

Office of the Vice President for Community Service

Strategic Plan 2007-2016

1. Introduction

Community engagement and public service have always been hallmarks of UTSA throughout our relatively young history, and remains a strong value within the university and a strong expectation among the community and many stakeholder groups we serve. Engagement also respects and interacts extensively with our learning and discovery mission components, working in concert to improve the lives of individuals and society. The Vice President for Community Service (VPCS), Dr. Jude Valdez, leads a portfolio of UTSA programs focused on our strategic interface with key community constituencies, and also supports and coordinates the broader range of public services throughout the university via the UTSA Outreach Council.

UTSA was born in 1969 as the public response to a pervasive and increasingly urgent community need for higher education accessibility in San Antonio and South Texas. Our initial public service programming throughout the 1970s & 1980s asserted UTSA leadership to improve higher-ed access through outreach programs to schools. Building awareness of the possibility and benefits of higher education to many 1st generation students remains as a need and a priority still in 2008, and is critical for our enrollment management objectives to transform UTSA into a premier public research university.

VPCS portfolio programs have evolved to address future outreach challenges, including:

- Prefreshman Engineering Program (PREP)
- Office of P-20 Initiatives
- Office of Community Outreach and the UTSA Outreach Council

UTSA leadership in cultural extension was called upon early by the State Legislature to assume management responsibilities for the Texas Pavilion exhibit upon the culmination of HemisFair 1968. The Institute of Texan Cultures (ITC) ever since has provided a statewide educational resource relating to the history and culture of the people of Texas. This important statewide asset housed at UTSA provides the first exposure to the university for over 100,000 Texas middle-school children visitors annually.

- Institute of Texan Cultures (ITC)

UTSA leadership in economic development was also born of an urgent community need, as well as our self-interest to enable families to better afford higher-education for their children. Regional economic dependence on low-wage tourism and government/military sectors as the predominant job opportunities in the 1970s presented a huge disconnect with our highest & best potential as players in the global knowledge economy. Extension services to develop and diversify the regional business base have worked to better align the workforce supply of knowledge workers graduating from UTSA with the regional employment demand patterns, consistently evolving together to benefit individual career prospects and state competitiveness. The Office of Extended Education offers lifelong learning to graduates and others to update skills. The UTSA Institute for Economic Development serves 30,000 businesses annually, through eleven programs and ten locations across the region, also with a national and international presence, as a center of excellence for UTSA.

As premier universities are increasingly appreciated and called upon as drivers of economic growth in the new millennium, key stakeholders in government and the regional business sector expect greater leadership linking UTSA research with industry, graduates within the workforce, and socio-economic

development extension services to communities. VPCS program assets focused on these tasks include the:

- Institute for Economic Development (IED)
- Office of Extended Education

UTSA leadership in global extension and applied research responding to community needs are relatively new initiatives, however these are important dimensions of a premier public research university. Our approach is cautious to not over-reach, and focus in arenas where we can be effective given our base of expertise, established relationships and sponsor support.

Many professional and institutional relationships of UTSA with Mexico have been established over the years, and only recently were organized through the Mexico Center to coordinate and guide new such initiatives. Although UTSA has many dispersed interactions with Asia, Europe, Africa, Central and South America as well, the Mexico Center is the prototype upon which a broader global strategy can be built. With the Child and Adolescent Policy Research Center (CAPRI), a fundamental need existed to comprehend major impediments to educational attainment success in children, and then address these at the causal, public programs and policy levels. VPCS program assets focused on these tasks include the:

- Mexico Center
- Child and Adolescent Policy Research Center (CAPRI)

Leadership and coordination of UTSA public services beyond the direct VPCS portfolio is managed through the UTSA Outreach Council, established in mid-2007. Chaired by the VPCS and constituted of a representative group of the major public service providers across the university, this Council is currently conducting an extensive inventory of service programs and activities, which has not been comprehensively gathered in the past. Utilizing the inventory results, more routine activity reporting, communications and evaluation may be conducted. As its next task the Council will assess alignment of this inventory with priorities of the UTSA 2016 Strategic Plan, and make recommendations for the future evolution of public services at UTSA.

This VPCS Strategic Implementation Plan summarizes the composite plans for this portfolio, and relates them to the broader strategic initiatives, foundational themes and areas of collaborative excellence outlined in the UTSA 2016 Strategic Plan. A summarization of key metrics will describe the goals and contributions of the VPCS portfolio toward overall UTSA mission accomplishment. The eight departmental action plans are available for more detailed information, and for use as management tools to plan and assess progress toward achieving key objectives.

