THE UNIVERSITY OF TEXAS AT SAN ANTONIO

Office of Strategic Planning and Assessment

STRATEGIC PLAN

2011-2016
INTRODUCTION

Although strategic planning and assessment have historically been associated with the business sector, their importance to higher education is becoming more critical each day. Specifically, planning and assessment are key elements in the field of student affairs. In order to be responsible with resources and processes, document how student development is positively impacted by programs/services, and to provide supporting data for division-wide and university-wide initiatives and goals, student affairs must be focused on planning and assessment. The Division of Student Affairs at UTSA has been focused on these components for several years. In addition to meeting university and system requirements, the Division of Student Affairs has developed processes, forms and tools to assist with internal strategic planning and assessment activities. Training has also been offered to employees regarding the associated concepts and implementation aspects of planning/assessment. In 2010, the division began a partnership with StudentVoice, now called Campus Labs, in order to support assessment needs such as survey development, rubric design, benchmarking, and data collection. In 2011, a Director of Strategic Planning and Assessment was hired to coordinate planning and assessment initiatives across all departments. Combined with the technical skills offered by Campus Labs and the data storage capabilities of the TracDat software system utilized across the university, the director is focused on aligning systems, collecting and analyzing information, and supporting the division regarding strategic planning and assessment work. Also in 2011, the university reviewed the “UTSA 2016: A Shared Vision” strategic plan and revised the corresponding tactics and metrics. At the same time, the Division of Student Affairs reviewed the 2016 VPSA Strategic Plan, making the appropriate revisions to the goals and action steps. Many accomplishments for 2007-2011 were also documented. The vision for 2016 has been set, and the VPSA Strategic Plan will continue to be an evolving road map intended to further define the important role of Student Affairs in this journey. The Office of Strategic Planning and Assessment will support this journey and the milestones along the way as outlined in this document.
OUR MISSION
Empower employees to integrate planning and assessment into their daily roles in order to document successes, improve processes and facilitate student learning.

OUR VISION
Support the long-term planning and assessment needs of the Division of Student Affairs so that UTSA continues to be a role model of best practices in the field of student affairs.

OUR CORE VALUES
In addition to supporting the core values for the Division of Student Affairs, the Office of Strategic Planning and Assessment supports these values:

- Transparency in purposes and processes. (Clarify purpose*)
- Openness to discussion and questions. (Inspire trust*)
- Promotion of ownership and involvement. (Unleash talent*)
- Innovation to develop improved systems. (Align systems*)

*Principles from Dr. Stephen R. Covey’s Leadership: Great Leaders, Great Teams, Great Results.
In the columns below, please explain at least one way that your department contributes to each of the Four C’s.

<table>
<thead>
<tr>
<th>COMMUNICATE</th>
<th>CONNECT</th>
<th>COLLABORATE</th>
<th>CREATE</th>
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<tbody>
<tr>
<td>Building on a foundation of excellence requires a great amount of discussion, some discord and eventually, much agreement and understanding. We communicate by: Communicating regarding strategic planning and assessment concepts, terms, outcomes and processes. Clarifying changes, deadlines, strategies, etc.</td>
<td>Our goal inside and outside of the classroom is to provide opportunities for students to connect with each other, with UTSA and with the community. We connect by: Connecting strategic planning and assessment efforts for the division, coordinating assessment teams and reporting to the executive leadership team, vice president, university representatives regarding progress.</td>
<td>As we work to build and maintain lasting relationships, we collaborate with others in the Division and across the University. We collaborate by: Collaborating with departments and teams regarding outcomes, assessment questions and methods. Utilizing appropriate resources such as StudentVoice, best practices and professional tools.</td>
<td>The creativity of our diverse staff fosters the perfect environment for us to achieve excellence with unique and innovative experiences. We create unique and innovative experiences by: Creating a centralized repository of information, including a new website. Contributing to necessary reports including the Annual Report publication for Student Affairs.</td>
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STRATEGIC ADVANTAGES

- Support by the VPSA/administration for strategic planning and assessment.
- Groundwork (including structure, forms and concepts) had already been developed regarding this area.
- Positive attitudes of highly professional leaders (directors, associate directors, etc.) within the Division of Student Affairs.
- Campus Labs membership that provides consultation, tools and data management.
- TracDat software is already in place for the entire university.

STRATEGIC CHALLENGES

- Competing, immediate priorities take precedence over planning and evaluation.
- Since each department’s planning and assessment needs are unique, meeting the needs of all of the departments within the Division can be challenging.
- Need coordination regarding divisional and cross-departmental activities to document successes and gain the “big picture” view of the impact of student affairs at UTSA.
- Continue to align measures and cycles for reports required throughout year.
- Maintain balance of departmental ownership and divisional oversight.
UTSA Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations

The Office of Strategic Planning and Assessment will play a crucial role in this initiative by enhancing the evaluation and documentation practices within the Division of Student Affairs. In turn, other initiatives and goals for both the university and the division will be supported.

Goal 2.1: Enhance training, tools and support to empower staff in conducting effective planning and assessment.

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<td>1. Create website to house planning and assessment resources, forms, and training modules.</td>
<td>X</td>
<td></td>
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<td>2. Assess training and support needs. Provide training modules (online or in person) to Student Affairs staff.</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>3. Arrange networking meetings for departmental assessment contacts (Assessment Team).</td>
<td></td>
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<td></td>
<td>X</td>
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Outcomes

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<tr>
<th>Outcomes</th>
<th>Is this a learning outcome or an operational outcome?</th>
<th>Success Criterion</th>
<th>Will this be entered into TracDat? (Y/N)</th>
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<tr>
<td>1. Student Affairs staff will access planning and assessment information via the website. They will also submit feedback about the website online.</td>
<td>Operational</td>
<td>Establish baseline of number of website hits per month for 2011-12. Analyze feedback about the usability and applicability of the website.</td>
<td>N</td>
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<td>2. Student Affairs leaders will identify training and support needs via StudentVoice survey.</td>
<td>Operational</td>
<td>Determine training and support needs for 2011-2012.</td>
<td>Y</td>
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