

The University of Texas at San Antonio

HONORS COLLEGE

STRATEGIC PLAN 2007-2016

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Goal 1: Provide a quality undergraduate educational experience

Action Items:

Establish Honors faculty positions whose focus includes excellence in undergraduate teaching including research mentoring

Create an Endowed Chair/Professorship in the Honors College

Develop innovative instructional methods for Honors Students

Ensure that a greater proportion of Honors courses are taught by tenure track faculty

Establish procedures to ensure that Deans and Departments are involved in Honors decisions involving Honors course offerings and faculty teaching those courses.

Decrease the number of Honors courses and sections that exceed 25 students by increasing the number of courses offered in necessary areas

Increase Honors course offerings beyond the core to under-represented disciplines.

Establish a professional development program for Honors faculty to meet, share ideas, and receive training specific to Honors teaching including International programs

Increase the stipend paid to Departments for providing Honors College courses

Establish procedures with the Provost's Office and the academic Deans to ensure new faculty lines are tied to the Honors curriculum

Provide incentives for faculty to develop new interdisciplinary Honors Seminars

Goal 2: Maintain and enhance the Honors College “one stop shop” philosophy for students to learn, grow, discover opportunities, and solve problems

Action Items:

Establish new staff and advising positions to serve student needs in a fashion that corresponds to growth and demands.

Develop per-semester assessments of Honors services.

Enhance the developmental advising program so as to encourage students to think about their educational objectives, particularly as they pertain to graduate and professional school

Goal 3: Further develop and assess the B.A. in Honors Studies.

Action Items:

Establish an Honors College Degree Review Committee comprised of faculty and students.

Goal 4: Develop a first-year Honors experience program or a common, freshman course that will introduce students to the philosophy, ideals and opportunities in the Honors College.

Action Items:

Have a team of faculty attend sessions at National Collegiate Honors Conference for professional development in this area in 2008.

Goal 5: Develop an Honors College Mentor Program

Action Items:

Recruit and Hire a Student Development Specialist to oversee the Honors College Mentor Program

Goal 6: Expand opportunities for study abroad and understanding of global concerns and issues.

Action Items:

Increase participation in existing study-abroad programs

Expand study-abroad opportunities to additional countries.

Enhance funding for study-abroad programs and scholarships

Goal 7: Create an on-campus independent Honors College housing unit

Action Items:

Work with UTSA Office of Student Housing to develop an Honors College on-campus housing unit

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The Honors College Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations

Goal 1: Enhance existing opportunities and develop new opportunities for participation in undergraduate research.

Action Items:

Increase faculty/student grants for undergraduate research including research and training grants

Expand off-campus laboratory and research opportunities for Honors students at the UTHSCSA, community research sites, and other UT campuses

Identify and pursue funding sources for summer research programs and freshman/sophomore research programs

Coordinate Undergraduate Research Programs with McNair Scholars Program

Work with departments to create (and track) undergraduate research opportunities

Develop and maintain a web listing of research opportunities for undergraduates

Work with faculty in specific Colleges to incorporate research into existing Honors courses and to enhance research opportunities

Secure on-campus state, federal and private funding for support of undergraduate research

Recognize excellence in mentoring of undergraduate research by adding a President's Distinguished Award for Student Mentoring

Goal 2: Develop and establish an Interdisciplinary Undergraduate Research Institute.

Action Items:

Establish a University Working Group on Undergraduate Research to inventory current practices in undergraduate research, develop initiatives to integrate research into the undergraduate curriculum, and identify barriers to faculty-undergraduate collaboration in research.

Develop a working plan for development of an Interdisciplinary Undergraduate Research Institute

**Honors College Initiative(s) Related to UTSA III: Promoting Access
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Goal 1: Attract more and better students to enroll in the Honors College without compromising on diversity.

Action Items:

Increase recruiting of underserved and first generation college students

Expand 2+2 agreements with Community College Honors Programs

Secure additional scholarships and financial aid packages.