2. VPCS Mission, Vision and Values

Mission Statement: The mission of the Office of the Vice President for Community Service is to extend UTSA beyond its campuses through community engagement and public service, applied research, outreach and community education, to serve as a catalyst for socioeconomic development – for Texas, the nation and the world. Community Service initiatives work to transform the lives of individuals and communities through active involvement with UTSA’s stakeholders by building relationships, conducting dialogue focused on common goals, and extending university knowledge, resources and expertise that contribute toward the advancement of society.

Vision Statement: Community engagement at UTSA is the active involvement of the university community through its faculty, staff, students, and alumni in strategic partnerships with the broader community to enrich learning and research, to prepare engaged citizens, and to contribute to the public good.

Core Values: Community engagement values a culture of openness and access, creating value and improving quality of life, active communication and collaboration with community stakeholders, and positive constituent services at all levels.

Relation to UTSA Mission, Vision and Values (highlighted)

Mission Statement: The University of Texas at San Antonio is dedicated to the advancement of knowledge through research and discovery, teaching and learning, **community engagement, and public service**. As an institution of access and excellence, UTSA embraces multicultural traditions, serving as a center for intellectual and creative resources **as well as a catalyst for socioeconomic development – for Texas, the nation and the world**.

Vision Statement: To be a premier public research university, **providing access to educational excellence and preparing citizen leaders for the global environment**

Core Values: We encourage an **environment of dialogue and discovery, where integrity, excellence, inclusiveness, respect, collaboration, and innovation are fostered**.

The VPCS mission is accomplished through the following programs:

The Institute for Economic Development (IED) includes 11 interrelated programs and centers focused on enhancing and promoting the economic development of the region. This is done through management

assistance, training, research, consulting and technical assistance to communities, manufacturing firms, small businesses and local governments. In addition to the San Antonio-based programs and centers, there are 9 satellite centers located throughout the southwest Texas/border area focusing specifically on small business development. Satellite centers are located in El Paso, Austin, Laredo, Corpus Christi, Victoria, Eagle Pass, Alpine, San Angelo, and the Rio Grande Valley. A team of 140 staff supplemented with over 30 students in service-learning roles produce these services and results, rated consistently among the top five such programs nationally. A Center of Excellence for UTSA, the IED serves 30,000 businesses annually, assisting them create 4,000 new jobs, access capital for growth of \$130 Million, increase their sales, contracts and exports by over \$1 Billion. The IED model is being replicated throughout Mexico with over 50 partner universities to-date. Sponsors fund the IED via performance based grants and contracts of \$11 Million annually, making the IED UTSA's largest institute and most productive with external constituent services.

Institute of Texan Cultures is the state's museum dedicated to enhancing the understanding of cultural history and their influence on the people of Texas. The Institute's mission is accomplished through an expansive exhibit floor, a document and photo library, an extensive outreach program to Texas schools, and specialized and periodic major exhibits. The Institute also serves special educational programs of the university.

The Prefreshman Engineering Program (PREP) identifies achieving middle and high school students with an interest in mathematics, science, engineering and technology, and establishes the foundation for careers in these and other mathematics-related areas. Founded at UTSA in 1979, the eight-week, mathematics-based academic program is held each summer at nine local colleges and universities. Designed for students in grades 6–11, PREP promotes high achievement and provides students with the necessary reinforcement to successfully pursue higher education and careers in math, science, engineering and technology. With a focus on building a high quality and diverse 21st-century workforce, women and members of minority groups—traditionally underrepresented in science and engineering—serve as special target groups.

Proyecto Access is a national consortium modeled after the Texas Prefreshman Engineering Program at The University of Texas at San Antonio. Proyecto Access is an academically intense, seven- to eight-week science/mathematics-related summer program that enhances the development of abstract reasoning, problem-solving skills and their application in students. The purpose of the program is to identify achieving middle and high school students with an interest in and potential for careers in engineering, science, technology and other mathematics-related areas and to reinforce them in pursuit of these fields. UTSA is the host/administrator for Proyecto Access and operates 10 sites throughout the United States (Colorado, New York, Illinois, New Jersey, New Mexico, California, Arizona) and Puerto Rico. Total annual funding for the project is close to \$1.7 million, with the National Aeronautics and Space Administration (NASA) providing the major portion of the funding.

