



UTSA COLLEGE OF EDUCATION AND HUMAN DEVELOPMENT 2023 – 2028 STRATEGIC PLAN

May 8, 2023

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COEHD Strategic Planning Committee

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Dr. Mario Torres, Dean, College of Education and Human Development

Dr. Shannon Heuberger, Strategic Planning Facilitator, Heuberger Strategies

Process Overview

The COEHD Strategic Planning Committee met between November 2022 and May 2023, holding a total of four committee meetings and 11 strategic planning engagement sessions. Based on input from an initial round of nine engagement sessions with faculty, staff, students, advisory board members and community partners, the Strategic Planning Committee, with the assistance of Facilitator Shannon Heuberger, drafted language on COEHD's identity, vision and goals relative [to UTSA's Destinations](#) as a Model for Student Success, a Great Public Research University, and an Exemplar for Strategic Growth and Innovative Excellence. The second round of outreach sessions, held with faculty, staff, students and advisory board members, focused on refining the language and identifying key strategies and metrics for measuring success.

Input from the engagement sessions can be viewed on the [COEHD Strategic Planning Virtual Whiteboard](#).

COEHD's goals for 2023 – 2028 are detailed in the following report.

Who is COEHD?

We are a diverse community of scholars, engaging and preparing educators, community leaders, scholars, practitioners, researchers, clinicians, and community activists, from dual credit high school students to undergraduate and graduate, and through lifelong, continuous professional development.

We transform lives and address grand challenges of the future related to education and human development, through our unique interdisciplinary approach, including through our research, teaching, and service.

We embrace and foster social justice through the [COEHD Conceptual Framework](#), in diverse local, national, and global communities. Pursuant to our role as a Hispanic Serving Institution, we engage, advocate, and lead with the diverse communities we serve.

We are committed to the [UTSA destinations](#) of becoming a Model for Student Success, a Great Public Research University, and an Exemplar for Strategic Growth and Innovative Excellence. Goals for advancing each of the three destinations are detailed on the following pages.

COEHD Goals for Destination 1: Model for Student Success

Vision: *All COEHD students feel a sense of belonging in the college, in their professional communities, and in their program or department. To advance student success, we robustly engage a diverse and vibrant community of students in research, teaching, and community and global impact through education and human development.*

Student Success Goal 1

Foster a sense of belonging for students, through continuously seeking student feedback, providing wraparound student support, and community building.

Metrics:

- Develop a new mechanism for collecting feedback regularly from current students and alumni (see “Strategies” section below). Survey students at a minimum at the beginning, middle and end of their program of study. Use student satisfaction and employment outcomes data from UTSA’s student exit survey. Other mechanisms will be developed to collect information from alumni, disseminate information to alumni, and expand networking possibilities with alumni.
- “Sense of Belonging data” (e.g., data from NSSE survey data and other methods of measuring “connectedness” or “sense of school,” to be developed by COEHD’s subject matter experts on these metrics).
- Use RowdyLink to document and analyze student engagement by program, including the number of students participating in active student organizations and attendance at COEHD’s community building events.
- Student retention, certification, and graduation rates, aggregated and disaggregated by student demographic, including intersectionality. Use UTSA’s data dashboard of institutional KPIs for Student Success.
- Campus Climate Survey data
- See also **Student Success Goal 3**, “Experiential Learning.”

Strategies:

Communication

- Create opportunities for students to provide feedback throughout the year, sharing their experiences and practicing self-advocacy, to aid COEHD in its planning. Create a student advisory board, plus organize broader feedback sessions.
- Use student feedback to improve, 1) centralization of information on student support services, opportunities, and other resources in COEHD (e.g., childcare, career planning, financial aid and scholarship opportunities, and key college contacts), and 2) improved methods for disseminating timely information to students.

Wraparound Student Support

- Enhance career and life skills coaching, including for new students and first-generation students. Increase workshops for undergraduate and graduate students to prepare for the job market, advanced educational opportunities, and beyond.
- Enhance academic and technical writing support, professional education, and writing groups, including for both undergraduate and graduate students.
- Establish faculty learning communities to strengthen student success, including for first-generation students, students from historically underrepresented groups, and nontraditional students (relative to their program of study).
- Analyze student population data available through the UTSA data dashboard. Use in combination with student feedback to inform program and service offerings.
- See also **Student Success Goal 3**, “Experiential Learning.”