Goal 2: Increase the number and award amounts of Honors College Scholarships

Action Items:

Recruit and hire a Development Officer for the Honors College and Institute for Law and Public Affairs

Establish a Community Advisory Council or Development Board for the Honors College

Establish a short term and long term development plan

Goal 3: Sustain the growth of the UTSA (McClendon) Legislative Scholars Program

Action Items:

Secure additional funds for the McClendon Legislative Scholar Program and the Summer Law Institute

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Goal 1: Create more and more enriching service-learning opportunities in the Honors College and Institute for Law and Public Affairs.

Action Items:

Hire a Student Development staff member to oversee service learning and community engagement in the Honors College and Institute for Law and Public Affairs..

Encourage more Honors faculty to incorporate service learning in their courses.

Goal 2: Develop an Honors Leadership track, where students are actively engaged in working on local problems.

Action Items:

Work with College of Business and Center for Professional Excellence to expand Leadership Challenge to include all Honors College students.

Develop a supervised, team internship project beyond the Leadership Challenge program.

Develop an Honors College Professional Shadowing Program, beginning with doctors, dentists, and attorneys.

Enhance funding for the Law Institute and the Archer Fellows Program as avenues for developing leadership skills

Honors College Initiative(s) Related to UTSA Initiative V:

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Goal 1: Increase staff and faculty in the Honors College and Institute for Law and Public Affairs to meet current and future needs

Action Items:

Increase the number of faculty with Honors College joint or full time appointments

Solicit an endowed professor position for both the Honors College and Institute for Law and Public Affairs

Secure a permanent endowment for the Honors College and the Institute for Law and Public Affairs

Hire a Development Officer for the Honors College and Institute for Law and Public Affairs

Hire a Student Development Specialist for the Honors College

Add two additional administrative assistants for the Honors College and Institute for Law and Public Affairs

Add an additional full time advisor for the Honors College

Goal 2: Increase office space for faculty, staff, and student services

Action Items;

Request new and expanded office space for the Honors College

Goal 3: Expand the donor base for the Honors College

Action Items:

Continue to expand the major external funding experience for the Honors College - the Great Conversation

Develop a community-based Honors College Advisory Council

Reactivate the Institute for Law and Public Affairs Advisory Council

Work closely with UTSA's Development Office to cultivate potential donors to demonstrate the importance of an Honors Scholarship Endowment

Goal 4: Strengthen Connections and Involvement with UTSA Honors College Alumni

Action Items:

Develop an Honors College Alumni Association

Update data base of Honors alumni and work to bring alumni into closer contact with the Honors College

Goal 5: Create a Comprehensive Recruiting and Marketing Program for the Honors College

Action Items:

Work with UTSA Office of Recruitment and Office of Development to write a comprehensive recruitment and marketing plan

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The University of Texas at San Antonio Honors College 2016

1. Introduction:

The University of Texas at San Antonio established an Honors Program in 1986. Its mission was to provide enhanced educational opportunities for selected students in pursuit of excellence in undergraduate education. The program's philosophy was premised on the notion that well-educated individuals should understand broad, interdisciplinary perspectives while demonstrating expertise in their chosen field. In the Fall 2002 the Honors Program was reframed into an Honors College with an expanded role to include undergraduate research, international programs, increased fellowship and internship opportunities and a Bachelor's of Arts in Honors Studies. Participation has grown from a total of 22 members in fall 1990 to over 700 students today.

2. Honors College Mission, Vision and Core Values:

The Honors College's mission, vision, and core values statements reflect the purpose of our College (Mission), what we aspire to be (Vision), and the guiding principles that we will use to reach our goals (Core Values).

Mission Statement: The mission of the Honors College is to recruit and enrich the educational opportunities of academically talented, curious, motivated, and diverse students through an interdisciplinary curriculum that includes opportunities for research, service, and leadership.

Vision Statement: The vision of the Honors College is to be a nationally recognized leader in attracting highly talented and motivated students and to provide through excellence in its undergraduate programs and initiatives an avenue for them to affect the state, the nation, and the world.

Core Values: The core values of the Honors College are: honesty, opportunity, nurturance, originality, respect, and success.