The Office of P-20 Initiatives is an effort to increase the educational attainment of the local workforce, specifically those from underserved and underrepresented populations. Previously established in 1990 as The Alliance for Education, this department is now known as the Office of P-20 Initiatives with its focus geared to increase UTSA's partnerships and collaborations with schools, business and industry and community-based organizations and foundations to strengthen the quality of education in San Antonio and South Texas from kindergarten to college. The Office of P-20 Initiatives coordinates, facilitates, and

implements over twenty outreach programs serving over 20,000 students, parents and educational professionals in South Texas, with an annual operating budget exceeding \$3.0 million. As a comprehensive university and system-wide effort, the Office of P-20 Initiatives seeks to provide leadership in education reform and facilitate university involvement in public education through intervention programs, research and service.

The Office of Community Outreach (OCO) was established in November 1999 to increase UTSA's visibility in targeted communities in South Texas and to foster appropriate, mutually beneficial partnerships with these communities. The OCO works with educational, business and civic leaders in communities served by UTSA to promote higher education as an economic development resource. The OCO in concert with community leaders addresses barriers that inhibit or prevent area residents from enrolling at UTSA. Special events bring community leaders to UTSA and take UTSA executive officers into South Texas communities. The OCO works closely with the Admissions Office as well as other university offices in supporting student recruitment efforts.

The Office of Extended Education serves the region's adult, professional and continuing education needs through a range of targeted programs that match the university's unique resources with the lifelong learning needs of the region. Operating out of the UTSA Downtown Campus, the Office of Extended Education works collaboratively with academic and nonacademic units of the university to develop and present seminars, online courses, conferences and programs for the general public, professional and governmental agencies, and businesses. The UTSA Extended Education Web page provides information on seminars, online courses, conferences and programs that are open to the university and local communities. The Office of Extended Education also provides specialized training to organizations needing customized training programs for their employees.

The Downtown Special Events Office is responsible for scheduling, coordinating and managing special events at the Downtown Campus. The Downtown Campus has clearly become the venue of choice for university organizations as well as many community organizations, and the office operates as a "one-stop shopping" experience for on- and off-campus users of university facilities. The office manages cash handling, logistical operations and designs, implements control systems for managing various resources needed for events and provides logistical support for Extended Education.

UTSA Mexico Center fosters academic, research, cultural and programmatic exchanges with universities and organizations in Mexico engaging students, faculty and staff; and promoting a better understanding of Mexico and its relationship to the United States. The UTSA Mexico Center provides a forum for communication between policy makers, scholars, business representatives and professionals from the United States and Mexico to bring about mutual understanding and productive relationships.

CAPRI – The Child and Adolescent Policy Research Institute

The Child and Adolescent Policy Research Institute is the administrative host for research and programs from across colleges and disciplines united in their research interests in Child and Adolescent Development.

3. Community Services Strategic Advantages

- Extensive community engagement partnerships, relationships and strategic alliances
- Significant funding sponsors with a sustainable basis upon which to grow current initiatives and expand into others
- Strong track-records for core VPCS programs, such as ITC with 37 years, IED with 29 years, PREP with 28 years, and P-20 with 17 years experience
- Proven methodologies, such as IED and PREP which have become national and international models for replication
- Market-driven programs that keep UTSA on-target with evolving community needs
- Results-driven programs which seek to add-value for stakeholders and develop positive results for individuals, families and communities served
- A culture of evaluation and innovation to improve programs, which must be highly effective, competitive and accountable to enable sponsored-funding sustainability
- Student, faculty and research involvement opportunities for service-learning, scholarship and fellowship activities which also contribute to public service
- Accessibility through location and facility assets at the Downtown Campus, ITC campus at HemisFair Park, and field locations with partners throughout San Antonio and the South-West Texas Border Region.
- A broad product-service mix which responds to broad sets of community needs in areas which UTSA has developed distinct capabilities for public service.
- Programs work in an interdisciplinary and collaborative fashion, both within UTSA across colleges and departments, and with numerous external allies
- UTSA and San Antonio provide unique attributes as a diverse and globally oriented community, and especially due to connections and proximity to Mexico and our Hispanic culture. These characteristics present a unique demand pattern for UTSA public service and strongly influence to programmatic mix as our response.

