



THE UNIVERSITY OF TEXAS AT DALLAS

Student Affairs Strategic Plan

In response to changes in leadership at the divisional, institutional and The University of Texas System levels, the Division of Student Affairs at The University of Texas at Dallas initiated a strategic-planning process that involved coordination among all its units. Each area was asked to project a plan that reflected what their desired unit might look like in five years and what steps should be taken to achieve the goals and initiatives in that plan. Unit plans were then compiled into a comprehensive division-wide plan, which outlines how to achieve the Division of Student Affairs' (Division) strategic goals and initiatives through 2024. Steps have been taken to ensure the alignment of this Division-wide plan with the University's strategic plan and institutional priorities.

Student Affairs serves a critical role in ensuring that students are engaged, empowered and have developed a sense of belonging, while pursuing the academic mission of the University. The Division is committed to achieving this critical educational role and to providing an array of operationally efficient programs and services that support students' academic endeavors, personal development and quality of life.

Student Affairs departments are currently housed in the Student Union, the Activity Center, Rec Center West, University Village, University Commons, Canyon Creek Heights, Synergy Park North, the Student Services Building and the Student Services Building Addition.

Primary funding for Student Affairs services, programs and buildings is generated by Student Services, Student Union, Recreational Facility, Medical Services, Student Services Building and Athletic Program fees and University Housing revenue. Other funding sources include gifts, sponsorships and program-specific user fees. The Office of the Vice President for Student Affairs and its administrative functions, the University Career Center Internship Program, the Comet Card Office and the Office of Student AccessAbility are funded through state and designated tuition allocations.



The Division

- Assessment
- Center for Students in Recovery
- Child Care
- Comet Card Office
- Comet Spirit Programs
- Dean of Students
- Finance and Administration
- Fraternity and Sorority Life
- Housing Operations
- Intercollegiate Athletics
- Intercultural Programs
- Living Learning Communities
- Military and Veteran Center
- Office of Community Standards and Conduct
- Office of Student AccessAbility
- Office of Student Volunteerism
- Programs for Minors
- Residential Camp and Conference Services
- Residential Life
- Student Affairs Marketing
- Student Counseling Center
- Student Development
- Student Government
- Student Health Center
- Student Leadership Programs
- Student Media
- Student Organization Center
- Student Transition Programs
- Student Union
- Student Wellness Center
- University Career Center
- University Recreation

Mission

The role of Student Affairs is to enrich students' educational and university experiences by providing outstanding services and programs from enrollment to graduation. Student Affairs plays a key role in supporting the University's commitment to produce engaged graduates who are prepared for life, work and leadership in a constantly changing world.

Vision

It is our desire to provide one of the best student affairs programs in the nation. As a relatively young program, we are well positioned to succeed in developing and implementing high-quality, innovative, student-focused programs, services and traditions that result in graduates who are satisfied and successful.

Student Affairs, You Belong Here.



Guiding Principles

Student Affairs strives to fulfill its mission through a commitment to the following guiding principles:

- Education and advocacy
- Integrity
- Inclusion
- Quality service
- Research and innovation

Rationale

Student Affairs provides out-of-the-classroom experiences that serve both to increase students' knowledge and skills and to create a way to refine students' values and help them become more self-aware. Created first as a graduate research institution that later admitted undergraduates, UT Dallas continues to grow and evolve into a more traditional university campus. A wider variety of program and service demands has accompanied this evolution. The Division addresses these changes by designing and delivering programs and services that intentionally augment the in-class and out-of-class experiences of students and that support the mission of the University.



Planning Assumptions

This strategic plan has been created within the context of the following planning assumptions taken from the UT Dallas Fiscal Year 2018-2023 strategic plan, previous assessment and strategic-planning efforts, professional experience and conversations with various stakeholders. It should be noted that continued investment in staff development will be essential to serve students effectively and to meet the challenges brought about since UT Dallas will experience greater cultural, ethnic, racial, geographic, economic and generational diversity in a growing student population.

