It is my pleasure to share the University of Houston Division of Student Affairs and Enrollment Services’ 2013-2017 Strategic Plan.

This five-year plan has been a shared effort across all departments within the Division. It is reflective of the mission and primary goal of the University of Houston which is to become a nationally competitive and recognized institution in the 21st century by providing opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting.

The stated mission, vision, and values of the Division of Student Affairs and Enrollment Services articulates a strong commitment to achieve national recognition for the Tier One experience we provide our students which results in a valuable impact on persistence and graduation. Our defined values speak to an ethic of care to our students which guides our work and interactions.

The plan focuses on fostering student success with an emphasis and understanding the importance of student engagement, collaboration, partnerships, and resource management. It speaks to our diverse campus community, our commitment to inclusion, to developing opportunities for creating a global learning community, preparing students to become active citizens, and our pledge to use a multicultural lens in our work. Cultivating a culture of innovation and accountability through a collective identity that demonstrates a united vision is a paramount component.

The strategic plan calls for us to demonstrate bold leadership, implement innovative programs and engage in high-level delivery of service. Thinking strategically allows us to be intentional about maximizing the student experience and learning, make decisions based on a broader vision, and align resources with goals and objectives.

I wish to offer my deepest thanks to every staff member in the Division of Student Affairs and Enrollment Services for their participation in seeing this plan to completion. It is truly reflective of a collective endeavor and commitment to our students and to playing a central role in moving the University of Houston forward. I am delighted to share in this exciting and rewarding adventure with the University community.

With Cougar Pride,

Richard Walker, Ed.D.

Vice President for Student Affairs and Enrollment Services
The Division of Student Affairs and Enrollment Services is establishing a strong vision for the future of a transformation into a Tier One Division of Student Affairs and Enrollment Services in support of student success. Our journey began in May 2012 with each department preparing a SWOT Analysis of the division which created the starting point for a retreat with our Senior Leadership Team to assess our own strengths, weaknesses, opportunities and threats. The outcome of the retreat was the formulation of a first draft mission, vision and a set of values for the division. In addition, the members of the Senior Leadership Team identified six strategic initiatives that would advance the divisions programs, services, and facilities. By July 2012 a series of action steps for each strategic initiative was created and input from the division staff resulted in the plan shared here. The process was inclusive throughout the development of the strategic plan and we acknowledge that the changes in our division has made us stronger as we moved forward. Early in 2013 the division grew with the addition of Enrollment Services and other key departments that serve students. Each new department has mapped department goals and actions toward the strategic initiatives.

The Division of Student Affairs and Enrollment Services will continue to advance our contributions to student success with a common mission and vision. The values identified guide our practice and our commitment to us, our students and the University of Houston. The six strategic initiatives challenge us to reach to the next level and to aspire to be more. Our goal is to be a Tier One Division of Student Affairs and Enrollment Services and this strategic plan provides us that path for success.
MISSION  The Division of Student Affairs and Enrollment Services cultivates an environment that facilitates student success through learning, discovery, and engagement.

VISION  The Division of Student Affairs and Enrollment Services will provide a nationally acclaimed student experience that results in a valuable impact on persistence and graduation.

VALUES  The Division of Student Affairs and Enrollment Services is committed to an ethic of care, including a commitment to civility and individual growth and learning, while holding firm and true to our core values:

Empowerment — We empower students and staff through programs, personal and professional development, and employment.

Transparency — We provide transparency of purpose with honesty and integrity.

Accountability — We are accountable to the provision of quality programs and services.

Diversity — We demonstrate and celebrate the intentional inclusion of others with various experiences and cultures.

Innovation — We expect innovation of ourselves as we develop cutting-edge programs and services that continuously strive for excellence and student success.

Collaboration — We embrace the spirit of collaboration through mutually beneficial partnerships on campus and in surrounding environments that foster the exchange of knowledge, resources and expertise.
STRATEGIC INITIATIVES

The Division of Student Affairs and Enrollment Services, in support of the University’s Tier One status and in an effort to embody its own mission, vision and values, shall undertake the following strategic initiatives:

1. Create new opportunities for **student success** through learning, engagement and discovery.

2. Actualize and leverage the fiscal, human, technological, and facility resources that enhance the **student experience**.

3. Foster the creation of a **global learning community** that actualizes and embraces inclusion while preparing students to become active citizens.

4. Develop a **culture of innovation and accountability** in the redesign of Division policies, processes and procedures.

5. Cultivate a **collective identity** that demonstrates a united vision.

6. Create and engage in **strategic partnerships**.
Create new opportunities for student success through learning, engagement and discovery.

a. Develop a comprehensive First and Second Year Experience program inclusive of sequential, intentional, and structured co-curricular involvement opportunities.

b. Establish supportive and advocacy based programs and services for commuter, transfer, adult, non-traditional and graduate students.

c. Develop a multi-year co-curricular leadership experience for students utilizing the concepts of leadership theory and self-discovery in partnership with the Division of Academic Affairs.

d. Create a greater variety of student involvement initiatives that focus on the development of a vibrant campus life, including expanded evening and weekend programs.

e. Develop learning communities intentionally connected to academic and student affairs programs to enhance student success in support of the growing residential campus.

f. Develop new service learning initiatives that create opportunities for self-discovery and application of academic disciplines for students.
Actualize and leverage the fiscal, human, technological, and facility resources that enhance the student experience.

a. Establish protocols, guidelines and incentives in consultation with Human Resources to recruit, train and retain talented and skilled staff to best meet the needs of the students and to effectively implement Division programs and services.

b. Execute an effective operating plan of existing fiscal, human, technological and facility resources in support of student success.

