College offers undergraduate, graduate, and doctoral programs. The Department of Criminal Justice offers an undergraduate degree in Criminal Justice and a graduate degree in Justice Policy. The Department of Public Administration offers a graduate degree in Public Administration and a minor in Nonprofit Management. The Department of Social Work offers a graduate program in social work, and the Department of Demography and Organization Studies offers a doctoral degree in Applied Demography.

The College also houses the Center for Policy Studies. The Center is an interdisciplinary applied research and outreach center focusing on public sector issues. It also houses the American Humanics Program, the Nonprofit Management Program and the Office of Community and Restorative Justice. Last year the Center generated \$470,000 in contracts from various city and state agencies and institutions.

### *Enrollment Trends*

Until this year, the College had been the fastest growing or the second fastest growing college in the University. Since the establishment of the College in 2000, majors have grown by 49%. The University growth in student enrollments during this period was 52%. During

this period, the undergraduate program in Criminal Justice has grown by 30%. The graduate program in Justice Policy began in 2001 and now has 55 students. Majors in Public Administration grew by 58% during that period. The Department in Social Work began offering courses in 2005 with 44 students and has already grown 109% to 92 students. Its first graduates walked across the stage in Spring 2007. Demography accepted its first cohort of doctoral students in Fall 2006 and has 19 doctoral students this semester.

In the aggregate, the COPP increased the number of student credit hours generated by 53% from 2000 to 2007. The University growth in credit hours during this period was 62%.

The College has projected its growth in enrollments through 2016. These projections are included in Table 1.

**Table 1**  
**College Enrollment Projections by Department**  
**2007 to 2016**

Program	Undergraduate		Graduate		Doctoral		Total	
	2007	2016	2007	2016	2007	2016	2007	2016
Criminal Justice (UG)	791	850					791	1100
Justice Policy (G)			54	80			54	80
Public Administration (G)			121	175			121	175
Social Work			92	150			92	150
Demography					19	50	19	50
Interdisciplinary Ph.D.					N/A	60	N/A	60
Undecided	13						13	
<b>Total</b>	<b>804</b>	<b>850</b>	<b>267</b>	<b>405</b>	<b>19</b>	<b>110</b>	<b>1090</b>	<b>1365</b>

Of the four departments in the College, the Criminal Justice Department is the only one offering an undergraduate program. Criminal Justice retention and graduation rates for the College's undergraduate students are reported in Table 2. The CRJ retention rate generally has been lower than the overall UTSA rate since 1998. However, the CRJ graduation rate generally has been higher than UTSA's overall rate at the 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> year benchmarks.

**Table 2**  
**Criminal Justice Undergraduate Retention and Graduation Rates**

Cohort (Fall)	1-yr. Retention	4-yr. Graduation	5-yr. Graduation	6-yr. Graduation
1998				
COPP	62.0%	8.5%	23.9%	31.0%
UTSA	58.4%	6.4%	19.7%	27.1%
1999				
COPP	50.8%	10.2%	22.0%	32.2%
UTSA	58.0%	6.3%	22.1%	30.0%

2000 COPP UTSA	60.4% 62.9%	18.9% 7.0%	37.7% 20.9%	45.3% 28.1%
2001 COPP UTSA	64.5% 63.7%	8.1% 7.6%	24.2% 22.9%	N/A
2002 COPP UTSA	48.9% 63.9%	6.5% 8.7%	N/A	N/A
2003 COPP UTSA	61.3% 61.9%	N/A	N/A	N/A
2004 COPP UTSA	56.6% 64.7	N/A	N/A	N/A
2005 COPP UTSA	58.7% 65.3%	N/A	N/A	N/A

## 2. College of Public Policy Mission, Vision and Core Values:

The College of Public Policy’s mission, vision, and core values statements reflect our purpose (Mission), what we aspire to be (Vision), and the guiding principles that will be used to reach COPP’s goals (Core Values). Each administrative unit in the College has aligned its mission, vision, and core values accordingly.

### **Mission Statements**

#### ***The College of Public Policy Mission Statement***

The College of Public Policy is dedicated to the advancement of salient public policy and practice through research, rigorous educational programs, service, and collaborative partnerships that contribute to the public good within a diverse society.

#### ***Department of Criminal Justice Mission Statement***

The Department of Criminal Justice is dedicated to engaging in interdisciplinary education, research and outreach toward the general goal of realizing social justice and betterment in the UTSA community and beyond.

#### ***Department of Demography and Organization Studies Mission Statement***

The Department of Demography and Organization Studies is devoted to educating and training successive generations of researchers to address relevant issues in Demography through the use of innovative methodological training and interdisciplinary approaches to current population problems.

### ***Department of Public Administration Mission Statement***

The Department of Public Administration's mission is to prepare students for careers and leadership roles in public and nonprofit organizations and to nurture their commitment to ethical public service in a diverse society.

### ***Department of Social Work Mission Statement***

Educating to act with integrity – as socially responsible, culturally competent social work professionals – in service with diverse populations through community collaboration within an interprofessional and global context is the mission of the Department of Social Work.

### ***Center for Policy Studies Mission Statement***

The Center's policy is to become a center of excellence through inter-disciplinary applied research, training, and outreach in areas of critical importance for the local-global communities that we serve.

### ***Office of Development Mission Statement***

The Office of Development's mission is to cultivate, solicit, and steward private gifts that provide enhancement funding in support of the University's three-tiered mission of instruction, research, and public service.

## **Vision Statements**

### ***College of Public Policy Vision Statement***

By 2016, the UTSA College of Public Policy will deliver innovative programs of first choice in progressive public policy, research, and practice that prepare transformative policy makers and practitioners for the global environment.

### ***Department of Criminal Justice Vision Statement***

The Department of Criminal Justice at UTSA will be a leading program recognized for excellence in justice research, innovative education, policy relevant service to improve the quality of justice within society.

### ***Department of Demography Vision Statement***

By 2016, the Department of Demography and Organization Studies will be the Applied Demography program of first choice by offering new approaches and research solutions for health and policy decision makers.

### ***Department of Public Administration Vision Statement***

In development

### ***Department of Social Work Vision Statement***

Catalysts of excellence for cultivating culturally competent transformative social work leaders within a local-global community.

### **Core Values**

#### ***College of Public Policy Core Values***

The College of Public Policy subscribes to the University's Core Values. Each of them is relevant to the College. More specifically, the College of Public Policy cultivates social justice through dialogue, discovery, and service where integrity, excellence, inclusiveness, respect, collaboration, innovation, and transparency are fostered.

#### ***Department of Demography Core Values***

The Department of Demography and Organization Studies cultivates social justice through dialogue, discovery, and service where integrity, excellence, inclusiveness, respect, collaboration, innovation, and transparency are fostered.

