

VICE PRESIDENT FOR STUDENT AFFAIRS
STRATEGIC PLAN

Table of Contents

1. Introduction	3
2. Mission, Vision and Core Values	3
3. Strategic Advantages	4
4. Strategic Challenges	5
5. Strategic Initiatives, Goals and Action Items.....	7
Strategic Initiative I:	
Enriching Education Experiences to Enable Student	
Success	8
Strategic Initiative II:	
Serving Society Through Creativity, Expanded Research, and	
Innovations	9
Strategic Initiative III:	
Promoting Access Access and Affordability.....	10
Strategic Initiative IV:	
Serving the Public through Community Engagement.....	12
Strategic Initiative V:	
Expanding Resources and Infrastructure.....	14
6. Call to Action and Accountability	17
7. Appendices	18
Appendix I. Strategic Planning Process	18

Introduction

The Division of Student Affairs at UTSA provides a wide variety of quality programs and services designed to support student success and enrich learning and living experiences. We are committed to helping students reach their educational, personal, and professional aspirations. We also strive to help students develop leadership skills and engage them in our campus and the greater community.

Student Affairs offers and administers the services of Admissions, Financial Aid and Enrollment Services, Registrar, Student Life, Student Services, and Athletics. We urge students to explore the many opportunities to make the most of campus and community life and learning.

Our Vision:

The Division of Student Affairs will be a leader in the development of a dynamic and diverse culture that facilitates learning and engages students.

Our Mission:

The Division of Student Affairs serves the university by providing purposeful, student-centered programs and services, creating opportunities that facilitate the holistic development of students and developing a culture of engagement in the classroom, across campus and throughout the global community.

Our Core Values:

- We value the dignity of the individual.
- We embrace, through respect and celebration, the diversity of people and thought.
- We value the power of education as a catalyst for transforming individuals and society.
- We believe that risk and challenge promote growth and excellence.
- We value an innovative, service-oriented work environment that promotes mutual respect, integrity, professionalism, and teamwork.

Strategic Advantages

The Division of Student Affairs is responsible for programming and services that reach out to a large number of students. From state of the art facilities to innovative programs and services, the division possesses advantages that provide a foundation to address the UTSA strategic initiatives. These include:

- The work of student affairs is integral to campus retention and graduation efforts through programming and services such as:
 - an admissions process that sets appropriate expectations for the student experience at UTSA;
 - orientation programming that assists with initial academic and social integration, introduction to the campus and its services, and welcomes student's family members as important contributors to student success;
 - housing facilities that assist students in engaging in academic and social life;
 - health, counseling and disability services providing education and services for students so they can continue to pursue their academic careers;
 - financial aid managing limited resources to create award packages that meet the needs of the entire population;
 - campus life programming that engages the students in a wide range of opportunities;
 - athletic programs that allow the student to be a participant on campus;
 - campus recreation building community through safe and healthy programs and services;
 - Student Judicial Affairs helping students make better decisions and face consequences of poor decisions through EPIC journey sanctioning.
- Staff members are actively engaged in their own professional development through participation in professional associations and advanced degrees to keep our division in the forefront of programming and service delivery.
- State of the art facilities support campus life.
- Innovative programming is created to support student success and campus life.
- Technology is used effectively to help streamline processes for students and staff.
- Partnerships across the division and the university support student success and maximize resources
- Students Affairs takes a leadership role in collaborative efforts in support of the institutional strategic initiatives.
- Student Affairs has developed a comprehensive and structured assessment model that links strategic planning, assessment and continuous improvement.

- Opportunities for student engagement in a vibrant campus life.
- Student Affairs is active in promoting volunteer and outreach activities to further develop student understanding of the community and civic engagement.
- Student Affairs is active in recruitment and financial aid outreach in support of our mission of access and affordability.
- Student Affairs values the importance of a healthy lifestyle and supports student learning in this area through a variety of programs including campus recreation, health education, involvement in student organizations and athletics.
- Staff members engage students to be active participants in the campus experience, which leads to increased retention and graduation.
- The Registrar's Office has implemented a leading-edge, campus-wide, reporting and scheduling system that helps academic colleges and other departments to monitor their enrollment and critical class scheduling initiatives.