3. The Honors College's Strategic Advantages: small classes, research opportunities, diverse population, committed, hard-working and loyal staff, interdisciplinary BA degree in Honors Studies, multidisciplinary faculty, commitment to service, central administrative support, advising, motivated students, connections with other academic institutions (UTHSC), international programs

4. The Honors College Strategic Challenges: increased campus awareness, recruiting quality students, space for further growth, need for additional staff, scholarship funds, reliance on adjunct faculty to deliver courses,

5. Strategic Initiatives, Goals, Action Items and Metrics

In order to meet our vision and fulfill our mission, **the Honors College** is committed to pursuing five strategic initiatives, encompassing more than nineteen goals. Our initiatives reflect support for UTSA's strategic plan as well as the three foundational themes and five areas for collaborative excellence described in the matrix found in Appendix II.

The Honors College *Strategic Initiative I: Enriching Educational Experiences to Enable Student Success*

Goal 1: Provide a quality undergraduate educational experience

Action Items:

Establish Honors College faculty positions whose focus includes excellence in undergraduate teaching including research mentoring

Create an Endowed Chair/Professorship in the Honors College

Ensure that a greater proportion of Honors courses are taught by tenure track faculty

Establish procedures to ensure that Deans and Department Chairs are involved in Honors decisions involving Honors course offerings and faculty teaching those courses.

Decrease the number of Honors courses that exceed 25 students by increasing the number of courses and sections offered in necessary areas

Increase Honors course offerings beyond the core to under-represented disciplines.

Establish a professional development program for Honors faculty to meet, share ideas, and receive training specific to Honors teaching including International programs

Increase the stipend paid to Departments for providing Honors College courses

Establish procedures with Provost's Office and Academic Deans to ensure that new faculty lines are tied to the Honors curriculum

Provide incentives for faculty to develop new interdisciplinary Honors Seminars

Metrics:

Revise the Honors College student satisfaction survey within the next year

Track proportion of courses taught by tenure track faculty beginning Spring, 2008

Track hiring of Honors faculty beginning Spring, 2008

Note the number of courses with 25 or less students beginning Fall, 2008

Review annually the variety of Honors course offerings beginning Fall, 2008

Goal 2: Maintain and enhance the Honors College "one stop shop" philosophy for students to learn, grow, discover opportunities, and solve problems

Action Items:

Establish new staff and advising positions to serve student needs in a fashion that corresponds to growth and demands.

Develop per-semester assessments of Honors services.

Enhance the developmental advising program so as to encourage students to think about their educational objectives, particularly as they pertain to graduate and professional school

Metrics:

Measure ratings on Honors College satisfaction survey beginning Fall, 2008

Goal 3: Further develop and assess the B.A. in Honors Studies.

Action Items:

Establish an Honors College Degree Review Committee comprised of faculty and students.

Metrics:

Chart number of students enrolled in the BA degree beginning Spring, 2008

Note satisfaction of students in the BA degree plan beginning Spring, 2008

Chart enrollment/completion patterns of students enrolled in Honors B.A. degree program beginning Spring, 2008

Survey graduates relative to how well the B.A. in Honors Studies prepared them for post-baccalauate activities beginning Fall, 2011

Goal 4: Develop a first-year Honors experience program or a common, freshman course that will introduce students to the philosophy, ideals and opportunities in the Honors College.

Action Items:

Develop a common intellectual/reading experience for all new Honors College students in Fall, 2007

Have a team of faculty attend sessions at National Collegiate Honors Conference for professional development in this area in 2008

Develop a first year experience proposal by Spring, 2009

Metrics:

Establishment of the First Year Experience program by Fall, 2010

Incorporate new Honors first-year course into Core Curriculum by Fall, 2011

Goal 5: Develop an Honors College and Institute for Law and Public Affairs Mentor Program

Action Items:

Recruit and hire a Student Development Specialist to oversee the Honors College and Institute for Law and Public Affairs Mentor Program during 2008-09 academic year

Metrics:

Mentee and mentor evaluations of the Honors College Mentor Program once program is initiated

Goal 6: Expand opportunities for study abroad and understanding of global concerns and issues.

Action Items:

Increase participation in existing study-abroad programs

Expand study-abroad opportunities to additional countries.

