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

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 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.

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To achieve excellence in service and programming, Student Affairs professionals must effectively communicate by: providing clear, concise, knowledgeable, accurate and timely information; using multiple means of communication; identifying and anticipating needs; serving as advocates; suspending assumptions; listening to understand; understanding and respecting diverse perspectives; interacting in a professional and courteous manner; being accountable for our own actions.

Outcomes of Excellent Communication for Service
- Guidelines and priority dates are met
- Peak seasons are successfully managed
- Processes are easy to navigate
- Information provided is consistent and trustworthy
- Participants evaluate information and apply it to problem-solving research
- Be the last to serve

Outcomes of Excellent Communication for Programming
- Participant-focused
- Broad-based appeal
- Reflect the needs and interests of all users
- Targeted to specific needs of diverse population
- Intentional and purposeful
- Inclusive
- Participants can convey the impact programs have on their learning and development
To achieve excellence in service and programming, Student Affairs professionals must connect by: making every interaction positive and memorable; realizing every moment provides an opportunity to make a positive and lasting impact; engaging the community in the process; providing individualized attention; building relationships and community; recognizing the dignity and worth of the individual; showing appreciation; providing a nurturing and safe environment; recognizing and honoring commonalities and differences.

**Outcomes of Excellent Connections for Service**
- Retention rates increase
- Appreciate and value people
- Invest in the process and the university
- Positive university experience
- Be fully present
- Concerns and needs are understood and met
- Contacts are trusted and reliable
- Discussion is open, honest and fair

**Outcomes of Excellent Connections for Programming**
- Participation and retention rates increase
- Opportunities for interaction exist
- Sense of community and pride
- Appreciate and value people
- Invest in the process and the university
- Evidence of learning and engagement
To achieve excellence in service and programming, Student Affairs professionals must collaborate by: effectively utilizing resources; cooperatively working with others; building and maintaining lasting relationships and community; being open to change and diverse ideas; practicing mutual respect; creating synergy across the division and the university; balancing service with operating procedures and policies; learning to appreciate the duties and responsibilities of others.

**Outcomes of Excellent Collaboration for Service**
- A shared vision for success
- Effective use and access of university facilities and resources
- Clear pathways for achieving goals
- Networking is valued
- Awareness of available resources
- Problems are approached as opportunities
- Services are provided in a non-threatening and secure environment
- Exhibit positive attitudes that support collaborative learning and productivity

**Outcomes of Excellent Collaboration for Programming**
- Academically, socially and personally developed
- Effective use and access of university facilities and resources
- Participant input is valued in program design
- Reflection of the UTSA mission, vision and values
- Diverse perspectives are sought and valued
- Culture of networking
- Integrated programs

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\[ b(x, y) = \frac{\Gamma(x) \Gamma(y)}{\Gamma(x+y)} \]
To achieve excellence in service and programming, Student Affairs professionals must create unique and innovative experiences by: recruiting individuals who are passionate about student success; taking risks; working to reduce obstacles; building stability through our daily actions; researching new trends; fostering creative, safe and welcoming opportunities; assessing and analyzing results; encouraging input across the division; challenging the status quo.

**Outcomes of Excellent Service Creation**
- Encourage exploration of personal Paseos
- Develop character, accountability and responsibility
- Positive memorable experiences
- Innovation is valued and supported
- Consistent assessment and evaluation
- Simplified and streamlined services
- Cultivation of leadership skills
- Continually evolving services
- Accept challenges as opportunities
- Multiple processes and diverse perspectives explored

**Outcomes of Excellent Program Creation**
- Constantly evolving
- Innovation is valued and supported
- Authentic learning encounters
- Cultivate leadership
- Positive memorable experiences
- Plan and forecast for needs assessment

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