#### ***Department of Social Work Core Values***

As reflected in the *National Association of Social Work (NASW) Code of Ethics* values and principles, UTSA social work administration, faculty, staff, and students commit to act with integrity consistent with the Departmental values of caring, competency, connectedness, and contribution.

### **3. College of Public Policy Strategic Advantages:**

The College of Public Policy enjoys several strategic advantages, including the following:

- The College is a small unit with interrelated departments with a common mission.
- The location of the College in an urban setting is an ideal setting for the programs in the College.
- Proximity to governmental agencies, community and social services organizations provides the College with much potential collaboration.
- For the past few years, the College has alternately been the fastest or second fastest growing College in the University.
- The College has several rapidly growing departments and a newly established doctoral program.
- The College's faculty are productive in securing outreach and research activities..

- The College's location along I-35 offers the opportunity for research and service throughout South Texas and into Mexico.
- The College is well positioned to respond to the country's growing reliance on nonprofit organizations to meet societal needs.
- The College has a diverse student body with 55% being female and 58% Hispanic.
- The College has a diverse faculty.
- The College has a history of strong community involvement.

#### **4. College of Public Policy Strategic Challenges:**

The College of Public Policy faces some strategic challenges, including the following:

- Severe space limitations at the Downtown Campus may impact future growth.
- Until this year, the College has had limited success in obtaining external funds for research.
- The College's faculty have limited experience applying for and obtaining funded research projects.
- Key federal agencies provide limited funding opportunities for faculty in the College over the next few years.
- The projected establishment of a Texas A&M campus on the Southside of San Antonio could impact enrollments in the College.
- Attracting and keeping productive faculty members.
- Managing University, College and departmental service demands by a relatively small number of faculty.
- There are limited external funding opportunities for most disciplines in the College.

#### **5. Strategic Initiatives, Goals, Action Items and Metrics**

In order to meet our vision and fulfill our mission, the College of Public Policy is committed to pursuing five strategic initiatives, encompassing than 13 goals. Our initiatives reflect support for UTSA's strategic plan as well as the three foundational themes and five areas for collaborative excellence described in the matrix found in Appendix II.

##### ***Strategic Initiative I: Enriching Educational Experiences to Enable Student Success***

Goal 1: Improve student success by strengthening and enhancing undergraduate and graduate educational experiences to increase graduation rates and other measures of student success and learning.

Goal 2: Enhance the educational experience by infusing into our programs the three themes that underpin student success: building programs that meet the needs of a global society, promoting diversity, and fostering transformative leadership.

Goal 4: Reduce identified barriers to student success and promote student realization of academic and professional goals as well as personal and social development by aligning our programs, services, and policies.

Goal 5: Support student success by offering a broad array of opportunities for engagement in campus life, including a diverse range of student organizations, intramural and intercollegiate sports, on-campus employment, student governance, cultural and entertainment events, and service to the community.

***Strategic Initiative II: Serving Society through Innovations and Expanded Research.***

Goal 1: Create a vibrant research culture by engaging undergraduate and graduate students, faculty, and staff in research, and providing the campus community with incentives and the infrastructure needed for success in this arena.

Goal 2: Increase annual research expenditures on a consistent basis through the strategic hiring of quality faculty, supporting the five collaborative research areas, encouraging multidisciplinary work, and streamlining infrastructure.

Goal 3: Become a premier research university by developing and sustaining high-quality doctoral programs consistent with the five key research areas and the strategic expansion of the current programs.

Goal 4: Generate knowledge and innovations for societal benefit through collaborations with both public- and private-sector partners at the local, national, and international levels.

***Strategic Initiative III: Promoting Access and Affordability***

Goal 1: Create and market an enrollment plan that promotes student success and supports the goals of Texas' *Closing the Gaps* initiative. The enrollment plan will include student recruitment and financial aid strategies to meet the goals of access and affordability.

***Strategic Initiative IV: Serving the Public through Community Engagement***

Goal 1: Develop community partnerships to provide quality, accessible, and lifelong learning.

***Strategic Initiative V: Expanding Resources and Infrastructure***

Goal 1: Retain and recruit faculty and staff who are committed to our vision, mission and values, and who diligently contribute to excellence.

Goal 3: Provide the physical infrastructure – buildings, classrooms, laboratories, studios, and libraries – that will allow us to support the work of our faculty and staff, and to serve our students in alignment with the University's Master Plan.

Goal 4: Increase and optimize the revenue mix beyond the traditional sources of tuition and fees and state support through expansion of resources such as sponsored projects and research, gifts and endowments, scholarships, auxiliary services, partnerships, and entrepreneurship opportunities.

Department action items and metrics are listed in Tables 3-15. Included also are action items for the Center for Policy Studies.

**Table 3**  
**Strategic Initiative I, Enriching Educational Experiences to Enable Student Success**  
**Goal 1, Improve Student Success**

Unit	Action Item	Metric
COPP	Make strategic improvements in student advising and course delivery to raise student retention and graduation rates.	Sustained improvement in first year retention over prior year, in all programs, for all years of follow-up. Sustained improvement in graduation rates over prior year, in all programs except for DEM, for all years of follow-up.
Criminal Justice	Increase utilization of supplemental instruction (SI) for undergraduates with particular focus on students with GPAs under 2.5.	Percentage increases in overall students utilizing supplemental instructional resources and in students with grade point averages of 2.5 or lower
	Implement individual graduate student advising in the JPY program by all tenure track faculty.	Proportion of JPY advisees contacted by individual faculty about progress on degree plans
	Increase the number and variety of JPY electives over the course of each academic year and distribute future schedules of required courses to all graduate students to maximize student enrollments in them.	The number of JPY electives added to the 2009-2011 graduate catalog and more effective and routinized scheduling of required JPY courses.
Demography	Increase the quality of applicant pool for admission into the doctoral program.	GRE scores, GPA's, writing samples. GRE average scores of current students are 579 quantitative, 478 verbal, and 4.4 writing. Outcomes wanted are median scores of 620 quantitative; 550 verbal, 4.7 writing, and GPA's of 3.5
Public Administration	Achieve smaller classes by offering more classes and class sections	Semester trends in number of students per class
	Incorporate increased selectivity in admissions standards.	Semester trends in number of students submitted clear versus probationary; annual GPC assessment of student preparedness for graduate studies; graduation rates