Enhance funding for study-abroad programs and scholarships

Metrics:

Increase in number of Honors students participating in study-abroad programs beginning Summer, 2008

Increase in the variety of programs students can attend beginning Summer, 2008

Goal 7: Create an on-campus independent Honors College housing unit

Action Items:

Work with UTSA Office of Student Housing to develop an Honors College on-campus housing unit

Metrics:

Increase the number of Honors College students living on campus once Honors on-campus housing unit is available

Develop on-campus programs for Honors College students beginning Fall, 2008

The Honors College *Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations*

Goal 1: Enhance existing opportunities and develop new opportunities for participation in undergraduate research

Action Items:

Increase faculty/student grants for undergraduate research

Expand off-campus laboratory and research opportunities for Honors students at the UTHSCSA, community research sites, and other UT campuses

Identify and pursue funding sources for summer research programs and freshman/sophomore research programs

Coordinate Undergraduate Research Programs with the McNair Scholars Program

Work with departments to create (and track) undergraduate research opportunities

Develop and maintain a university wide web listing of research opportunities for undergraduates

Work with faculty in specific Colleges to incorporate research into existing Honors courses and to enhance research opportunities

Secure on-campus state, federal and private funding for support of undergraduate research

Recognize excellence in mentoring of undergraduate research by adding a President's Distinguished Award for Student Mentoring in Undergraduate Research

Metrics:

Increase in the number of Honors and non-Honors students participating in research programs beginning Fall, 2008

Increase in the number of Tier II and Disciplinary Honors graduates beginning Spring, 2009

Goal 2: Develop and establish an Interdisciplinary Undergraduate Research Institute.

Action Items:

Establish a University Working Group on Undergraduate Research to inventory current practices in undergraduate research, develop initiatives to integrate research into the undergraduate curriculum, and identify barriers to faculty-undergraduate collaboration in research.

Develop a working plan for development of an Interdisciplinary Undergraduate Research Institute

Metrics:

Secure funding for an Interdisciplinary Undergraduate Research Institute by Spring, 2009

Recruit initial faculty and students for Interdisciplinary Undergraduate Research Institute by Fall, 2009

Increase the number of Honors students presenting at professional meetings and publishing in scholarly journals by Spring, 2010.

The Honors College *Strategic Initiative III: Promoting Access and Affordability*

Goal 1: Attract more and better students to enroll in the Honors College without compromising on diversity.

Action Items:

Increase recruiting of underserved and first generation college students

Expand 2+2 agreements with Community College Honors Programs

Secure additional scholarships and financial aid packages.

Metrics:

Increase the total number of Honors students to 1,100 by 2016

Raise the average SAT scores of entering Honors College students to 1250 by 2016

Goal 2: Increase the number and award amounts of Honors College Scholarships by thirty percent by 2016

Action Items:

Recruit and hire a Development Officer for the Honors College and Institute for Law and Public Affairs

Establish a Community Advisory Council or Development Board for the Honors College

Establish a short term and long term development plan

Metrics:

Measure increase in external funding for scholarships on a yearly basis per development plan goals

Measure increases in student scholarship awards per development plan goals

Measure increases in total number of students receiving scholarship awards per development plan goals

Goal 3: Sustain the growth of the UTSA (McClendon) Legislative Scholars Program and the Summer Law Program

Action Items:

Secure additional funds for the McClendon Legislative Scholar Program

Metrics:

McClendon funding is doubled by 2016.

The Honors College *Strategic Initiative IV: Serving the Public through Community Engagement*

Goal 1: Create more and more enriching service-learning opportunities in the Honors College and Institute for Law and Public Affairs.

Action Items:

Hire a Student Development staff member to oversee service learning and community engagement in the Honors College and Institute for Law and Public Affairs..

Encourage more Honors faculty to incorporate service learning in their courses.

Metrics:

Create an Honors College advisory committee for Community Outreach that includes faculty, students and members of the community.

Increase the number of students enrolling in current Honors College service learning classes by twenty percent by 2016.

Have at least 3 Honors courses per year incorporate a service-learning component in their curriculum beginning Fall, 2008

Increase the number of students participating in service-learning projects by five percent on a yearly basis beginning Fall, 2008

Goal 2: Develop an Honors Leadership track, where students are actively engaged in working on local problems.

Action Items:

Work with College of Business and Center for Professional Excellence to expand Leadership Challenge to include all Honors College students.

Develop a supervised, team internship project beyond the Leadership Challenge program.