1. Community Services Strategic Challenges

- Further integration of the public service mission component within the teaching and research mission components of the university.
- Overcome “silo” effects and bureaucracy, which can limit constructive collaborations
- Increasing internships placed in service-learning roles is a key objective.
- Assisting researchers and scholars translate their findings into public goods through publication, commercialization, new policies and programs adoption is another key objective.
- Finding ways to leverage existing resources and expertise into multiple benefits, and provide high added value to the public.
- Supply/demand imbalances of insufficient public service programs capacity in the face of often large scale needs to really make a significant difference.
- Common lack of community awareness of UTSA public services and lack of marketing & promotion resources to better connect services recipients with resources.
- Keeping up with changing public needs, and having the necessary agility to change our services accordingly
- University level public services inventory, planning, coordination, and periodic reviews for optimum alignment with strategic priorities.
- Funding and sponsorship sustainability, as well as growth
- Increased competition for public support between defense and domestic/research expenditures at the federal level
- Diminishing state budgetary support along with market/regulatory price controls on student/family contributions through tuition and fees.
- Steadily increasing competition for charitable and other local contributions, among institutions and non-profit groups
- Budget/staff/space constraints as a result of these factors

2. Strategic Initiative, Goals, Action Items and Metrics

Selected VPCS program activities are highlighted below each of the UTSA 2016 Plan's 5 Strategic Initiatives to demonstrate alignment with and contributions toward overall UTSA mission accomplishment. Further details can be found in departmental implementation plans. Program acronyms indicate locus of each activity.

Strategic Initiative I: Enriching Educational Experiences to Enable Student Success

- IED placement of 30 service-learning internships/year for business assistance experiential learning
- ITC campus serves 635 classroom students per year, and will establish new internship program in 2008
- PREP graduates that are prepared for above-norm student success rates
- P-20 dual credit and concurrent enrollment programs
- P-20 academic support programs
- P-20 "college-ready and entrance exam prep programs
- P-20 mentoring and leadership programs
- MC student involvement in Mexico-related academic and research projects
- MC study abroad enrichment programs with Mexican university partnerships
- CAPRI student research training
- CAPRI fellowships and scholarships
- EE continuing education programs
- EE Extended Studies program
- EE certificate programs
- OCO referrals for internship placements

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

- IED Small Business National Information Clearinghouse and Center for Community and Business Research conduct 4,000 customized business research tasks, economic impact and community development studies annually (funded \$750K)
- MC sponsors funded student/faculty research fellowship competition bi-annually for research projects relative to Mexico
- CAPRI coordinates interdisciplinary research on child/adolescent topics

Strategic Initiative III: Promoting Access and Affordability

- PREP contributes to "Closing the Gaps" goals by preparing under-represented students for STEM fields of study
- PREP cross-markets UTSA through summer on-campus programs to high quality prospects for STEM fields of study
- P-20 Outreach programs reach 20,000 students, parents and educators annually with a broad mix of services all designed to enhance student access and success
- P-20 programs include for example Advanced Placement Initiative, America Reads/Counts Work Study Tutoring Program, College Entrance Exam Preparatory Workshops, College

Fair/Career Fair Program, CPS Energy Distinguished Fellows Program, Dream Runners Program, Dual Credit/Concurrent Enrollment Program, Educational Talent Search San Antonio, Educational Talent Search Southwest Texas, Early College High School Initiative, Go Center/College for Texans Initiative, Latina Leadership Initiative, Louis Stokes Alliance for Minority Participation, McNair Scholars Program, Roadrunner for a Day Program, Summer Academic Enrichment Programs, Upward Bound, Upward Bound Math & Science, UTSA Mentoring Initiative, UTSA/SAISD GEAR UP Program, UTSA/Valero Energy Truancy Counseling Program, University Outreach Center

- OCO participates in eight P-16 Councils across South Texas
- OCO hosts two Community Days at UTSA events annually
- EE offers on-line continuing education programs with 24/7 access

Strategic Initiative IV: Serving the Public through Community Engagement

- IED provides economic development extension services to 30,000 businesses annually, including the major categories of:
 - 19,000 business owners attending 1,000 certificate training courses annually
 - 7,000 business consulting engagements with 62,000 hours of assistance annually
 - 4,000 customized business and community research tasks, with 19,000 hours of assistance annually
- IED services result in positive economic development for the South Texas regional and state economies in terms of:
 - 4,000 new jobs created
 - 3,000 jobs retained
 - \$175 million in new capital access for clients
 - \$1.167 billion increased sales/contracts/exports for clients
 - \$21.25 million in new public sector revenues due to client growth
- IED tech-transfer to Mexican universities of the model Small Business Development Center program in 50 locations to-date
- IED capacity-building for economic development professionals in Mexico, through a 100-hour Diplomado certificate program with 400 graduates to-date
- IED Centers and programs include:
 - The Minority Business Enterprise Center (MBEC)
 - The Center for Economic Development (CED)
 - The Southwest Trade Adjustment Assistance Center (SWTAAC)
 - The San Antonio Technology Accelerator Initiative (SATAI)
 - The Center for Community and Business Research (CCBR)
 - The Small Business Development Center (SBDC)
 - The South-West Texas Border Region SBDC
 - The San Antonio SBDC
 - The International Trade Center
 - The Technology Center
 - The Human Capital Program
 - The SBDC National Information Clearinghouse