Unit	Action Item	Metric
Public Administration	Hire tenure track professors capable of enhancing student experience.	Successful hires of four qualified professors over two years; followed by assessment of their IDEA Survey scores and other appropriate measures
Social Work	Review admissions criteria and success rates of students admitted to date and revise admission criteria if needed.	Completed review by 5/31/08; revised internal departmental procedures if needed by 8/31/08; increased retention and graduation rates of 1% each year for next 5 years
	Track students with other than unconditional admission status throughout their graduate education, and develop and implement appropriate individual intervention plans to enhance their success in the program.	Process developed to track students with other than unconditional admission status by 5/31/08; intervention plans to enhance student success implemented beginning fall 2008; increased retention and graduation rates of 1% each year for next 5 years
	Review curriculum to identify overlaps and gaps in curriculum content, both laterally and horizontally, and adequate coverage of the needs of a global society, promoting cultural diversity, and fostering transformative leadership	Curriculum reviewed to identify gaps and overlaps; measures to address gaps and overlaps recommended to faculty; implementation of recommendations approved by faculty; increased retention and graduation rates of 1% each year for next 5 years; post-graduation annual surveys for graduates and their employers ; at least 75% of graduates and their employers surveyed will indicate that our graduates are prepared for effective social work practice
Center for Policy Studies	Expand enrollment of undergraduate and graduate students in the American Humanics Certification.	Enrollment increase in American Humanics Certification by 25% a year (to a program capacity of 50 students) from 26 students in 2007

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Office of Development	Seek private funding sources for professorships or endowed chairs	Increased number of prospects and prospect information files; increased number of proposals to appropriate funding sources

**Table 4**  
**Strategic Initiative I, Enriching Educational Experiences to Enable Student Success**  
**Goal 2, Enhance the Educational Experience by Developing the Three Themes that Underpin Student Success**

Unit	Action Item	Metric
COPP	Modify degree programs to strengthen opportunities for cultivating diversity, developing transformative leadership, and improving readiness for a global society	Numbers of courses with content addressing the various themes; enrollments by race, ethnicity and gender; implementation of study abroad programs
Criminal Justice	Foster faculty and student participation in international exchange and research programs.	Number of faculty and students participating in internationally oriented programs (e.g., Fulbright Scholar applications, Canada-Mexico research initiatives)
Public Administration	In the MPA core curriculum promote diversity and leadership skills for a global society	Annual examination of MPA core curriculum through course syllabi and other measures of course content that show the promotion of diversity and leadership skills in a global society; 10% of core MPA course content should reflect this action item by 2010
	Work with the College of Architecture on offering a joint Masters of Science in Urban and Regional Planning	Number of tenure track faculty dedicated towards the development and implementation of the MSURP; followed by the number of faculty teaching in this program.
Demography	Retain student diversity while making admission more competitive	The demographic profile by protected classes: 10 Hispanics 52.6%, 2 blacks 10.5%, 12 Women 63.1%, 1 Mexican national; Outcomes: maintain these proportions with incoming classes to complete a five-year cohort; increase enrollments among international students especially Mexican and Canadian citizens (Globalization)
	Obtain planning authorization and then develop a Master's degree in Applied Demography	Proposal submitted to the Dean for College approval Fall 2008; Coordinating Board approval for Fall 2010; admit first class in 2010; increase enrollments to 30 students by 2012.

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Social Work	Review curriculum to identify overlaps and gaps in curriculum content, both laterally and horizontally.	Formalized curriculum core content review subcommittees, to include student representation, to meet in conjunction with departmental faculty meeting twice each year beginning in spring 2008; major curriculum changes approved by departmental community advisory committee; implementation of recommendations approved by GPC, students, and community by fall 2009
	Collaborate with other schools of social work to implement a study abroad course for UTSA social work students	One summer study abroad course by 2009
	To fund field internships outside of San Antonio, an incidental field fee will be submitted in 2008.	Implementation of placement outside of San Antonio in summer 2010 after approval of the incidental fee, in fall 2009
Center for Policy Studies	Develop study-abroad program under the theme, "Public Service in Different nations: to benefit the Departments of Demography, Criminal Justice, Public Administration and Social Work.	One model program offered in the winter of 2008 in consultation with department chairs and faculty of the various departments

**Table 5**  
**Strategic Initiative I, Enriching Educational Experiences to Enable Student Success**  
**Goal 4, Reduce Identified Barriers to Student Success**

Unit	Action Item	Metric
COPP	Make strategic improvements in course scheduling to facilitate timely access by students to courses in respective degree plans and remedy trouble spots in program-specific degree plans that cause delay in time to graduation	Correspondence of course schedules with program-specific degree plans; proportion of students who complete major paper requirements (PAD exit paper, JPY thesis or policy project) within a semester of enrollment
Criminal Justice	Implement course schedules that effect greater diversity of course offerings, including time and day of availability.	Number of concentration courses eliminated, the frequency of undergraduate electives offered through focused scheduling, and the number of graduate electives added to the 2009-2011 catalog.
	Participate in UTSA's retention/graduation initiative.	Percent of department faculty applying retention strategies
	Hold an annual thesis and policy project preparation and completion workshop.	Number of JPY students participating in the workshop
Demography	Recruit in South Texas and Border States.	Increase in number of minority students in program. Outcomes: Maintain current levels of diversity. The demographic profile by protected classes: Hispanics 52.6%, Blacks 10.5%, and Women 63.1%
Public Administration	Administer and react to MPA student surveys for entering and exiting students as a way of identifying barriers to student success.	Yearly response trends in the number of problems identified as barriers
	Administer and respond to student learning assessment of the exit paper class and core MPA classes.	Yearly assessment outcomes showing an increase of 1% for each year for the next five years
	Increase the number of student/advisor interactions	Number of interactions with faculty per semester showing an increase of 3% each year for the next five years
Social Work	Review and standardize faculty advising system and ensure the student is informed of critical expectations and requirements.	Standardized departmental faculty advising manual by 12/31/08
	Compare academic success, retention, and graduation rates between 60 SCH and 36 SCH students	If deemed necessary, development and implementation of departmental program to supplement those supports already offered by UTSA for graduate students by 12/31/08

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Office of Development	Seek private funding sources for student scholarships	Number of prospects and prospect information files; number of proposals to appropriate funders

**Table 6**  
**Strategic Initiative I, Enriching Educational Experiences to Enable Student Success**  
**Goal 5, Support Student Success by Offering a Broad Array of Opportunities for Engagement in Campus Life**