c. Assess student employment and internship opportunities and explore, in partnership with the Division of Academic Affairs and Human Resources, options for increasing, enhancing and improving such opportunities.

d. Create and implement a division-wide advancement and fundraising program in partnership with the Division of University Advancement.

e. Provide the highest quality customer service experience utilizing technology, training and resources to improve user satisfaction.
3 Foster the creation of a global learning community that actualizes and embraces inclusion while preparing students to become active citizens.

a. Establish a division-wide standing committee focused on the assessment and creation of programs and services from a multicultural (intercultural) competency based lens.

b. Establish co-curricular, globally focused initiatives that provide students with opportunities for engagement on campus, in our surrounding environments, and beyond.

c. Explore and enhance multicultural-based collaborative programs with departments outside of the Division and in partnership with agencies in our surrounding environments.

d. Establish and implement a campus climate survey in collaboration with Institutional Research to identify opportunities to actualize an inclusive and global learning community.

e. Explore the feasibility of creating and implementing a Multicultural Student Affairs department to assess and increase the Division’s contribution to and support of a diverse student body and fostering a global learning community on campus.
Develop a culture of innovation and accountability in the redesign of Division policies, processes and procedures.

a. Develop a comprehensive assessment plan that identifies learning and program outcomes and demonstrates a process for improvement based on measurable results.

b. Determine how/when to optimize human interaction between Division staff, students and University partners while employing technology to enable the timely retrieval and use of accurate information to address routine inquiries.

c. Establish and implement a series of reporting procedures for the purpose of demonstrating measurable outcomes and data to demonstrate a collective contribution to student success.

d. Establish and implement a recognition process to highlight innovative initiatives by individual staff members or departments that contribute to the ultimate utilization of human, financial, technological and physical resources.
Cultivate a collective identity that demonstrates a united vision.

a. Collaborate with the Division of University Advancement and the Division of Marketing, Communication and Media Relations to develop and implement a division-wide integrated branding and marketing plan.

b. Assess the current web presence and use of social media throughout the Division and implement Division expectations of website design and effective use of social media.

c. Develop a comprehensive and integrated communications plan to increase awareness and understanding among the Division, the campus community and the surrounding environments about who we are, what we do, and who we serve.

d. Expand the opportunities for staff involvement in division-wide initiatives, programs and services.
Create and engage in strategic partnerships.

a. Collaborate with the Division of Academic Affairs to develop proactive initiatives and research that positively impact student retention and graduation rates.

b. Involve the Faculty Senate, Staff Council, Student Government Association and other shared governance groups in the Division’s assessment and planning initiatives.

c. Partner with the Division of University Advancement and the Alumni Association to nurture an alumni base to support the Division’s initiatives.

d. Engage the Division of Administration and Finance in effective facilities management and the prioritization of capital investments.

e. Work with University Information Technology to operationalize best practices and to leverage resources to optimize the seamless delivery of programs and services.

f. Join forces with UH Athletics to explore opportunities that are mutually beneficial for student success.
The Division of Student Affairs and Enrollment Services has engaged all of our departments in making progress in achieving the six strategic initiatives over the last three years. The integration of the departments’ collective commitment to use the outcomes to inform decision-making and allocation of resources to achieve the action steps will continue in the last two years of this plan. We are closer to meeting the aspirational initiatives of the strategic plan because of the work of each department within the division.

The Division’s annual reports reflect the achievements over the first three years of the strategic plan. We aspire to achieve our goal of supporting student success and being recognized as a Tier One Division of Student Affairs and Enrollment Services through the successful completion of this strategic plan. Our path to success is within our reach, ability and talent.

Go Coogs!

Daniel M. Maxwell, M.S. Ed.
Associate Vice President for Student Affairs
GLOSSARY OF TERMS

**Advocacy** — the act or process of advocating or supporting a cause or proposal

**Discovery** — Students learn in many ways; we recognize that students are going to explore situations/opportunities and problem solve with the skills they possess and those that are taught to them.

**Engagement** — how students and staff appear to be involved or interested in their learning and how connected they are to their classes, their activities, their institutions, and each other

**An ethic of care** — committed to treating people with dignity, respect, encouragement, support and at times it includes challenging. It’s a guiding principle that you hold close as you navigate your work and the many diverse situations that arise.

**Global** — In recognition of the University of Houston being the second most diverse campus in the United States, the Division needs to be inclusive of all cultures which make up the fabric of the campus. Our programs and services must engage the diverse community from a global or worldwide lens.

**Inclusion** — Everyone is welcome and encouraged to participate, to voice their thoughts and opinions, and to be engaged.

**Learning** — In Learning Reconsidered, “learning is a comprehensive, holistic, transformative activity that integrates academic learning and student development.”

**Student success** — While student success equates to persistence and graduation, it is also about how a student reaches that point of completion. For students to be successful, we must expect high expectations, the support resources to meet those expectations, the ability to provide constructive assessment and feedback to that enables students to adjust their behaviors to promote success and encourage involvement both academically and socially in the university community.

**Tier One** — “Tier One,” “Top Tier” and “Nationally Competitive Research University” are terms used interchangeably to refer to universities known for world-class research and academic excellence. For the Division of Student Affairs and Enrollment Services, we use the term to define where we aspire to have our programs, services and facilities viewed as in respect to quality, innovation, creativity and as academic partners.

**Valuable impact** — to have made a unique and instrumental change in the way someone conceptualizes the world around them and/or the way they interact with others and the environment. In terms of institutions of higher education, it means having done more than create the knowledge that comes from higher learning; it is to have created a rare and new way of thinking and being that cannot be fully measured.