IED also administers an additional nine field centers located at other universities, community colleges and development agencies in a 79 county region encompassing South and West Texas. These include:

- San Marcos SBDC – Texas State University
- San Angelo SBDC – Angelo State University
- El Paso SBDC – El Paso Community College
- Big Bend SBDC – Sul Ross State University
- Middle Rio Grande SBDC – Sul Ross State University
- Laredo SBDC – Texas A&M International University
- UT-Pan American SBDC – University of Texas-Pan American
- Corpus Christi SBDC – Del Mar Community College
- Victoria SBDC – University of Houston-Victoria
- ITC museum attendance and outreach with 169,000 participants in 2007:
 - 114,000 museum attendees, including middle-school Texas History students
 - 24,000 outreach Tex-Kits distributed to Texas History students and teachers
 - 800 ITC specialized library patrons, with genealogy and photo archive sections
 - 30,000 visitors to annual Texas Folklife and Asian Festivals
- ITC visitors satisfaction survey with above 80% positive response
- PREP summer STEM enrichment programs for under-represented student groups are delivered in 22 sites to 2,200 middle- and high-school students
- PREP graduates report a ___% college-enrollment rate, and a ___% college completion rate at Bachelors degree level.
- PREP graduates entering college select ___% in STEM fields of study.
- PREP Advanced Placement and Year IV programs under development
- P-20 Outreach programs reach 20,000 students, parents and educators annually with a broad mix of services all designed to enhance student access and success
- MC hosts a series of events framing the US/Mexico issues dialogue to inform better public policies, including a brownbag series for students, symposia and special events
- CAPRI collaborates with strategic partners relative to child/adolescent issues and policy, offers special conferences and symposia, a resource library and issues publications on these topics
- OCO participates in the San Antonio Mentoring Forum
- UTSA Outreach Council conducts a survey of university public service programs, maintains an inventory and website promotion for services access

Strategic Initiative V: Expanding Resources and Infrastructure

- IED garners \$11 million annually in sponsored project funding, through performance-based grants and contracts
- IED practices sound management applying the Values Based Leadership model, and has improved its annual Trend Tracker assessment of organizational health to meet an average 90% attainment level, assessing organizational effectiveness dimensions of human resources, planning, accountability, recognition, communications, goal clarity, measurement, climate and adherence to values.
- ITC has improved revenue categories including Advancement contributions income to \$500K, facility rental income to \$112K, and events net operating income to \$100K in 2007

- ITC is keeping a main exhibit renovation schedule of 15% per year
- ITC is pursuing a capital campaign for a new Dome Show installation and content, utilizing updated and more flexible technology to broaden offerings available in this premier venue
- PREP is expanding its student internship program to 3 employers
- PREP is organizing a PREP Alumni Connection organization and website, and also plans a fundraising gala for 2009
- P-20 plans addition of a Development Officer and a Communications Specialist in 2008 to help sustain and expand its sponsor base
- MC is positioned for federal funding support

3. Community Services Key Indicators

The common denominators for Community Services programs include the number of program participants and the amount of sponsorship financial support annually. These are only broad indicators of positive market response, which gives a general assurance that legitimate and priority needs are being met, and the service programs are providing added value and accountability sufficient to gain and sustain significant levels of funding in a highly competitive resource environment. Service categories vary widely in nature and scale. And the categories of financial support also vary widely as to sources, scale, terms and conditions, and sustainability.

Indicators and metrics associated with individual objectives presented in Section 5 can be found in the VPCS departmental strategic implementation plans.