- Undergraduate enrollment will increase approximately 25% over the next five years, from 18,388 to 23,000.
- Graduate student enrollment will increase approximately 30%, from 9,254 to 12,000.
- There will be an increase in first-time-in-college freshmen, from 3,177 to 3,900.
- A ratio of 60% undergraduate and 40% graduate students will likely be maintained.
- Increase the four-year graduation rate, from 53% to 60%.
- Increase the six-year graduation rate, from 69% to 75%.
- Expand financial resources in relation to enrollment growth.
- Place emphasis on data-driven decision-making to support the creation of new initiatives.
- Create new initiatives that support student engagement, career-readiness skills and experiential learning.
- Increase internal and external collaborations and partnerships.
- UT Dallas will experience greater cultural, ethnic, racial, geographic, economic and generational diversity.
- Students will rely more heavily on financial, job and career-related services.
- Student demand for more costly, personnel-intensive resources will increase (i.e., disability, counseling, health, career and childcare services).
- Students are likely to be more interested in community service, spirituality, campus activities and other opportunities for involvement.
- Students and their parents will put a stronger emphasis on safety and security.
- Students will be more technologically perceptive and will likely demand more technology-based services.



STRATEGIC INITIATIVE 1

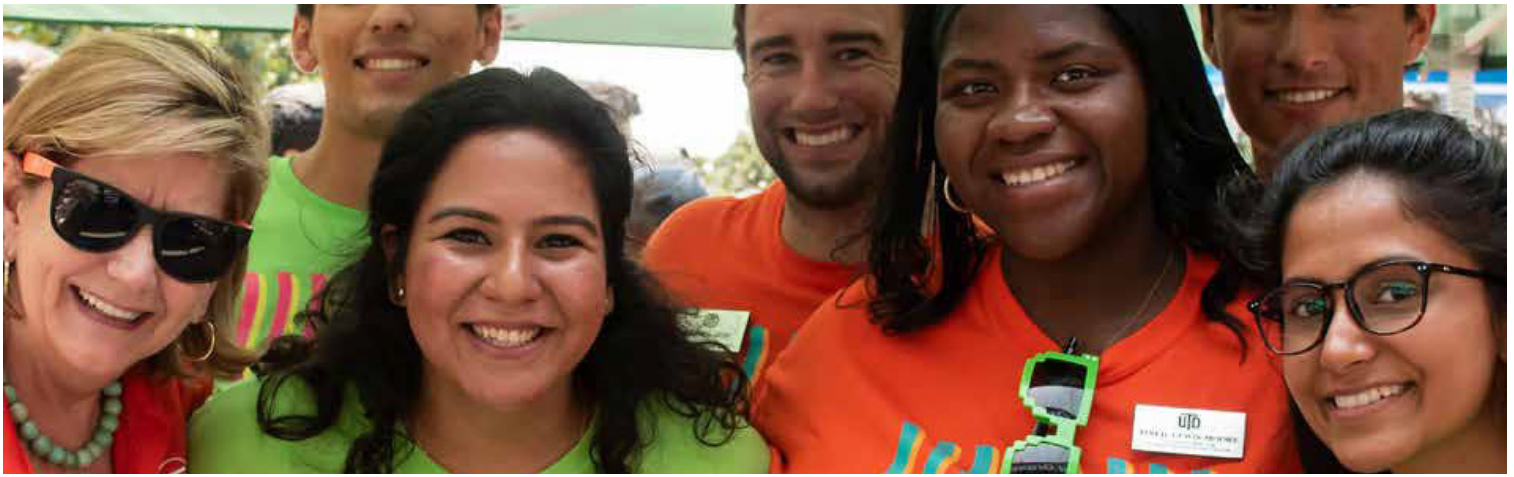
Embrace Diversity

Foster an inclusive environment where all individuals are valued and engaged.

The Division of Student Affairs is dedicated to fostering an inclusive community where all individuals are valued and engaged and where diversity of perspectives, differences and identities are explored in a safe, respectful and open educational setting. The benefits and importance of diverse learning environments include preparation to live in complex intercultural, global communities in which civic engagement and collaboration are necessary for success.

