

STRATEGIC PLAN

2011-2015



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

DIVISION OF STUDENT AFFAIRS

TABLE OF CONTENTS

| | |
|--|----|
| PLANNING + OVERVIEW..... | 3 |
| INSTITUTIONAL PROFILE..... | 4 |
| INSTITUTIONAL FACTS..... | 5 |
| STUDENT AFFAIRS MISSION + VISION..... | 6 |
| IMPERATIVE 1: BUILD A CULTURE OF INNOVATION..... | 8 |
| IMPERATIVE 2: ENHANCE CAMPUS LIFE & STUDENT SUCCESS..... | 9 |
| IMPERATIVE 3: FOSTER AN ENVIRONMENT OF LEARNING..... | 11 |
| IMPERATIVE 4: ENGAGE THE COMMUNITY..... | 12 |
| PERFORMANCE MEASURES..... | 13 |
| CROSSWALK..... | 16 |
| MOTTO..... | 17 |

PLANNING + OVERVIEW

This plan employed the University Five Year Strategic Plan as a foundation, and to ensure stakeholder buy-in, the strategic plan was further enhanced through student recommendations and a Student Affairs Strategic Planning Committee. The planning committee consisted of representatives from each office within the Division of Student Affairs and one student. External student affairs professionals and internal faculty and staff members served as reviewers of this plan; their suggestions were taken into consideration before the plan was finalized. The Director of Student Affairs, the Provost and Vice-President of Academic and Students and Affairs, and the President approved this plan. The planning sessions included national best practices and benchmarking, current research, student development theory, SWOT analysis, data analysis, university strategic alignment, and long-term strategic forecasting for the division.

The Division of Student Affairs Strategic Plan 2011-2015 serves as a tool to guide the Office of Student Activities, Office of Career Services, Office of Academic Support Programs, and the Division itself for future planning and decision making. Therefore, each of the offices will specifically use this plan to address budgets, space, personnel, and programs in future operational plans. The plan establishes four distinct and bold imperatives: **Build a Culture of Innovation, Enhance Campus Life and Student Success, Foster an Environment of Learning, and Engage the Community.** Supporting goals and strategies provide clear direction for our imperatives, while the stated performance measures detail criteria needed for success.



INSTITUTIONAL PROFILE

Texas A&M University-Central Texas (TAMUCT) was born in the spirit of community cooperation on September 1, 1999, as Tarleton-Central Texas and became a stand-alone university on May 27, 2009, as a member of The Texas A&M University System. TAMUCT is home of the Warriors and is an upper-level institution offering 38 bachelor's and 26 master's degree areas. The student population at A&M-Central Texas is diverse and growing, currently serving over 2,500 students. Classes are offered at several convenient sites, including area community colleges and Fort Hood. The university provides a wide range of flexible course schedules, including online, night and weekend classes. The future home of TAMUCT will be located on 662 beautiful acres of land at the intersection of State Highway 195 and State Highway 201 in Killeen. The land was transferred to The Texas A&M University System from the U.S. Army in the summer of 2009 and construction on the first building began in August 2010, with the expected completion in late spring 2012.

As an upper-level institution, TAMUCT has developed agreements with Central Texas community colleges that enable a seamless transfer without the loss of credits. TAMUCT is also a member of GoArmyEd, the virtual gateway for soldiers on active duty wishing to request Tuition Assistance (TA) online, anytime for both classroom and distance learning. It offers a one-stop shop for soldiers to manage their college education. GoArmyEd is used by soldiers to pursue postsecondary educational goals; by Army Education Counselors to provide educational guidance; and by colleges, to deliver degree and course offerings, and to report soldier progress.

MISSION

Texas A&M University-Central Texas is an upper level institution committed to high quality, rigorous, and innovative learning experiences. TAMU-CT prepares students for lifelong learning through excellence in teaching, service, and scholarship.

VISION

To create a culture of excellence for our students, faculty, and staff.

CORE VALUES

Excellence & Achievement

Compassion

Integrity

Knowledge

Diversity

Initiative

Collaboration



INSTITUTIONAL FACTS

Texas A&M University-Central Texas (TAMUCT) is one of the newest public universities in the state and serves a regional population of approximately 390,000 people, including the free world's largest military installation at Fort Hood. Enrollment for the Fall Semester 2010 was 2,317, with the Spring Semester 2011 enrollment 2,558.

Because TAMUCT is an upper-level university, all of its students "transfer in" from other institutions and may choose from more than 50 baccalaureate and graduate educational programs. Approximately 70% of its students are undergraduates and 30% are graduates, with 40% of all students on military active duty, veterans, or members of military families. The average age of the student body is 34, and it is the most broadly diverse student body in the Texas A&M University System.

Although more than 90% of TAMUCT students enroll part-time, they are highly motivated toward the completion of their degrees, with those graduating within the 2009-2010 academic year equaling almost 1/3 of the enrollment in the fall 2009. In fact, since its designation as a stand-alone university, degree completion at TAMU-CT has increased by almost 28%, from 542 degrees awarded in FY 2009 (its final year as a University System Center under Tarleton State University) to 692 degrees awarded in FY 2010 (its first year as a stand-alone university), with 35% of the degrees awarded at the master's level.