Develop an Honors College Professional Shadowing Program, beginning with doctors, dentists, and attorneys.

Enhance funding for the Law Institute and the Archer Fellows Program as avenues for developing leadership skills

Metrics:

Increase the number of students pursuing Leadership Honors beginning Fall, 2008

Secure additional funding for the Law Institute and Archer Fellows Program as part of an Honors College Development Plan beginning Spring, 2008

The Honors College *Strategic Initiative V: Expanding Resources and Infrastructure*

Goal 1: Increase staff and faculty in the Honors College and Institute for Law and Public Affairs to meet current and future needs

Action Items:

Increase the number of faculty with Honors College joint or full time appointments

Solicit an endowed professor position for both the Honors College and Institute for Law and Public Affairs

Secure a permanent endowment for the Honors College and the Institute for Law and Public Affairs

Hire a Development Officer for the Honors College and Institute for Law and Public Affairs

Hire a Student Development Specialist for the Honors College

Add two additional administrative assistants for the Honors College and Institute for Law and Public Affairs

Add an additional full time advisor for the Honors College

Metrics:

Secure funding to add three Honors College faculty positions over the next five years beginning Fall, 2008

Hire an Honors College and Institute for Law and Public Affairs Development officer within the next year

Add three administrative staff over the next two years

Develop a plan for an Honors College and Institute for Law and Public Affairs Endowment within the next two years

Add an additional full time advisor for the Honors College over the next two years

Goal 2: Increase office space for faculty, staff, and student services.

Action Items;

Request new and expanded office space for the Honors College

Metrics:

Acquire new offices for the Honors College within the next two years

Goal 3: Expand the Donor Base for the Honors College

Action Items:

Continue to expand the major external funding experience for the Honors College - the Great Conversation

Develop a community-based Honors College Advisory Council

Reactivate the Institute for Law and Public Affairs Advisory Council

Work closely with UTSA's Development Office to cultivate potential donors to demonstrate the importance of an Honors Scholarship Endowment

Metrics:

Increase funding contributed to the Honors College and Institute for Law and Public Affairs in both the number of endowments and in dollar amounts beginning, Spring, 2008

Establish an Honors College Community Advisory Council by Fall, 2008

Goal 4: Strengthen Community Connections and Involvement with UTSA Honors College Alumni in Honors College Programs

Action Items:

Develop an Honors College Alumni Association

Update data base of Honors alumni and work to bring them into closer contact with the Honors College

Metrics:

Create updated alumni data base in Spring, 2008

Development of Honors College Alumni newsletter and web page beginning Spring, 2008

Goal 5: Create a Comprehensive Recruiting and Marketing Program for the Honors College

Action Items:

Work with UTSA Office of Recruitment and Office of Development to write a comprehensive recruitment and marketing plan

Metrics:

Secure funding for development plan starting Spring, 2008

Hire full time recruitment staff by Spring, 2009

Launch increased recruitment efforts by Fall, 2009

6. The Honors College Key Indicators:

The following metrics will serve as indicators of **the Honors College**'s overall progress in achieving our vision and meeting our strategic goals. Each indicator will have associated targets and will be benchmarked against past performance as well as peer institution performance as applicable.

The Honors College Strategic Initiative I: Enriching Educational Experiences to Enable Student Success

- Increase the size of the Honors College to 1,100 by 2016
- Recruit and hire fifteen additional Honors College faculty by 2016
- Enhance the developmental Honors College advising program to encourage students to pursue graduate and professional school opportunities

The Honors College Strategic Initiative II: Serving Society through Creativity, Expanded Research, and Innovations

- Increase undergraduate participation in research endeavors
- Secure additional revenue for undergraduate research projects
- Establish an Interdisciplinary Undergraduate Research Institute

The Honors College Strategic Initiative III: Ensuring Access and Affordability

- Increase the number and the amounts of Honors College scholarships
- Expand recruiting efforts targeting underserved and first generation college students

The Honors College Strategic Initiative IV: Serving the Public through Community Engagement

- Create more service and community based learning opportunities
- Enhance the Honors College Leadership Program

The Honors College Strategic Initiative V: Expanding Resources and Infrastructure