Strategic Challenges

The Division of Student Affairs must continually address the challenges associated with the delivery of programs and services as opportunities for growth and improvement. These challenges/opportunities include:

- Student Affairs has created state of the art facilities, which has created a level of debt service that will make it difficult for us to continue to provide additional programming, hire appropriate staff, etc.
- Student population growth challenges our ability to maintain staff/student ratios that support exemplary programming and service levels.
- The increase of student housing and on-campus programming also increases the risk to the university.
- UTSA is a young university with limited endowments and scholarships. Our youth creates a challenge, especially with the rate of growth, in ensuring that we meet the financial aid and scholarship needs of our student population.
- Lack of consensus among internal and external constituents regarding the goals for enrollment management impacts the strategic planning at the unit level.
- Lack of a university integrated marketing plan impacts our ability to give students an accurate picture of the student life experience.
- There is a general lack of understanding of the integral role Student Affairs plays in the UTSA mission and vision.
- Limited space availability on campus inhibits our ability to develop and implement exemplary programming for the growing number of students.
- University policies and procedures sometimes inhibit our ability to create new programming and partnerships.

- Increased complexity in the student mix requires diversified programming and educational plans to support populations of diverse ethnicity, culture, religion, age, sexual orientation, graduate/undergraduate, and gender.
- Programs and services in Student Affairs are hampered by the university's inability to remain competitive with external employers in hiring student staff.
- Staying on the leading-edge of technology requires continued commitments for financing special new projects as well as maintenance costs for current systems.
- The increase of students living on campus and close to campus will require an expansion of services and additional hours of operation thus impacting operational costs.

Strategic Initiatives and Goals

In order to meet our vision and fulfill our mission, the Division of Student Affairs at the University of Texas at San Antonio is committed to the university's five strategic initiatives through twelve divisional goals over the next five years. The University's three foundational themes of promoting diversity, globalization and transformative leadership underpin the goals in Students Affairs.

Promoting Diversity: Promoting diversity is a philosophical position that calls attention to the ways individuals and social or cultural groups within a larger society view the world, express themselves, and relate to each other, and the intellectual and moral obligation of a society to understand and value differences among its members.

Student Affairs promotes diversity by providing awareness programs and opportunities that empower students to respect and embrace the differences that are inherent in all of us.

Globalization: Globalization, the unfolding process of linkage among the world's peoples, societies, and economies, transcending regional and national boundaries-directs us to prepare our university community members with the technological, communicative, social, and cultural knowledge and skills, as well as the practical experience that will equip them to lead and succeed in an ever more intensively connected world.

Students Affairs promotes globalization through expanded opportunities for cultural exchange and the communication of student stories to develop connections and greater understanding of others.

Transformative Leadership: Transformative leadership is guidance marked by critical thinking analytical and reflective evaluation, and the ability to affect positive change. This theme should be cultivated in the endeavors of our faculty and staff as well as in the educational experience of all our graduates through their coursework and their university experiences.

Student Affairs celebrates and serves students by making every interaction an opportunity to affect positive change.

Strategic Initiative I: Enriching Educational Experiences to Enable Student Success

UTSA is committed to providing students with a university experience that develops the whole person - academically, socially, and personally. The Division of Student Affairs provides programs that enable students to become responsible global citizens and to live in a rapidly changing world by discovering and inventing new ways to understand, work with, embrace, and celebrate differences. The division is committed to partnering with university colleagues to create programs and opportunities for students to learn how to affect change, innovate and improve the environment in which they live with new and fresh ideas. Student Affairs has developed one goal to further the university objective of enriching educational experiences to enable student success.

Goal 1.1: Create and implement a division-wide conceptual model for program development and delivery that engages students in a university experience that develops the whole person - academically, socially and personally.

Action Steps

1. Develop shared understandings across the division about the UTSA experience.
2. Develop and articulate a conceptual model that supports student success and learning across the division of Student Affairs by engaging departments and programs from across campus in developing the model
3. Formally communicate model to all constituents.
4. Assess programs and services in relation to the conceptual model and its ability to guide decisions for the future.
5. Implement changes and improvements to programs and services based on previous assessment and assess any changes and outcomes for student success.

Key Indicators for Strategic Initiative I

- Improved programs based on assessment (benchmark with other institutions, survey students, etc.)
- Increased number of new programs
- Increased participation in programs
- Increased retention and graduation rates for students who participate in programs and services
- Increased satisfaction in the UTSA experience

Strategic Initiative II: Serving Society through Creativity, expanded Research, and Innovations.

