



MEMO

TO: Sharon Gaber, Ph.D. – President
FROM: Phillip “Flapp” Cockrell, Ph.D. – Vice President for Student Affairs
DATE: January 31, 2018
RE: Division of Student Affairs Strategic Plan

Below you will find the strategic plan for the Division of Student Affairs:

Vision

The Division of Student Affairs will create lifelong learners who aspire, engage, lead, and inspire.

1. **Aspire.**
Aspire to change the lives of others, leave a legacy and make UT a better place.
2. **Engage.**
Engage students, faculty, and staff in programs and services that will create the next generation of world-class citizens.
3. **Lead.**
Lead where your mere presence reflects your integrity, passion, conviction, and charisma.
4. **Inspire.**
Inspire to leave a legacy where your work becomes known rather than remembered.

Mission

The Division of Student Affairs will offer a comprehensive educational student life program that engages students in holistic learning opportunities, promotes inclusive excellence, and prepares change agents to be globalized citizens within their personal and professional endeavors.

Strategic Priorities

- I. Improve student and academic success
- II. Achieve national prominence in research, scholarship, and creative activities
- III. Foster a culture of excellence in our faculty, staff, and alumni
- IV. Build and maintain a strong financial foundation
- V. Strengthen our reputation and community engagement

Strategic Priority #1: Student Success and Academic Initiatives

The Division of Student Affairs will implement intentional, data driven, high-impact programs and services that support the academic enterprise, which will ultimately prepare the next generation of scholars/practitioners to be global and well-rounded citizens.

- **Goal #1**

- Offer on-going training to students, faculty, and staff to explore ways to support students who experience mental wellness challenges.

- **Metric:** Host a minimum of 6 training sessions during the Fall and Spring semesters.
- **Responsible Unit(s):** Division of Student Affairs, Student Government, Division of Academic Affairs, Graduate Council, Professional Staff Association, Division of Advancement.
- **Metric:** Present at Student Government, Deans' Council, Faculty Senate, Graduate Council, Academic Colleges, and Professional Staff Association meetings.
- **Responsible Unit(s):** Division of Student Affairs, Student Government, Division of Academic Affairs, Graduate, Council, Professional Staff Association.
- **Metric:** Revise and distribute the Faculty and Staff Behavior Response Guide campus wide.
- **Responsible Unit(s):** Division of Student Affairs.

- **Goal #2**

- Develop a robust and comprehensive First and Second-Year Experience that will add value to co-curricular learning and career discovery and preparation.

- **Metric:** Assess and explore opportunities to offer every student an experiential/service learning and/or internship experience.
- **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.

- **Metric:** Convene a task force to review, assess, and evaluate current programs and services and recommend data-driven high-impact practices to engage students in out-of-the-classroom experiences.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.
 - **Metric:** Collaborate with Academic Deans to identify a faculty/staff liaison to the Office of Experiential Learning and Career Services.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.
- **Goal #3**
 - Establish learning communities reflective of the Division of Academic Affairs and Division of Student Affairs initiatives to support a growing residential community.
 - **Metric:** Collaborate with Academic Deans to develop a faculty and/or scholar in residence program.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.
 - **Metric:** Explore opportunities to repurpose residential spaces to classroom and learning laboratories to enhance academic programs.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.
- **Goal #4**
 - Create a multi-disciplinary leadership program in partnership with the Division of Academic Affairs to reflect the Division's tenants of *Aspire. Engage. Lead. Inspire.*
 - **Metric:** Identify a task force to review best practices associated with servant leadership and community engagement and provide recommendations for implementation.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Academic Affairs.

- **Goal #5**

- Establish a culture of “mattering” to enhance students’ sense of belonging and pride.

- **Metric:** Conduct a campus climate survey to determine what it means to be a “UT Rocket” and what factors aid in student attrition and degree completion.
- **Responsible Unit(s):** Division of Student Affairs and Division of Research.
- **Metric:** Expand services offered and increase support for the UT Food Pantry.
- **Responsible Unit(s):** Division of Student Affairs, Division of Advancement, and Eberly Center for Women.

- **Goal #6**

- Create a culture of civility, respect, and free of violence.

- **Metric:** Collaborate with the Division of Academic Affairs and University Police Department to expand the “Not On My Watch” series.
- **Responsible Unit(s):** Division of Student Affairs, Division of Academic Affairs, and Division of Finance and Administration.
- **Metric:** Expand and offer training for faculty/staff/students to serve as advocates for complainants, respondents, and bystanders.
- **Responsible Unit(s):** Division of Student Affairs.

Strategic Priority #2: Research, Scholarship, and Creative Activities

The Division of Student of Affairs will create a culture of utilizing scholarly and evidence-based research and assessment practices to ensure initiatives garner and are reflective of student success.

• **Goal #1**

- Establish a culture of assessment and align programs and services with national professional standards e.g. American College Personnel Association (ACPA)/National Association of Student Personnel Administrators (NASPA) Core Competencies and Council for the Advancement of Standards (CAS) to enhance the overall student experience and promote best practices.

- **Metric:** Offer monthly assessment resources via print and electronic outlets to the Division.

- **Responsible Unit(s):** Division of Student Affairs, Division of Academic Affairs, and Division of Research.

- **Metric:** Explore opportunities to hire Director of Assessment.

- **Responsible Unit(s):** Division of Student Affairs and Division of Research.

- **Metric:** Conduct a campus climate survey to determine what it means to be a “UT Rocket” and factors aid in student attrition and degree completion.