Unit	Action Item	Metric
COPP	Expand number and diversity of extracurricular activities and opportunities for COPP students; increase availability of known “high impact” student engagement activities in COPP courses	Number and diversity of extracurricular activities and opportunities for COPP students; proportion of COPP students participating in extra-curricular activities; proportion of COPP students exposed to “high impact” engagement strategies in courses.
	Host a college-wide student research fair every Spring semester.	Implementation of fair; number of participants.
Criminal Justice	Continue active status of Alpha Phi Sigma (National Criminal Justice Honor Society) to bolster department’s extracurricular activities for majors and to both promote and highlight academic excellence.	Number of students that are active <i>Alpha Phi Sigma</i> members; number of new members each academic year.
	Implement guest speaker series to promote pride in the criminal justice program and provide students with diverse perspectives from leading discipline scholars.	Number of undergraduate and graduate students attending the speaker series.
	Implement an annual pedagogical workshop focusing on student success enhancement through teaching effectiveness and learning engagement strategies.	Number of faculty participating in annual pedagogical enhancement workshop
Demography	Encourage conference travel and student presentations.	Number of attendees at conferences and number of presenters. Outcomes: Each third year student should attend and present at one conference annually
	Accommodate student involvement on grants and contracts	Number of students with significant funding from IDSER, or other funding sources. Outcomes: Support 15 students in three years
Public Administration	Cultivate and promote Phi Alpha Alpha honor society.	Number of events sponsored by society each year
	Promote MPA student association through regular contact with student officers and helping to inform students about the association through flyers, e-mails, etc.	Number of students participating in association each year
	Initiate departmental lectures and brown bag series.	Number of events; student/faculty attendance each year

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Social Work	Expand activities of existing social work student organization to continue to develop opportunities to engage new and existing students in the university and community environment in meaningful ways.	Development at least one community service learning activity each academic year to promote student participation in university and community engagement beginning fall 2008
	Expand experiences of students through social work field and academic courses to engage with the university and community.	Identification of current university and community engagement field and academic course requirements by 5/31/08; based on findings, exploration of options for increasing university and community engagement in social work courses by five percent from previous year

**Table 7**  
**Strategic Initiative II, Serving Society through Innovations and Expanded Research**  
**Goal 1, Create a Vibrant Research Culture**

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
COPP	Stimulate faculty publication in high quality outlets, opportunities for external research funding, and research collaborations with students.	Proportion of faculty publishing in high quality outlets; number of refereed publications; number of faculty-student collaborations resulting in publication; number of external grants received; proportion of faculty who submit proposals for external funding; proportion of faculty who secure external funding
	Establish the Geospatial Information and Visualization Center (GIVAC) in collaboration with the Office of Information Technology, the College of Architecture, and the College of Education and Human Development	Establishment and implementation of the Center.
Criminal Justice	Create opportunities for student assistantships through funded research.	Number of graduate assistant positions funded by grants to foster graduate student professional development and bolster faculty research productivity
	Promote department guest speaker series throughout the campus community	Number attending speaker events
	Hold an annual research intensification retreat.	Number of faculty participating in the retreat workshops
Demography	Increase student support through grants.	Extramurally funded work or research. IDSER interns and research assistants; fund research assistants through research grants; increase research assistant's stipend; increase proportion of full time students. Anticipated outcomes: increase number of students funded by IDERS from three to 10 over a three-year period; increase number of research assistants from five to 15 over a three- year period through faculty research grants or contracts; increase research assistants stipends from \$15,000 to \$21,000 over a three-year period; increase proportion of full time students from 58% to 75% over a three-year period.

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Demography	Stimulate faculty publications of journal articles, book chapters, and books in high quality outlets.	Number of faculty research publications in refereed journals with impact factors. Outcomes: Two peer reviewed journal articles per faculty in significant journals
	Submit grant applications to major funding agencies.	Number of reviewed submissions and number of successfully funded extramural grants and contracts. Outcomes: One grant per year for the next three years
Public Administration	Maintain current high rate of faculty production of journal articles and books in high quality outlets.	Annual count of faculty research publications showing a yearly increase
	Use GRAs to promote student engagement in faculty research projects.	Annual report of GRA assignments and research projects showing a yearly increase
	Encourage and support faculty to apply for College and University sponsored research grants applications.	Annual report of College and University sponsored research grant applications showing a yearly increase
	Encourage and support faculty and staff to apply for external research grants.	Annual report of external research grant applications showing a yearly increase
	Encourage and support faculty attendance at research conferences.	Annual report of research conferences attended showing a yearly increase
Social Work	Create and maintain a Web-accessible database of the planned and ongoing research efforts of department faculty.	Database completed and available for access as of 5/31/08.
	Build faculty research and grantsmanship capacity through collaboration with Center for Policy Studies	By 8/31/09, 50% of TT will apply for external research funding; 80% of TT faculty will apply by 8/31/10; 50% of TT faculty will participate in research/statistical methods workshops developed through Center of Policy Studies
	Increase emphasis on evidence-based practice in social work courses.	Social work courses reviewed to develop inclusion plan of evidence-based practice content across curriculum by fall, 2008
	Sponsor annual community summit on evidence-based practice.	Annual summit institutionalized through Departmental advisory committee, beginning in academic year 2009-2010

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Center for Policy Studies	Develop college-wide brown-bag luncheons open to faculty and students to present on-going research and/or presentations by experts on topics relevant to the College	One brown-bag event every two months starting in January 2008
	Hire and engage students as research assistants for projects conducted by the center	At least two students hired as research assistants through external funding starting in the summer 2008
	Maintain a website containing information that is specific to the needs of the College of Public Policy	Updated and reorganized Center's website with relevant information by March 2008
Office of Development	Seek private funding sources for student research assistantships	Increased number of prospects and prospect information files; increased frequency of interactions with faculty to learn scope of work and other assistantship issues; increased number of proposals to appropriate funders

**Table 8**  
**Strategic Initiative II, Serving Society through Innovations and Expanded Research**  
**Goal 2, Increase Annual Research Expenditures on a Consistent Basis**

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
COPP	Facilitate faculty submission of external grants through provision of seed money and/or discretionary course releases	Proportion of faculty who submit proposals for external funding; proportion of faculty who secure external funding; total dollar amount of external funding.
Criminal Justice	Generate research proposals and collaborate with other departments in the College	Number of grants/contracts awarded, number of interdisciplinary proposals and collaborations; dollar amount of external funding secured.
Demography	Increase research funding through extramural funding by faculty.	Amount of extramural dollars raised. Outcomes: Increase the funding to support 15 Research Associates in three years.
Public Administration	Encourage faculty to write externally funded research grants, especially in the five key research areas.	Annual report denoting number of external research grants written in the five key areas; dollar amount of external funding secured
	Encourage faculty to collaborate with faculty in other colleges to lend a policy component to an externally funded research grant proposal especially in the five key areas.	Annual report denoting number of collaborations with faculty in other colleges to lend a policy component to external research grants written in the five key areas
Social Work	Work with other departments within the UTSA College of Public Policy to develop and submit collaborative research grants to selected foundations and federal government agencies.	One collaborative research grant proposal between social work faculty and other faculty within the College submitted for funding on an annual basis beginning academic year 2008-2009
	Increase number of faculty being paid through external funding	Increase of 25% of the number of faculty who have summer month's salary paid through grants and of 10% of the number of faculty course buy-outs during fall and spring semesters
	Hire graduate students from social work and other department/colleges to carry out work through funded projects	Increase of 10% in the number of social work and other graduate assistants hired through the department/center for public policy in academic year 2008-2009