UTSA is dedicated to the advancement of knowledge through research and discovery. The Division of Student Affairs is creating a culture of data-driven assessment for programs and services, which allows us to participate in advancing knowledge through collaborations and partnerships with institutional research and academic affairs. A culture of data-driven assessment and planning stimulates creativity, problem solving and new ways of looking at issues for staff and students. The data also provides a richer picture of who our students are and how we better serve them through programs and services. Student Affairs has developed one goal to advance UTSA's research mission.

Goal 2.1: Develop a culture of data-driven assessment and planning leading to a research and dissemination process that supports decision-making across the division and the university and provides contributions to the field of Student Affairs Administration.

Action Steps

1. Develop and implement assessment and planning processes.
2. Support staff in learning to do effective assessment and data-based planning and processing.
3. Educate and support staff in sharing the knowledge gained through assessment departmentally, divisionally, institutionally and externally.
4. Develop a student success symposium to share what we have learned.
5. Develop a Student Affairs Research program.

Key Indicators for Strategic Initiative II

- Increased research opportunities for Student Affairs staff.
- Increased contribution of research to the university through presentations and symposiums
- Improved program and service delivery
- Improved and coordinated assessment processes

Strategic Initiative III: Ensuring Access and Affordability

The University of Texas at San Antonio promotes access and affordability to help educate future leaders. The Division of Student Affairs engages in this effort by providing a welcoming campus environment, effective services, affordable housing, and effective recruitment and financial aid programs that address the needs of the population we serve. Student Affairs has developed three goals to further the university objective of ensuring access and affordability.

Goal 3.1: Create and implement a division-wide conceptual model for service delivery.

Action Steps:

1. Develop shared understandings across the division about excellent service delivery.
2. Review service delivery for all departments to maximize resource utilization.
3. Develop and articulate a conceptual model that supports excellent service delivery across the division of Student Affairs by engaging departments and programs from across campus in developing the model
4. Formally communicate model to all constituents.
5. Assess services in relation to the conceptual model and its ability to guide decisions for the future.
6. Implement changes and improvements to services based on previous assessment and assess any changes and outcomes for service delivery.

Goal 3.2: Develop partnerships with families, schools, community colleges, agencies and communities that facilitate a collaborative teaching, learning, service, and research environment and communicate to learners the pathways toward their educational and career goals.

Action steps:

1. Expand JUMP program to include other community colleges and universities.
2. Establish reverse transfer programs with community colleges.
3. Collaborate with existing UTSA community outreach programs including Office of P-20 initiatives, Generation 1 Program, and Community Outreach, to deliver pertinent admissions and financial aid information for college access to underrepresented student populations by increasing presentations throughout high schools, middle schools, etc.
4. Enhance the UTSA Family Association by building partnerships with university departments to meet the needs of family members in support of student development, retention and graduation.
5. Develop relationships and programs with San Antonio and Bexar County service agencies that will provide opportunities for our students to be involved in volunteer and mentoring efforts.

6. Connect students to effective support systems within the campus community by building on the relationships facilitated by programs such as Cultural Connections during Roadrunner Days and New Student Orientation.
7. Develop part-time employment opportunities that provide students with disposable income and employers with a trainable workforce.

Goal 3.3: Refine policies and expand programs for student financial aid to help qualified students gain and maintain access to a high-quality, affordable education.

Action Steps:

1. Align financial aid awarding philosophy and policies with the university enrollment management plan.
2. Enhance current UTSAccess program to address the financial needs for low-income students and also ensure alignment with the university enrollment management plan.
3. Develop new financial aid programs to address the financial needs of middle-income students and their families and also ensure alignment with the university enrollment management plan.
4. Create a development plan to establish additional scholarships and grant programs.