Community Building

- Tie college-level community building events to department- and program-level events.
- Hold faculty/student mixer events. Vary the formats, modalities, location, and time-of-day to be maximally inclusive, such as events held at the Downtown Campus and events geared towards students who attend nighttime classes.
- Engage students in college student organizations within and across the university and with community organizations.

- See COEHD's [Conceptual Framework and Candidate Proficiencies](#) document.
- See more community building strategies under **Research Goal 2 (Destination 2)** and **Growth Goal 1 (Destination 3)**.

Student Success Goal 2

Leverage technology and transformative pedagogical techniques to meet the needs of *all* learners, across in-person, hybrid, and online modalities.

Metrics:

- See the **Student Success Goal 1** new mechanism for collecting feedback from current students and recent graduates. Measure improvement in accessibility of courses, student support needs, and student satisfaction.
- Enrollment, both aggregated and disaggregated by student demographic, including intersectionality. Use UTSA's data dashboard of institutional KPIs for Student Success.
- Matriculation/graduation rates, certificates, and credentials awarded, aggregated and disaggregated.

Strategies:

- Perform an online market analysis to examine 1) which areas of COEHD have potential to do better online and have high demand, 2) which areas are ripe for hybrid opportunities, and 3) how online and hybrid offerings impact access to higher education. Identify best practices from peer institutions.
- Increase modality opportunities, including hybrid formats, for graduate students to accommodate diverse student populations at different professional levels.
- Seek input from COEHD's local workforce partners, to identify where to pivot COEHD's programs/foci to respond to changing workforce and community needs.
- Provide equitable opportunities to students through digital fluency and access to technology.
- See also **Student Success Goal 3**, "Experiential Learning."

Student Success Goal 3

Build impactful experiential learning opportunities across the degree to augment career readiness.

Metrics:

- Number, quality, accessibility, and diversity of field-based experiences, as indicated by surveying students and faculty.
- Number of students engaged in experiential learning, including the number of students engaged in research, as indicated by the UTSA experiential learning dashboard
- Number of student publications and number of student presentations (use new dashboard, RowdyLink, and tools under development).

Strategies:

- Integrate project management, proposal writing skills, and business mindset into the student experience.
- Expand partnerships to explore microcredentials/badges for experiential learning.
- Expand high impact study abroad opportunities and identify methods for expanding access to these opportunities.
- Increase student research opportunities and opportunities for student researchers to engage in the larger scholarly community.
- Help students identify opportunities to work on faculty research projects or off-campus research projects, and help faculty identify potential students for research projects. Update the COEHD website with faculty interests (See **Research Goal 2, Destination 2**).
- Identify, communicate, and provide support for students to present their work at conferences and publish.
- Identify and communicate research opportunities that are accessible to students who work full time off campus (e.g., with the research centers).

COEHD Goals for Destination 2: Great Public Research University

Vision: *COEHD is a dynamic hub of bold, impactful, collaborative research with local, national, and global significance. COEHD is committed to maximizing its resources to support faculty and students in achieving scholarly excellence in their research, and proactively showcasing their work.*

Research Goal 1

Elevate the research profile of COEHD, including the visibility of COEHD research.

Metrics:

- Number of story placements locally and nationally (work with UTSA Communications to quantify).
- Grant dollars (Note: this is considered a “lagging indicator” for this goal, meaning it may take some time to see a sizeable impact of the strategies related to Goal 1 on research grant dollars).

Strategies:

- Collaborate and utilize systems for promoting research results and upcoming research activities, including through a variety of media modalities, to advertise COEHD’s research locally and nationally. Maximize the variety of scholarship highlighted.
- Improve faculty webpages (see also **Student Success Goal 3, Destination 1**). Research peer models to define improved standards.
- Support increased UTSA presence at research conferences (see also **Student Success Goal 3, Destination 1**).
- See also **Research Goal 2** strategies. Many of them increase COEHD visibility via academic and community outlets.
- See also **Student Success Goal 3 (Destination 1)**, strategies for increasing student research.