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Center for Policy Studies	Increase annual research expenditures by 25% of the preceding three-year average for the center	Research expenditures for a total of \$162,500 (increase of 25% of three-year average of \$130,000) for 2007-2008
	Develop policy manuals for internal issues related to grants and contracts	Policy manuals to be ready by summer 2008
	Organize a yearly two-day “Research Showcase” with OCPP, COEHD, and COLFA participating to enhance multi-disciplinary research	First “Research Showcase” in fall of 2008

**Table 9**  
**Strategic Initiative II, Serving Society through Innovations and Expanded Research**  
**Goal 3, Become a Premier Research University**

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
COPP	Implement a Ph.D. in Policy Analysis	Completion and submission of proposal for Ph.D. in Policy Analysis by fall 2008; implementation of Ph.D. in Policy Analysis by fall 2010
Criminal Justice	Work with the College in developing an interdisciplinary doctoral program.	Installation of COPP interdisciplinary doctoral program.
Demography	Begin graduating Ph.D. students in 2010.	Number of Ph.D. graduates in 2010, 2011, etc.; placements for students upon completion; salaries of graduates. Outcomes: graduate five students in 2010, six in 2011, seven in 2012
	Work with IDSER and other agencies to address many of the common problems facing Demography (e.g., the undercount of Hispanics in the US Census, small area estimation, etc.)	Increase the technical training of students to become the premier program in Applied Demography in the US. Outcome: Ranking in national reports and citations by PAA, SDA, etc.
	Place graduate students in key positions in academe, industry, and government	Number of graduates successfully placed. Outcome: Place a preponderance of graduates in major universities or major government institutions such as the US Census Bureau
Public Administration	Work with the College in developing an interdisciplinary doctoral program	Status of Ph.D. program development each semester
	Encourage and support faculty members to work with Ph.D. students and programs in other colleges (especially Sciences and Engineering) when those programs/students have a policy interest or component.	Annual report of faculty members working with Ph.D. students and programs in other colleges.

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Public Administration	Encourage and support faculty to expand or develop research specializations in the areas of health, security, energy, environment, sustainability, and human and social development.	Annual report showing research publications, conference papers, reports, and ongoing research projects in the areas of health, security, energy and environment, sustainability, and human and social development
	Encourage and support research collaborations and interdisciplinary research in the areas of health, security, energy, environment, sustainability, and human and social development.	Annual report denoting research collaborations and interdisciplinary research projects in the areas of health, security, energy and environment, and human and social development
Social Work	Participate in the development of UTSA College of Public Policy doctoral proposal	Submission of doctoral program proposal to the UT System by the end of 2008
	Support doctoral program development through research capacity-building of community social workers with establishment of community-based post-graduate certificate program in evidence-based practice	Development of post-graduate certificate program in collaboration with Center for Policy Studies by academic year 2009-2010
Center for Policy Studies	Develop an online inter-disciplinary peer-reviewed journal or monograph series on urban policy.	Implementation of journal or monograph series

**Table 10**  
**Strategic Initiative II, Serving Society through Innovations and Expanded Research**  
**Goal 4, Generate Knowledge and Innovations for Societal Benefit through Collaborations**

Unit	Action Item	Metric
COPP	Facilitate knowledge generation and innovation through enhanced linkages with public agencies in the disciplines represented by the College	Number of ongoing and completed faculty-public agency partnerships and events
Criminal Justice	Create annual on-campus criminal justice stakeholder forum to facilitate research between community leaders, agency representatives, and faculty to address community security and health (i.e., quality of life/threat of crime reduction) issues.	Meeting held once a year; number of partnerships resulting from forum
	Co-host Bi-annual National Restorative Justice Conference.	Number of faculty participating in the conference
	Provide pure and applied research services to local and regional justice-oriented service providers.	Number of research-based partnerships developed
Demography	Respond to local and regional health crises by using demographic methods to minimize health disparities, environmental racism, etc.	Extramural funding with local agencies and organizations. Outcomes: Number of research projects and research grants focused on local and regional needs.
Public Administration	Conduct community engagement projects through MPA classes with public and nonprofit organizations	Annual count of community engagement projects undertaken showing a yearly increase
	Establish student internship partnerships with major public and nonprofit organizations in San Antonio (e.g., United Way, City of San Antonio)	Annual assessment of how many such partnerships are ongoing and how many interns have been placed showing a yearly increase
	Encourage and support faculty involvement in national and international organizations and programs	Annual assessment of how many faculty are involved in national and international organizations and programs showing a yearly increase

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Social Work	Work with selected public and private sector entities to develop or expand their research infrastructure	Increased number of partnerships developed of 10% annually; increased number of research projects funded through partnerships developed of 10% annually; community partners and students assisting in sponsoring annual evidence-based practice summit held annually
Center for Policy Studies	Organize a one-day “Research 101” for non-profit and public entities in San Antonio to develop research collaborations	Event for “Research 101” to be held in spring 2008

**Table 11**  
**Strategic Initiative III, Promoting Access and Affordability**  
**Goal 1, Create and Market an Enrollment Plan**

Unit	Action Item	Metric
COPP	Maximize opportunities for student recruitment to the programs of the College	Number and scope of recruitment events; number of applicants to programs; proportion of admitted applicants who enroll
Criminal Justice	Participate in South Central Texas community college recruitment fair.	Number of contacted students that apply to UTSA CRJ program; proportion of admitted applicants who enroll
	Direct marketing to criminal justice and non-profit agencies through presentations and mailings.	Percentage of increase in practitioner applicants to the JPY program
	Recruitment of graduate students at regional criminal justice meetings.	Number of perspective students that apply to UTSA; proportion of admitted applicants who enroll
	Recruit promising (qualified) seniors in criminal justice and majors in related fields.	Number of new majors
Demography	Develop a recruitment plan that will increase the applicant pool without jeopardizing the racial, ethnic, and cultural diversity of the applicant.	Number of schools contacted and visited annually; number of population centers visited annually; number of interested parties (EMBARC) contacted; number of qualified applicants. Outcomes: the number of qualified program applicants to reach 100 annually with at least 50 minority applicants in three years; proportion of admitted applicants who enroll
Public Administration	Develop and implement a marketing plan for the MPA program in collaboration with the College.	The number of marketing plans that are implemented by the College and department on a yearly basis
	Implement and expand program of outreach and recruitment for prospective students.	The number of outreach and recruitment programs over the three year basis
	Develop additional resources for scholarships and student assistance in collaboration with the College development office.	The total dollars allocated to scholarships to increase by two percent per year for the next five years.
	Target scholarship assistance to increase the size and diversity of the MPA student population.	The number of scholarships that promote diversity in the MPA program to increase by two percent per year for the next five years.