Key Indicators for Strategic Initiative III

- Improved service delivery across division
- Increased number of financial aid outreach presentations to community
- Increased value and number of scholarships awarded to students
- Increased number of students receiving scholarships and financial aid
- Increased number of part-time jobs available for students
- Increased student participation/satisfaction with community service opportunities
- Increased student involvement stemming from participation in Cultural Connections
- Increased satisfaction with service delivery across the division

Strategic Initiative IV: Serving the Public Through Community Engagement

Community engagement at UTSA is the active involvement of the university community through its faculty, staff, students, and alumni in strategic partnerships with the broader community to enrich learning and research. The Division of Student Affairs provides community engagement through programs and initiatives that cover a wide variety of purposes and results; service to the community through volunteerism, conference services, and joint sponsorships, entertainment and social opportunities such as athletics or campus programming, recruiting students and marketing the university as a place of access and opportunity, and connecting students with potential employers and internship opportunities. In order to prepare our students to become constructive citizens in an increasingly diverse society, Student Affairs must provide programs and opportunities for interaction internally and externally among diverse groups to challenge stereotypes, broaden perspectives, and enhance critical thinking. The Division of Student Affairs has established two goals to meet the objectives of serving the public through community engagement.

Goal 4.1: Develop relationships with San Antonio and surrounding counties.

Action Steps:

1. Develop relationships with cultural organizations and service agencies to explore collaborative programming opportunities with San Antonio and Bexar County.
2. Create opportunities for service agencies, employers and members of the San Antonio community to visit the campuses.
3. Develop partnerships with Academic Affairs to provide service components in the classroom (i.e., service-learning, volunteer opportunities, liaison between academic affairs and student affairs, etc.).
4. Develop opportunities for students to be engaged in community service efforts.
5. Create relationships that result in ongoing participation and philanthropy to support the development and maintenance of partnerships with the community.

Goal 4.2: UTSA will be a premier site for hosting statewide, regional, and community events.

Action Steps:

1. Develop an athletic complex through partnerships with city, county and private philanthropy.
2. Student Affairs will work with the city, county, and community organizations to recruit and co-host events at UTSA.
3. Create relationships that result in ongoing participation and philanthropy to support the development and maintenance of facilities and programming.
4. Work with Legal Affairs and Environmental Health, Safety and Risk Management in developing/refining policies to facilitate this goal.
5. Work interdepartmentally to best coordinate and market the use of our facilities in hosting events.

Key Indicators for Strategic Initiative IV

- Increased number of events and programs hosted by UTSA
- Increased funding for facilities and programs
- Increased number of students participating in community service
- Increased number of service agencies participating with UTSA

Strategic Initiative V: Expanding Resources and Infrastructure

To become a premier public research university, UTSA must expand and align its resources with its mission and vision. To meet this challenge, the Division of Student Affairs must be responsive to student and staff needs while promoting excellence in professionalism, excellence in our administrative processes through the use of technology, excellence in our facilities management and excellence in resource development. The division is committed to the ongoing education and development of Student Affairs professionals. This will result in staff members who are committed to their own transformational leadership, which in turn will result in staff who model leadership and work well with students. This educational component gives staff the resources they need to evolve from transactional interactions to transformational interactions with students and with each other. During this educational process, staff will commit to a new way of thinking by participating in dialogue across divisions, embracing the ever-changing technology present in our world today, and innovative ways of developing resources and managing facilities. These objectives will be addressed through the following five goals.

Goal 5.1: Student Affairs will provide safe, professionally managed state-of-the-art facilities for the UTSA community.

Action Steps:

1. Complete expansion projects, including life and safety upgrades, and improve adjoining grounds for all facilities.
2. Extend hours to enhance UTSA's efforts to recruit and retain students, faculty and staff.
3. Develop and implement a technology and equipment purchase plan in collaboration with Academic Technology and the Office of Facilities, to provide state-of-the-art media (i.e., teleconferencing, videoconferencing and wireless technologies) to the university community for all facilities.
4. Develop and implement a risk management plan for all facilities.
5. Renovate dining, retail, student activities and recreation operations as needed to better meet the needs of the university community.
6. Collaborate with the Office of Facilities in the development of a master plan to ensure all facilities continue to meet short and long term needs of the university community.
7. Conduct benchmarking surveys to assess current program and services for all facilities.

Goal 5.2: Student Affairs will promote excellence in administrative processes and procedures by increasing the use of technology to streamline processes without losing the opportunity for personal interaction with students and each other.