SUPPORTING INITIATIVES

- Conduct a Division-wide climate survey to determine the Division's impact on diversity and its role in the advancement of an inclusive environment.
- Create a campus-wide campaign aimed at fostering multiculturalism, global engagement and intercultural competence.
- Examine the effects of programs and services on underrepresented groups and share with internal and external constituent groups.
- Develop a Freshmen Commuter Program to engage off-campus freshmen with the University community during their first year at UT Dallas.
- Create activities dedicated to global awareness and cultural competency.
- Develop a unit Recognition Program to acknowledge and appreciate efforts that support diversity and global-engagement initiatives.
- Expand and enhance career opportunities for international students.
- Identify initiatives that contribute to the recruitment and retention of underrepresented students and staff.



STRATEGIC INITIATIVE 2

Advance Professional Development

Equip staffs with the education and development necessary to achieve excellence in services and programs.

Professional development within Student Affairs provides staffs with opportunities to expand their areas of expertise and better serve the campus community. Providing these opportunities is important to maintain staff relevance and ensure awareness of current trends. Staffs should have the ability to remain current in their professions and to create efficiencies through the mastering of new skills.

Knowledge outside of staffs' respective units encourages collaboration and the application of best practices within the Division. Initiatives that target professional development provide staffs with the potential to advance their present careers, to explore outside their current positions, to create job satisfaction, and to bring a positive work environment to the Division. This leads to the creation of an environment that not only enhances the student experience but also boosts staffs' morale, motivation and performance.

SUPPORTING INITIATIVES

- Increase the number of meaningful staff reward and recognition opportunities.
- Review the results of the Human Resources salary analysis for future implementation.
- Provide comprehensive professional staff training to ensure development and attainment of National Association of Student Personnel Administrators (NASPA) core competencies.
- Increase participation in and create additional Division-wide social and networking opportunities.
- Support and increase staff engagement and participation in professional associations and conferences.
- Expand the staff Travel Grant Program, which provides subsidies for professional development and career exploration outside of staff members' current Student Affairs job functions.



STRATEGIC INITIATIVE 3

Assessment

Utilize assessment and evaluation to enhance quality and accountability.

Student Affairs is committed to utilizing assessment and evaluation to enhance quality and accountability. Each unit within the Division designs and executes an annual assessment plan and provides an annual report of assessment activities. In addition, most units utilize the services of the Council for the Advancement of Standards in Higher Education (CAS) to complete an extensive program review every five years.

Toward building a culture of accountability and continuous improvement, we must expand our capacity to assess and evaluate our practices, programs and services. We will provide professional-development opportunities related to assessment and program evaluation for staffs in the Division and form a team of staff members who will assist departments in integrating assessment into daily practice as a means to guide decision-making. We also will seek partnerships with schools and other administrative units, enhance data collection and gain new insight into the UT Dallas student experience.

SUPPORTING INITIATIVES

- Communicate the impact of Student Affairs on student engagement and retention through assessment.
- Create an assessment boot camp and other opportunities to enhance staff knowledge and expertise.
- Use Student Affairs assessment data to demonstrate the contributions of Student Affairs related to student recruitment, retention, engagement and sense of belonging.
- Provide networking opportunities for colleagues to identify and implement assessment-based high-impact educational practices that increase student engagement and success.
- Develop a Division-wide assessment team to evaluate and improve operations and to expand University partnerships that enhance Student Affairs programs and services.
- Create partnerships with local higher-education institutions in order to provide assessment-practicum opportunities.



STRATEGIC INITIATIVE 4

Enrich the Student Experience

Engage and empower students through learning and development opportunities.

Engage students in high-impact, inclusive co- and extracurricular learning and development opportunities resulting in graduates who are empowered and prepared for achieving rewarding lives and productive careers in a constantly changing world. To answer the challenge, Student Affairs will offer students robust engagement opportunities that will cultivate leadership and service to the community, promote physical and social health and foster the attainment of marketable skills. Programs and services will empower students to thrive and positively contribute to their community.

Through collaborative efforts, Student Affairs staff will work to personalize and fortify the student experience and create environments that support learning, help students overcome obstacles to their success and provide opportunities for students to learn through involvement. Because of these efforts, students will graduate with the ability to demonstrate requisite competencies that are sought by employers, leading to meaningful and gainful employment.