Unit	Action Item	Metric
Social Work	Market social work program to UTSA students in undergraduate programs for which students have a history of enrolling in graduate social work programs	Increased participation by faculty, staff and students in Graduate School Fairs held annually at the 1604 and Downtown campuses of 25%; development and distribution of program materials to program advisors in two relevant undergraduate departments by fall 2008
	Market social work program to universities and social service agencies in south Texas	Advertisement in one issue of Texas NASW News by December 2008; development of two points of contact with BSW-only programs in Texas and distribute materials to them during 2008-2009; having a booth at one social work related conference held in the local area each calendar year
	Explore feasibility and develop distance learning based MSW program satellite	Identifying and making contact with selected HSI Texas Universities, beginning with those located in south Texas by summer 2008; establishment of a Memorandum of Understanding with a college interested in the program by spring 2009
	Market social work program to universities and social service agencies in south Texas	Participation in two Graduate School fairs held by local colleges; advertisement in one issue Texas NASW News; materials mailed to at least three social service agencies in San Antonio; development of two points of contact at two BSW only programs in Texas and distribution of materials to them; having a booth at social work conferences held in the local area

**Table 12**  
**Strategic Initiative IV, Serving the Public through Community Engagement**  
**Goal 1, Develop Community Partnerships**

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
COPP	Facilitate successful community engagement by the department of the College as well as College-wide, via support for department activities and effective use of the COPP Advisory Council.	Number of events/activities involving community participation; proportion of faculty involved in research and service activities with community engagement; number of students completing internships and other activities with community engagement
	Revise College newsletter to include more in-depth profiles of faculty research projects highlighting importance of research for San Antonio and the region	In-depth profiles for two disciplines per issue
Criminal Justice	Provide forum for regional and national conferences of interest to scholars, practitioners, and stakeholders.	Number of hosted/co-hosted events
Demography	Increase support from UTHSC and UTSPH (Applied Demography as a research component).	Inclusion of UTHSC and UTSPH faculty as course instructors, committee members, and dissertation supervisors. Outcomes: UTHSC and UTSPH faculty direct one dissertation in 2010, two in 2011, three in 2012...; place a UTHSC or UTSPH faculty member on each dissertation committee.
	Increase support from UTHSC and UTSPH for doctoral students	Place students on grants and paid internships with UTHSCSA and UTSPH Outcomes: Support 10-12 third and fourth year students on grants.
Public Administration	Encourage faculty to engage in panel discussions and conferences with the community.	Number of conferences and panel discussions by faculty over a three year period
Social Work	Department of Social Work will participate in the Haven for Hope city-wide community project.	Development by Office of Field Education of field placements for MSW interns by fall 2008.
	Department of Social Work will participate in the System of Care initiative sponsored by the Center for Healthcare Services.	Writing of the System of Care proposal and advocating for family-driven practice in the San Antonio community assisted by select social work faculty

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Social Work	Through the Advanced Research Course, students, field instructors, and faculty will complete research projects that link with identified community agency needs.	Select research projects of students enrolled in the Advanced Research course nominated each spring semester as exemplar community-based research; community-based research results presented by faculty students and field instructors at field instructor training workshops on an annual basis
Center for Policy Studies	Continue to organize the “Great Cities Dialogue” in spring and fall of every year	Annual completion of the “Great Cities Dialogue” event; number of community participants at each event
Office of Development	Invite community onto campus to introduce COPP and its activities; develop community partnerships through sponsorship of events; encourage community employers to provide student internships	Host Community Breakfast in February 2008; number of sponsors solicited for Great Cities Dialogue; number of employers solicited for involvement with the Colleges internship programs

**Table 13**  
**Strategic Initiative V, Expanding Resources and Infrastructure**  
**Goal 1, Retain and Recruit Committed and Diligent Faculty and Staff**

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
COPP	Create incentives (such as a new workload policy) and foster a research culture that attract highly qualified faculty to the College and which subsequently retain them.	Increase in number of highly qualified faculty who accept positions with the College; proportion of new and continuing faculty who renew contracts each academic year
Criminal Justice	Retain high quality faculty	Department faculty retention rate relative to discipline averages per rank
	Realize top twenty criminal justice department national ranking.	Actual numerical ranking indicated in current/extant criminal justice literature
Demography	Create an active research environment to retain faculty	Number of faculty retained. Outcomes: Keep 2-2 teaching load and Make salaries competitive
Public Administration	Double the size of the faculty that teach in the MPA program.	The number of faculty hires over a three-year basis; proportion retained over three years
	Promote and expand the core faculty that will participate in the proposed Masters of Science in Urban and Regional Planning program.	Number of senior hires in urban planning over a three year period; proportion retained over three years
Social Work	Faculty research/scholarship development meetings will be held six times each academic year under the direction of the research committee.	One article each year submitted for publication by junior faculty through departmental collaboration

**Table 14**  
**Strategic Initiative V, Expanding Resources and Infrastructure**  
**Goal 3, Provide the Physical Infrastructure to Support Faculty and Staff and to Serve Students**

Unit	Action Item	Metric
COPP	Implement new workload policy with high standards for productivity; facilitate design and implementation of annual merit review processes that place greater weight on publication and awards for external funding	Revision of merit review procedures in all departments in the College; implementation of new College-wide workload policy; proportion of faculty in the Research Option of the new workload policy
Criminal Justice	Provide forum for collaboration at annual faculty research retreat.	Annual increase in publication productivity
Demography	Create a system that rewards productivity.	Annual evaluation. Outcome: Distribute available pay raises according to publication rates and teaching
Public Administration	Support faculty through resources and infrastructure in the department by increasing the department M&O budget and grant acquisition activity.	The yearly percent increase in dollars allocated to the departmental M&O budget and grant acquisition by two percent per year.
Social Work	Incorporate graduate research assistantships in all funded projects, unless prohibited by funding source.	Two GRAs created per year through funded projects
	Integrate new COPP workload policy with UT System tenure and promotion criteria, and Department merit review guidelines.	Revised department merit review guidelines to be consistent with workload policy and tenure and promotion criteria by 5/31/08.
Office of Development	Continue to research sources of new private revenue; update matrix of faculty research interests	Increased number of prospects and prospect information files; increased number of proposals to private funders