Action Steps:

1. Improve and streamline Banner process management across the appropriate offices utilizing Banner workflow.
2. Enhance the ability to electronically exchange high school and college transcripts with other institutions.
3. Ensure installs for SIS Upgrades are done in a timely manner, reviewing the newer technology changes. Assist OIT and the campus with implementations.
4. Continue to work closely with OIT regarding local modifications to our system that keep us on the leading technology edge.
5. Provide institutional-wide support for the data warehouse project to ensure that available data has been cleansed and is accurate and reliable.
6. Provide the academic community with training and support for ad hoc reporting needs to assist them in making more informed decisions about class schedules, class enrollments, and classroom space allocations.
7. Enhance email responses utilizing knowledge-based software.
8. Enhance the delivery of online programs in partnership with academic technology and OIT (i.e., utilization of WebCt, UTSA Portal, Banner ASAP, etc.).
9. Utilize a variety of multi-media technology such as MySpace, YouTube, Pod Casting and listserves to better reach the students we serve.

Goal 5.3: Student Affairs will create a development plan that supports scholarships, programming and innovative opportunities for excellence across the division.

Action Steps:

1. Establish a priority funding plan.
2. Develop opportunities for fund-raising partnerships and initiatives.

Goal 5.4: Student Affairs will create ongoing education for staff to help them develop to their fullest potential as a Student Affairs professional.

Action Steps:

1. Promote professional development programs (internal and external) for staff to enhance understanding and ownership of their role in Student Affairs and their role in the mission and vision of UTSA.
2. Develop and implement an immersion program for new Student Affairs professionals.
3. Create and implement opportunities for staff to engage in training offered internally and externally.
4. Create and implement a leadership training program for all staff to attend.
5. Assess professional development participation (internal and external).

Goal 5.5: Student Affairs staff members embrace the concepts of transformational leadership, engage in effective interpersonal communication and work successfully in a diverse community.

Action Steps:

1. Develop an educational program based on the concepts of transformational leadership
 - a. New Staff
 - b. Continuing
2. Implement the educational program
3. Assess the impact of the educational program on the type of interactions and staff satisfaction with their professional development.

Key Indicators for Strategic Initiative V

- Increased utilization of facilities
- Improved administrative processes
- Increased utilization of technology
- Increased funding for scholarships, programming and innovation
- Improved staff retention

CALL TO ACTION AND ACCOUNTABILITY

For the Student Affairs strategic plan to be successful, we must follow through to incorporate our goals into our everyday management, operations and decision making. This effort will be led by the Vice President's office with every department and team in the division working in an integrated and collaborative fashion to reach our shared vision. It is imperative that we do not compromise on excellence or our core values. We must remember that it is our responsibility to contribute to the welfare of the entire UTSA community.

Implementation and Accountability:

The implementation of the Student Affairs Strategic Plan will be the responsibility of every department within the division. Assessment and progress measures will be reported and reviewed on a regular basis so that the division can continue to make improvements as we strive to reach our vision of being a leader in the development of a dynamic and diverse culture that facilitates learning and engages students. Several goals will require special task forces comprised of cross-departmental and cross-divisional staff, faculty and students. This collaboration with each other and colleagues across other divisions will only enhance the quality of programming and services that Student Affairs can provide. Results of special task forces and departments will be shared with the division through meetings and forums. The strategic plan is also a living, breathing document that will be evaluated and updated as we move towards our vision.

Communication

Student Affairs must develop a divisional communication system to inform the internal and external community about progress towards our vision. Routine reporting of metrics on our goals will be provided to the division departments and Team 2016. As part of the communication process, Student Affairs will develop a section on its website solely devoted to Strategic Planning and Assessment. This website will provide key information as to the status and progress of the strategic plan. Information will also be provided as part of the regular communication routine in Executive Council, Director's Council and team meetings across the division. Student Affairs will also develop a communication plan to provide information to other members of the UTSA community as well as our external constituents.

Assessment

Student Affairs must continue to develop an assessment system that ensures adherence to our mission and 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.

APPENDIX I: Vice President for Student Affairs Division Strategic Planning Process

The Vice President for Student Affairs strategic plan has been a collaborative process across the division. Several members of the Executive Team participated in the UTSA retreats to help establish the university strategic plan. Members of the executive team also took leadership roles and participated in developing the nine strategic themes that were identified during the retreats.

During the spring and summer, each Executive Team member worked with the department directors to establish compacts and strategic plans that were in line with the UTSA Strategic Plan. In Fall 2007, several group and individual sessions were conducted with the Director's council members to provide appropriate strategic plans for individual departments. Once the departmental strategic plans were provided, the Executive Council met on several occasions to develop the strategic plans including goals, action steps and key indicators.