- Develop a short and long term Honors College Development and Endowment Program
- Increase the number of Honors College student service and support staff
- Develop an Honors College Alumni Association

7. Call to Action and Accountability for the Honors College:

For our *UTSA 2016* Strategic Plan to be successful, we must follow through to incorporate the Honors College initiatives into our everyday management, operations, and decision making. The intent of UTSA is to operate as an integrated whole, with each element and component contributing to the University mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from our present reality toward realization of our future vision. Thus, we will become a catalyst and crucible for change, inviting and involving all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship imbedded in our statements of mission, vision, and core values. Citizenship in its truest sense involves a shared responsibility and contribution to the welfare of our entire community.

Implementation:

An implementation process that will ensure that the strategic plan is carried out effectively is critical to our success.

<u>Plan Levels</u>	<u>Scope</u>	<u>Timeframe</u>	<u>Lead Responsibility</u>	<u>Content</u>
University Strategic Plan	University Strategic Direction	10 years	Campus Management and Operations (CMO) and Team 2016	Long-term initiatives
University Compact	Operational Goals	2 years	CMO and Deans Council	Short-term initiatives
Vice Presidential and College Strategic Plans	Unit Strategic Directions	5 years	Vice Presidents and Deans	Long-term initiatives
Departmental Plans	Operational Goals	12 months	Colleges and Departments	Implementation details
Task Forces	Cross-divisional Goals	Short-term	Appointed by CMO	Priority initiatives and reforms

We must integrate UTSA 2016 into our operational planning (unit-level plans and compacts).

- *We must integrate UTSA 2016 as the guide for our **Honors College** budget process.*

- *We must participate in ongoing revision and modification of the **Honors College** plan.*
- *We must develop an organizational structure to support the **Honors College** plan and assign responsibilities.*

Accountability:

In order for the plan to work, **the Honors College** must ensure that an effective system involving both communication and assessment is established and maintained.

Communication:

The Honors College must develop a communication system to inform our personnel of our fidelity to our mission and progress toward its initiatives, goals and action items. Routine reporting of metrics on our goals will be a standard part of our meeting schedules. Every month there will be a report on one of the initiatives. The report will include progress (metric review) and issues. Twice a year, progress on all initiatives will be incorporated into a report reviewed by the CMO, Team 2016 and the Executive Leadership Council. UTSA’s President will present an annual public “State of UTSA” address that reflects overall progress toward University initiatives and goals to which **The Honors College** contributes.

As a result of our internal system and the public Web site, the university community will be able to assess our progress, and senior leaders will have regular opportunities to discuss and adjust our initiatives as needed

Marketing UTSA:

The Honors College will contribute information to the CMO and Team 2016 to help UTSA tell its story and share our 2016 Vision, both of which are essential to attract top students, faculty, research sponsors, and resource contributors and to gain optimal buy-in from all UTSA’s community and state stakeholders. Stories demonstrating UTSA’s values-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation. The UTSA image, branding, reputation, and prestige will reflect all the aspirational goals outlined in this plan and inform key audiences about progress, constantly recognizing and celebrating accomplishments along this journey

Assessment:

The Honors College must develop an assessment system to determine our fidelity to our announced mission and progress toward our vision. There will be clear lines of responsibility for managing and reporting the components of our strategic plan, to include collecting metric data, reporting progress, and resolving issues.

8. Appendices:

- I. **The Honors College** Strategic Planning Process
- II. **The Honors College** Matrix of University Foundational Themes and Areas of Excellence

**APPENDIX I:
THE HONORS COLLEGE STRATEGIC PLANNING PROCESS**

- June-July, 2007 – Presentation of UTSA’s Strategic Plan to Honors College Faculty and Staff
- August, 2007 – Honors College Strategic Planning Retreat – Development of Mission, Vision, Core Values Statements
- September, 2007 – Review of Mission, Vision, Core Value Statements by Honors College Faculty and Staff, Development of strategic advantages and challenges statements
- October, 2007 – Development of Honors College Goals, Action Statements, and Metrics
- October, 2007 – Development of Honors College Key Indicators
- November, 2007 – Review of Honors College Strategic Plan by faculty and staff
- December, 2007 – Submission of Honors College Strategic Plan