**Table 15**  
**Strategic Initiative V, Expanding Resources and Infrastructure**  
**Goal 4, Increase and Optimize the Revenue Mix through Expansion of Resources**

Unit	Action Item	Metric
COPP		
Criminal Justice	Increase resources revenue through contracts with local criminal justice and related organizations (e.g., Haven for Hope, San Antonio River Association (SARA), and Bexar County Jail Re-entry Initiative.	Number of community partnerships formalized.
	Develop and submit grant and contract proposals for external funding.	Number of proposals submitted through UTSA Office of Sponsored Programs; number of awards secured.
Demography	Increase research support from UTHSC and UTSPH (Applied Demography as a research component)	Inclusion of Ph.D. students into grants and contracts of UTHSC and UTSPH faculty. Outcome: support 10-12 students as research assistants over a three year period.
Public Administration	Reestablish the MPA advisory board as a way of promoting partnerships with the community.	The number of times the advisory board meets over a three year period
	Work with the College on enhancing PAD's involvement in its advisory board.	The number of advisory board members that have qualifications in public administration or related degrees and/or background
Social Work	Tenure Track faculty will generate external resources through grants and contracts	50% of TT faculty generating external resources by 2010
	Ensure that resources are available to continue to offer the social work program curriculum on a year-round basis.	Track faculty participation and impact on workload and curriculum across academic year for next three years; annual student surveys regarding summer course experiences and recommendations.
	Explore possible paid stipends for field internships	Annual increase of one agency that funding stipends
Center for Policy Studies	Develop sponsors for the Great Cities Dialogue	Sponsors for two events per year
	Develop sponsors for the American Humanities Program	Sponsorship of at least \$10,000 for the American Humanities Program

<b>Unit</b>	<b>Action Item</b>	<b>Metric</b>
Center for Policy Studies	Develop sponsors for the Summer Institute for Leadership and Stewardship	Identify and secure sponsorship of at least \$10,000 for the Summer Institute for Leadership and Stewardship
	Develop sponsors for the new Leadership Program	Sponsorship of at least \$5,000 for the Leadership Program

## **6. College of Public Policy Key Indicators:**

The following metrics will serve as indicators of College of Public Policy's overall progress in achieving our vision and meeting our strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.

### ***College of Public Policy Strategic Initiative I: Enriching Educational Experiences to Enable Student Success***

- Freshmen, first year master's and first year doctoral retention rates, by ethnicity and gender, one year following initial enrollment
- Undergraduate, master's, and doctoral program graduation rates, by ethnicity and gender
- Number of students enrolled in courses pertaining to diversity themes
- Number of students participating in extracurricular events (student organizations, speaker series, research fair, etc.)

### ***College of Public Policy Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations***

- Innovations in practice of, or research in, public policy and practice
- Average number of refereed publications per faculty member
- Average number of refereed publications in top tier journals, College-wide
- Number of external grant submissions funded
- Number of students engaged in research collaborations with faculty

### ***College of Public Policy Strategic Initiative III: Ensuring Access and Affordability***

- Number of applicants to College, by ethnicity and gender
- Applicant yield (ratio of admitted applicants to students actually registering)
- Enrollment by program, level (for undergraduates), ethnicity, and gender
- Enrollment of students from the South Texas and other historically underserved regions

### ***College of Public Policy Strategic Initiative IV: Serving the Public through Community Engagement***

- Number of COPP public-service beneficiaries and active partnerships
- Number of students enrolled in internships
- Number of COPP-sponsored public service events (e.g., symposia)

### ***College of Public Policy Strategic Initiative V: Expanding Resources and Infrastructure***

- Number and amount of external grants funded
- Number of new COPP faculty hired, by program
- Retention of new COPP faculty, by program

- Number of sponsors for COPP activities (e.g., Great Cities dialog), and amount of funding
- Number of advisory board members, per program
- Impact of advisory board activities

**7. Call to Action and Accountability for the College of Public Policy:**

For our UTSA 2016 Plan to be successful, we must follow through to incorporate the plan’s initiatives into our everyday management, operations, and decision making. The intent of UTSA is to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from our present reality toward realization of our future vision. Thus, we will become a catalyst and crucible for change, inviting and involving all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship imbedded in our statements of mission, vision, and core values. Citizenship in its truest sense involves a shared responsibility and contribution to the welfare of our entire community.

***Implementation:***

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

<u>Plan Levels</u>	<u>Scope</u>	<u>Timeframe</u>	<u>Lead Responsibility</u>	<u>Content</u>
University Strategic Plan	University Strategic Direction	10 years	Campus Management and Operations (CMO) and Team 2016	Long-term initiatives
University Compact	Operational Goals	2 years	CMO and Deans Council	Short-term initiatives
Vice Presidential and College Strategic Plans	Unit Strategic Directions	5 years	Vice Presidents and Deans	Long-term initiatives
Departmental Plans	Operational Goals	12 months	Colleges and Departments	Implementation details
Task Forces	Cross-divisional Goals	Short-term	Appointed by CMO	Priority initiatives and reforms

- *We must integrate UTSA 2016 into our operational planning (unit-level plans and compacts).*
- *We must integrate UTSA 2016 as the guide for our College of Public Policy budget process.*
- *We must participate in ongoing revision and modification of the College of Public Policy plan.*
- *We must develop an organizational structure to support the College of Public Policy plan and assign responsibilities.*

***Accountability:***

In order for the plan to work, the College of Public Policy must ensure that an effective system involving both communication and assessment is established and maintained.

***Communication:***

The College of Public Policy must develop a communication system to inform our personnel of our fidelity to our mission and progress toward its initiatives, goals and action items. Routine reporting of metrics on our goals will be a standard part of our meeting schedules. Every month there will be a report on one of the initiatives. The report will include progress (metric review) and issues. Twice a year, progress on all initiatives will be incorporated into a report reviewed by the CMO, Team 2016 and the Executive Leadership Council. UTSA's President will present an annual public "State of UTSA" address that reflects overall progress toward University initiatives and goals to which the College of Public Policy contributes.

As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as needed.

***Marketing UTSA:***

The College of Public Policy will contribute information to the CMO and Team 2016 to help UTSA tell its story and share our 2016 Vision, both of which are essential to attract top students, faculty, research sponsors, and resource contributors and to gain optimal buy-in from all UTSA's community and state stakeholders. Stories demonstrating UTSA's values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. The UTSA image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognizing and celebrating accomplishments along this journey

***Assessment:***

The College of Public Policy must develop an assessment system to determine our fidelity to our announced mission and progress toward our vision. There will be clear lines of responsibility for managing and reporting the components of our strategic plan, to include collecting metric data, reporting progress, and resolving issues.