- **Responsible Unit(s):** Division of Student Affairs and Division of Research.

• **Goal #2**

- Increase support for program proposals accepted to national, regional, and local conferences.

- **Metric:** Collaborate with the Higher Education Student Affairs Program and Marketing and Communications to offer workshops/seminars on presentation style and delivery.

- **Responsible Unit(s):** Division of Student Affairs, Higher Education Student Affairs Program Faculty, and Division of Advancement.

- **Goal #3**
 - Explore avenues to reward staff who submit abstracts for publication.
 - **Metric:** Create a recognition program to recognize successful abstracts.
 - **Responsible Unit(s):** Division of Student Affairs.

Strategic Priority #3: Faculty, Staff, and Alumni

The Division of Student Affairs will maximize and strengthen relationships with community partners to identify opportunities that will aid in the delivery of programs and services.

- **Goal #1**
 - Allocate fiscal resources towards weekend programs/services that include faculty/staff, alumni, family members' involvement e.g. New Student Convocation, Parent and Family Weekend, Athletic events.
 - **Metric:** Host a series of reunions in collaboration with Academic Colleges during Homecoming weekend.
 - **Responsible Unit(s):** Division of Student Affairs, Division of Academic Affairs, and Division of Advancement.

- **Goal #2**
 - Strengthen partnerships with Faculty Senate, Graduate Council, Professional Staff Association, Student Government, and affinity groups to aid in program development and assessment.
 - **Metric:** Appoint members to serve on Divisional Committees.
 - **Responsible Unit(s):** Division of Student Affairs.
 - **Metric:** Create a recognition program for faculty/staff who provide a sense of belonging to multicultural students.
 - **Responsible Unit(s):** Division of Student Affairs.

- **Metric:** Establish a Division of Student Affairs Advisory Board comprised of internal, external, and alumni higher education/student affairs practitioners/academicians.
- **Responsible Unit(s):** Division of Student Affairs.

Strategic Priority #4: Fiscal Positioning and Infrastructure

The Division of Student Affairs will intentionally seek internal and external resources that will promote and enhance student success.

• **Goal #1**

- Assess and align human capital and fiscal resources with learning outcomes that garner student success.

- **Metric:** Hire three nationally renowned student affairs academicians and practitioners to evaluate the Division of Student Affairs.
- **Responsible Unit(s):** Division of Student Affairs.

• **Goal #2**

- Explore opportunities with the Division of Institutional Advancement and Office of Orientation to develop a database of student leaders, alumni, and family members to increase fiscal resources to enhance student success and retention.

- **Metric:** Implement the Spirit of UT initiative during New Student Convocation to encourage a culture of philanthropy and service.
- **Responsible Unit(s):** Division of Student Affairs and Division of Institutional Advancement.
- **Metric:** Engage the Parent and Family Member Association in the Parent and Family Weekend and Day of Giving initiatives.
- **Responsible Unit(s):** Division of Student Affairs and Division of Enrollment Management.

- **Metric:** Assess, revise, and initiate a student data collection process that is advantageous for multiple campus units.
 - **Responsible Unit(s):** Division of Student Affairs, Division of Institutional Technology, Division of Research, and Division of Advancement.
- **Goal #3**
 - Seek funding opportunities to renovate/expand existing facilities.
 - **Metric:** Explore avenues to create a plant funds for capital projects.
 - **Responsible Unit(s):** Division of Student Affairs, Division of Finance and Administration, and Division of Advancement.
- **Goal #4**
 - Collaborate with the Marketing and Communication to establish a brand for the Division of Student Affairs.
 - **Metric:** Appoint a task force to assess and recommend a brand that is reflective of the services and programs initiated by the Division.
 - **Responsible Unit(s):** Division of Student Affairs and Division of Advancement.

Strategic Priority #5: Reputation and Engagement

The Division of Student Affairs will be known as an unit where students, faculty, and staff matter, diversity and inclusive excellence is celebrated, and personal and professional endeavors are met.

- **Goal #1**
 - Strengthen partnerships with the Division of Academic Affairs and Division of Enrollment Management to identify ways to recruit, retain, and graduate students.
 - **Metric:** Initiate monthly meetings to discuss academic and student success.
 - **Responsible Unit(s):** Division of Student Affairs, Division of Academic Affairs, and Division of Enrollment Management.

- **Goal #2**

- Explore and secure a platform for students/faculty/staff to document civic engagement and leadership experiences.

- **Metric:** Identify human and fiscal resources to manage, train, and maintain a database of experiential/service learning and community service efforts.
- **Responsible Unit(s):** Division of Student Affairs, Division of Academic Affairs, and Division of Institutional Technology.

- **Goal #3**

- Create protocols, guidelines, assessments, and incentive initiatives with the Office of Human Resources and Talent Development to recruit, train, and retain highly qualified skilled academicians and practitioners to meet the needs of students and execute University services.

- **Metric:** Appoint a committee to explore and recommend high-impact practices reflective of the programs and services offered by the Division of Student Affairs.
- **Responsible Unit(s):** Division of Student Affairs and Division of Finance and Administration.

- **Goal #4**

- Explore opportunities to collaborate with the Office of Diversity and Inclusion to assess, create, and implement programs and services utilizing intercultural and inclusive excellence lens.

- **Metric:** Offer a minimum of 6 student diversity training sessions each semester.
- **Responsible Unit(s):** Division of Student Affairs and Division of Diversity and Inclusion.