VPCS Portfolio Programs	Participants Annually	Sponsored Projects Annual Funding
Institute for Economic Development	30,000	\$ 10 million
Institute of Texan Cultures	169,000	\$ 5 million
Pre-freshman Engineering Program	2,250	\$ 2,250,000
Office of P-20 Initiatives	20,000	\$ 3,200,000
Mexico Center	1,400	\$ 81,000
Child and Adolescent Policy Research Center	* N/A	\$ 584,000
Office of Extended Education	330	\$ 170,000
Office of Community Outreach	2,995	\$ 66,000
Totals	225,975	\$ 21.3 million

* CAPRI metrics are principally related to applied research, measured in publications, research citations, professional presentations, and consulting activities, rather than large-scale service delivery.

7. Call to Action and Accountability for VPCS Programs

For the UTSA 2016 Strategic Plan to be successful, the VPCS programs will incorporate its initiatives into its 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's mission and vision, collaboratively and in a holistic fashion. This approach will transform the institution from its present reality toward realization of its future vision. Thus we will become a catalyst and crucible for change, inviting and bringing all stakeholders to the table as contributors as well as beneficiaries. This approach reflects the notion of citizenship embedded in our statements of mission, vision, and core values. Citizenship in the 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. This process is described below.

Plan Levels	Scope	Timeframe	Lead Responsibility	Content
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 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 will integrate UTSA 2016 values into our operational planning process at the VPCS program level and through its component centers and programs. This will take place within the VPCS Strategic Planning Committee, composed of the VPCS, the AVP for Economic Development and the Directors of the principal VPCS area programs. This committee, in turn, will act in an advisory capacity, brokering information and coordinating initiatives within the VPCS portfolio. In addition, it will monitor the progress in achieving key metrics and provide communication and transparency to the VPCS planning process. Overall authority and decision making will remain with the VPCS.
- We will also integrate UTSA 2016 values and goals into the VPCS budget process. This will be accomplished by examining whether current and new resource allocations reflect our priorities and programmatic requirements. This process will take place through our center/program components as they establish their priorities and programs relative to their funding partners/grantors. The VPCS will also establish an overall budget to maintain operations as needed. These transactions will be conducted through a transparent, interactive process. Budget proposals developed through the VPCS programs will be evaluated according to how well they align with the goals outlined in the UTSA 2016 Plan, and to the extent they advance the fulfillment of the UTSA's overall strategic direction.
- The VPCS programs will participate in an ongoing revision and modification of the plan in order to reflect changing priorities, and to maintain compliance with UTSA's strategic requirements. To achieve this, the VPCS will continuously monitor progress toward achieving its goals by evaluating its performance metrics. Based on its ongoing evaluation of these metrics and its compliance with UTSA 2016 goals and priorities, the VPCS will adjust its own plan as needed. As part of this process, the VPCS will routinely collect and publicly disseminate key metric data on a periodic basis to show how it is closing the gap between its current and desired status. This information, in turn, will be provided to Team 2016 and the CMO. It will also be integrated into our annual Strategic Planning Retreat and plan updates.
- The VPCS will develop an organizational structure to support its plan and assign responsibilities to ensure that it meets its needs and UTSA 2016 requirements. The primary responsibility for this process will lie with the VPCS Strategic Planning Committee working with its component

centers and programs. This committee will be chaired by Associate Vice President for Economic Development and the Vice President for Community Services. They, in turn, will report to Team 2016 housed and managed through the Office of the Vice Provost for Accountability and Institutional Effectiveness to ensure optimum alignment of VPCS goals with the University's common goals and overall strategic direction

Accountability

In order for the plan to work the VPCS will ensure that an effective system involving both communication and assessment is established and maintained.

Communication

The VPCS will 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. Reports will include progress (metric review) and issues. An Annual VPCS Progress Report will be produced and disseminated within UTSA. A similar process collecting university-wide public service information will be conducted through the UTSA Outreach Council.

Marketing UTSA

The VPCS programs 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 of UTSA's community and state stakeholders. Stories demonstrating UTSA's value-in-action work to positively reinforce integrity, excellence, inclusiveness, respect, collaboration, and innovation will be provided. The UTSA image, branding, reputation, and prestige will reflect all of the aspirational goals outlined in this plan and serve to inform key audiences about its progress, constantly recognizing and celebrating accomplishments along the journey.

Assessment

The VPCS will use its assessment system to determine compliance with its announced mission and progress toward its 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.

Principal reports will include the collective service outputs and outcomes of all VPCS programs, expressed in terms of actual accomplishments versus annual goals, economic impacts, success stories and other qualitative measures such as client and stakeholder satisfaction. VPCS organizational efficiency and effectiveness will be measured primarily through output & outcome reporting of accomplishments vs. goals, and by financial sponsorship trends reflected through our grants/contracts/ appropriations volumes.