Research Goal 2

Promote and enable multidisciplinary, transdisciplinary and/or interdisciplinary research collaboration at local, national, and global levels.

Metrics:

- Number of research-related collaboration events across departments, across colleges, and in the community.
- Measure multidisciplinary work (i.e., number of cross-disciplinary grants and projects) using Academic Analytics and other tools.
- In collaboration with community partners, develop goals together and methods for tracking and measuring success. Refer to the [2024 Carnegie Community Engagement Re-Classification Framework](#) for best practices.
- Number of publications/citations, considering also journal impact factor and impact on the community.
- Grant dollars. Use UTSA's data dashboard on institutional KPIs for Research.
- See **Student Success Goal 3 (Destination 3)** strategies for increasing and measuring student engagement in research.

Strategies:

- Value and honor multidisciplinary research (e.g., annual review, P&T).
- Create a system for bringing the community into COEHD's research and engage in meaningful, interdisciplinary research pertaining to problems of practice.
- Increase COEHD's collaboration both across COEHD disciplines and across UTSA colleges, including the new School of Data Science. For example, host gatherings (e.g., brownbag lunches and colloquia) with faculty and doctoral students from across colleges.
- Build a system that provides scaffolded support for faculty to increase the quality and quantity of grants, funding, and publications. Leverage the work of the Centers to help with grant support.

COEHD Goals for Destination 3: Strategic Growth and Innovative Excellence

Vision: *COEHD is intentional about creating a community in which students, faculty and staff thrive. To achieve strategic growth and innovative excellence, COEHD maximizes student access intentionally through academic programming, increased student recruitment and retention efforts, and meeting infrastructure needs.*

Growth Goal 1

Foster a sense of community in COEHD.

Metrics:

- Sense of community, as measured through an employee survey.
- Employee retention
- See related **Student Success Goal 1 (Destination 1)**, “Foster a sense of belonging and community for students.”

Strategies:

- Provide professional development opportunities and opportunities for advancement for staff in common needs areas, using various modalities.
- Provide opportunities for career and leadership growth among faculty (see **Student Success Goal 1, Destination 1**, faculty learning communities).
- Offer faculty/student/staff mixer events for community building. Vary the formats, modalities, location and time-of-day to be maximally inclusive. See also **Research Goal 2 (Destination 2)** Strategy on “brown bag” events and colloquia, and **Student Success Goal 1 (Destination 1)**, “Fostering a sense of belonging and community for students.”

Growth Goal 2

Increase educational access (e.g., P-20 and multigenerational access) in San Antonio and South Texas.

Metrics:

- Enrollment data from existing dashboards, disaggregated by student demographic. Use UTSA's data dashboard on institutional KPIs for Student Success.
- Student financial aid, using UTSA's data dashboard.

Strategies

- Partner with Strategic Enrollment. Use data and analytics to better understand opportunities to inform, and develop strategies that increase recruitment of students from lower SES areas of the community, first-generation students, transfer students, men of color, and international students. Communicate the ROI, alternative career pathways, and the value of careers that serve society.
- Seek philanthropy and grant opportunities to submit proposals for pilot programs to increase enrollment in high-need areas. Partner with programs and research centers.
- Develop stackable certificates leading to a degree in areas that address community needs. See also **Student Success Goal 2 (Destination 1)**, on expanding access via transformative pedagogical techniques.

Growth Goal 3

Create infrastructures that support a growing and thriving academic community.

Metrics:

- Use metrics cited above for **Student Success Goal 1 (Destination 1)** and **Research Goal 2 (Destination 2)**.

Strategies:

- Identify funding for supporting the **Destination 1** and **Destination 2** goals.

- Enhance research support and infrastructure. See also Research Goal 2 (Destination 2) strategies.
- Create infrastructures that intentionally enhance the experience of historically underrepresented groups, in support of COEHD's explicit commitment to students at the intersection of ability status, age, ethnicity, language, gender identity, geography [urban, suburban, rural], intellectual perspective, nationality, race, religion, sexual orientation, socioeconomic background, and veteran status.