SUPPORTING INITIATIVES

- Expand experiential learning opportunities and promote the value of participation.
- Provide leadership-development opportunities that enhance learning outside the classroom.
- Create employment opportunities for students and promote professional development.
- Conduct assessment and evaluate whether student needs are being met.
- Provide programs and services that foster a sense of belonging and student engagement.
- Provide resources and empower students to seek solutions to problems and issues.
- Create opportunities that provide a holistic wellness approach to address students' spiritual, emotional and physical well-beings.
- Ensure that all students have equitable access to programs and services.



STRATEGIC INITIATIVE 5

Share Our Vision

Communicate the purpose and value of Student Affairs and its impact on student success.

The Division of Student Affairs provides a wide array of programs and services that are designed to support academic achievement and personal development and cultivate a sense of belonging for our students.

In order to communicate the purpose and value of those programs and services, the Division must thoughtfully and purposefully engage in communicative efforts that convey its impact to stakeholders. To do this, we will build connections and meaningful relationships with students and their families, as well as with staff, faculty, alumni and members of the local and global communities. We will participate in industry conferences and submit proposals for presentations in order to foster institutional visibility and share our best practices, challenges and successes. To convey our impact on student success, Student Affairs will regularly share results of our programs-and-services assessment.

SUPPORTING INITIATIVES

- Engage with students to tell the Student Affairs story from their voice/viewpoint.
- Increase internal and external partnerships that validate and promote Student Affairs programs and services.
- Create and disseminate marketing materials to internal and external partners that highlight the impact of Student Affairs programs and services on students.
- Promote staff participation in campus-wide activities and programs.



STRATEGIC INITIATIVE 6

Develop Partnerships

Engage internal and external stakeholders in strategic partnerships to enhance and promote a holistic student experience.

Collaborative partnerships with internal and external stakeholders can have a positive impact on student learning and personal development. Internal collaborations create programs and co-curricular opportunities that promote student leadership roles. In addition, internships and research opportunities assist students in achieving their academic and professional goals. Through these partnerships, students will build and demonstrate abilities and marketable skills for future employment.

External collaborations add value to our programs and services and connect students with the community to cultivate a sense of belonging. Community partnerships can provide opportunities for students to volunteer and/or fulfill service-learning requirements and can be a resource for employment opportunities before and after graduation.

SUPPORTING INITIATIVES

- Identify partnerships and collaborations that will sustain and expand student-success initiatives.
- Identify community partnerships to expand opportunities for experiential learning.
- Collaborate with academic partners to identify high-impact educational practices that increase student engagement and success.
- Seek alternative funding sources that support the growing needs of the student community.
- Ensure sufficient funding for programs and services that address students' mental health and well-being.
- Encourage collaborations with academic partners to research and share information about student learning and development at professional conferences.



STRATEGIC INITIATIVE 7

Enhance Infrastructure

Provide quality facilities and utilize technology to enhance and improve delivery of programs and services.

In order to keep pace with the continued and deliberate growth of our campus, the Division of Student Affairs must provide quality facilities to meet student needs. We must also evaluate how we can continue to integrate innovative technology into practice to enhance interactions with our students and improve the services and programs we provide.

Student Affairs must first look to the future of UT Dallas by planning the development of spaces where students can meet, work collaboratively to develop marketable skills, socialize, live comfortably and grow positive relationships. Maintaining quality facilities supports student engagement, fosters a sense of belonging and ultimately, affects student retention.

SUPPORTING INITIATIVES

- Evaluate existing residential facilities and create a long-term facility plan.
- Conduct a review of student wellness, recreational and athletic facilities and develop a plan for growth as a way to determine future expansion.
- Complete a feasibility study of the Student Union and make recommendations for future construction and/or renovation.
- Explore the feasibility of increasing student fees to support the expansion of facilities.
- Identify cutting-edge technology and other innovative practices to enhance the student experience and improve efficiencies.
- Explore the feasibility of creating an information technology unit within the Division.
- Follow and adopt new and emerging trends across social media.
- Utilize technology to improve student and staff development and growth.
- Identify alternative funding sources that support future expansion of facilities.
- Ensure that facilities are inclusive and accessible to all students, faculty and staff.