**8. Appendices:**

- I. College of Public Policy Strategic Planning Process
- II. College of Public Policy Matrix of University Foundational Themes and Areas of Excellence

## **APPENDIX I: COLLEGE OF PUBLIC POLICY STRATEGIC PLANNING PROCESS**

The College of Public Policy formally began its Strategic Planning Process in August 2007 at a retreat that included its dean, associate dean, and four department chairs and progressed through December 2007:

1. At the retreat on August 6, 2007 at the Radisson Hotel, participants discussed and agreed that the College Strategic Plan should be developed by inviting the full participation of all faculty and staff in the College. It was also agreed that an outside facilitator offered by Sandra Welch would be utilized for the retreat. General parameters for the retreat were established.
2. Gerry Dizinno agreed to serve as facilitator for the College retreat. He was invited to the College Chairs Meeting in September. General parameters for the retreat were discussed and agreement was reached regarding these parameters, structure, process, expectations, etc.
3. The College Retreat was held at the Radisson Hotel on September 21, 2007. Out of 33 faculty members, 31 attended all or part of the one-day event. The College's development officer attended as well. Selected staff also were invited and present. One member of the College Advisory Committee also attended. Basically the retreat focused on the following:
  - a. Fit between College mission statement and University mission statement
  - b. College vision statement
  - c. Strategic advantages and strategic challenges
  - d. Review of University Strategic Initiatives and Goals
  - e. Selection of College action items to complement University Initiatives and Goals.
  - f. Review of process to continue planning.

The College Faculty Forum was asked to establish a committee consisting of one committee member from each department to develop a College mission and vision statement. Each department in the College and the Center for Policy Studies committed to development and submission of a departmental mission statement and action items to support College and University Initiatives and Goals.

4. The mission and vision statements as well as a list of core values were subsequently reviewed and approved by the College's Faculty Forum on November 30, 2007.
5. Prior to the development of action items, the College's administrators agreed that all 5 strategic initiatives were relevant to the College and the departments and that action items would be developed for 13 of the 27 goals attached to those initiatives. The materials were submitted on November 15, 2007.
6. The College dean and associate dean reviewed materials submitted by the College's departments and the Center for Policy Studies with these factors in mind:
  - a. Fit between action items, selected goals, and UTSA's Strategic Initiatives.
  - b. Specificity of action items.

- c. Appropriateness and specificity of metrics selected to measure progress on action items.
  - d. Degree to which the integrated whole presented the best possible impression of the manner in which the College and the College's departments will contribute to UTSA Strategic Plan 2016.
7. A number of drafts were circulated and discussed electronically and at meetings through December 2007.
  8. The first version of the plan was completed on December 20, 2007.

**APPENDIX II.**  
**COLLEGE OF PUBLIC POLICY MATRIX OF FOUNDATIONAL THEMES AND**  
**AREAS OF EXCELLENCE**

**The University Foundational Themes and Areas of Collaborative Excellence**

	Foundational Themes			Areas of Collaborative Excellence				
	Globalization	Diversity	Transformative Leadership	Health	Security	Energy & Environment	Human Development	Sustainability
College of Public Policy	Research of local-global continuum of policy and practice	Study of impact of public policy and practice on diverse populations	Development of transformative leaders capable of impacting policy, practice and research	Analysis of health (including social and behavioral dimensions) policy analysis as well as study of health delivery systems and practice	Exploration of homeland security policy and practice as well as its impact on society	Research on energy and environmental policy and practice on human and social development in a diverse society	Focus on governance structures and their impacts as well as integration of social and economic equity into the concept of “the public good”	Inclusion of community, social services, family, government, etc. in the scope and dissemination of College projects
Criminal Justice	Theoretical and empirical examination of comparative criminal justice issues and policies	Social justice research on underserved and marginalized populations	Facilitate a learning environment that is innovative and ethical	Development, implementation and evaluation of violence, substance abuse and related risk factors to quality of life	Research and instruction on prevention and emergency management control responses to domestic and international crime and terrorism	Research and community outreach with emphasis on environmental law and regulations	Development and dissemination of empirically based best practices for juvenile delinquency prevention and offender rehabilitation	Empowering communities through collective efficacy consistent with social justice ideals
Demography	Research on emerging countries and economies in Africa, Central and South America, especially Mexico as hemispherical partner	Demographic research on Hispanics in South Texas and their representation throughout society	Remedy disparities in doctorate education by production of graduates representing disadvantaged groups	Research on health and health disparities across race and gender; study of the impact of an increasing elder population and	Research on relation between border demographics and immigration and border security	Research on demographic distribution of resources such as water, fossil fuel, land use, etc.	Continued partnership with IDSER to report about resources that are relevant to substantive issues in San Antonio and South Texas	Inclusion of community leaders in shaping subjects of inquiry, adequacy of services, etc.

				its impact on society				
Public Administration	Incorporation of global ideas and values in public administration and policy	Promotion of diversity across the curriculum in the department	Preparation of leaders in public service organizations in a culturally diverse and interconnected global society	Exploration of health issues and policies for modern public and nonprofit organizations	Examination of security issues that effect public policy and administration	Promotion of energy and environment issues in the curriculum and community outreach	Exploration of issues of human development in public policy	Promote issues of sustainable communities in the curriculum and in community outreach
Social Work	Examination, development and promotion of sustainable development principles and solutions for diverse local-global communities that positively impact issues such as poverty, health, and environment.	Development of and advocacy for social policies, research, and practices that promote social and economic justice with diverse and vulnerable populations.	Development of leaders with the values, knowledge and skills to promote innovative and collaborative solutions that address the well-being of individuals, families, organizations, and communities.	<p>Exploration of local-global issues related to psychosocial, mental and/or physical health;</p> <p>Examination of emerging patterns and opportunities in physical and mental health care practices and services, including those provided to immigrants and displaced populations;</p> <p>Examination of the impact of physical and mental health issues and practices</p>	<p>Examination of policies and systems that impact poverty and human rights within local-global perspectives;</p> <p>Focus on the psychosocial impact of violence and deprivation with particular attention to the well-being of women and children;</p> <p>Promotion of policies and practices that build on strengths and foster resilience in families and communities.</p>	Examination of environmental policies and practices that promote the just treatment of vulnerable populations.	<p>Exploration of the impact of human, social, and economic development on individuals, families and communities in their local-global environments;</p> <p>Examination of the policy, practice and research implications of diversity and culture on human and social development</p>	<p>Examination of knowledge, values, and skills to promote sustainable organizations and communities through efforts such as social entrepreneurship &amp; social enterprise;</p> <p>Exploration and promotion of the development and sustainability of human and social capital.</p>

				unique to diverse populations as related to health disparities.				
--	--	--	--	---	--	--	--	--