Quick Facts:

- Average student age is 34
- 65% female / 35% male
- 30% graduate students 70% undergraduate students
- 40% Military-related; active duty, veterans, or members of military families
- 15:1 student/faculty ratio; 17 is the average undergraduate class size
- Fall 2010 Enrollment: 2,317 and Spring 2011 enrollment: 2,558
- 692 degrees awarded in FY 2010
- 96% of students are enrolled part-time as of Fall 2010
- Ethnicity: 54% White/Non-Hispanic, 26% African American, 14% Hispanic, 3% Asian/Pacific Islander, 1% American Indian/Alaskan Native, 2% Unknown/Not Reported
- Division enrollment as of Fall 2010: 45% Business, 28% Education and Psychology, and 25% Arts and Sciences

MISSION

Student Affairs encourages personal growth and enriches the quality of campus life through innovative student-centered programs that foster service, diversity, and integrity. Students will have the opportunity to engage socially, professionally, and academically to enhance lifelong learning.

VISION

Student Affairs strives to provide unparalleled learning experiences, while empowering our students within an inclusive and supportive environment.

SERVICE
DIVERSITY
INTEGRITY | CORE
VALUES



Leadband
Armon
-la



**SERVICE
DIVERSITY
INTEGRITY**

IMPERATIVE 1

BUILD A CULTURE OF INNOVATION



The growing need to be accountable and intentional with programs and initiatives is evident within higher education. Astin's Inputs-Experiences-Outcomes (I-E-O) model provides guidance in our work as we create and design intentional programs that meet the needs of students. The experiences and support we provide to students should be based upon the characteristics students bring into the university and what the university expects as outcomes.

1.1. Develop and enhance assessment tools

- 1.1.1. *Identify and conduct a comprehensive needs assessment to clearly identify the needs of our students*
- 1.1.2. *Complete division-wide assessment practices to ensure the appropriate quantity and quality of assessments*

1.2. Develop and expand programs/initiatives that meet the needs of our students

- 1.2.1. *Utilize assessments to strengthen student success and program accountability*
- 1.2.2. *Benchmark programs/initiatives at other institutions and determine institutional need*
- 1.2.3. *Expand the breadth of our student support programs online*
- 1.2.4. *Develop initiatives to support our military-related students*
- 1.2.5. *Develop support programs for our transfer student populations*
- 1.2.6. *Develop support programs that promote student health and wellness*

1.3. Forecast needs and build staff and space to ensure program effectiveness

- 1.3.1. *Create a 5-year Student Affairs staffing plan*
- 1.3.2. *Utilize the approved Student Affairs staffing plan when creating new positions*
- 1.3.3. *Identify and enhance spaces for effective program delivery*
- 1.3.4. *Assess and identify future space needs for office personnel and multi-purpose spaces*

1.4. Develop a strengths-based mentality

- 1.4.1. *Lead the university by implementing strengths-based professional development opportunities*
- 1.4.2. *Incorporate strengths throughout professional development plans and annual performance appraisals for staff*
- 1.4.3. *Develop student leadership opportunities where students discover their strengths*

IMPERATIVE

2



ENHANCE CAMPUS LIFE & STUDENT SUCCESS

Since TAMUCT has received stand-alone status, the institution has experienced much growth and change, revealing both strengths and challenges that should be analyzed and addressed. Throughout the data reviewed for this plan, which includes surveys such as the National Survey for Student Engagement (NSSE), one apparent institutional challenge is the need for a sense of campus life and student engagement. There is a need to implement campus life initiatives that enhance the campus community, acclimating students to the university. Additionally, it is important to integrate student development theory with data and research. The institution's average student age is 34, and using Chickering's Seven Vectors theory on student development, university data, and other national research yield areas that should focus on students' self-identity and purpose.

2.1. Collaborate to develop university-wide traditions and spirit initiatives

- 2.1.1. Create a university committee to oversee the implementation of traditions*
- 2.1.2. Identify strategies to fund tradition and spirit initiatives*
- 2.1.3. Develop and implement annual programs/initiatives that celebrate our history with the military*
- 2.1.4. Enhance and develop annual spirit programs/initiatives for the university*
- 2.1.5. Develop mechanisms to share traditions and spirit initiatives with internal and external constituents*

2.2. Increase marketing and communication with faculty, staff, and students

- 2.2.1. Promote the role of Student Affairs within the university*
- 2.2.2. Create marketing strategies for operational plans within each office*
- 2.2.3. Create Student Affairs branding in social media*
- 2.2.4. Create communication and marketing plan that targets faculty and seeks input*
- 2.2.5. Develop and enhance faculty relationships*

2.3. Empower students to grow personally

- 2.3.1. Develop and implement initiatives for students to enhance their self-identity*
- 2.3.2. Develop and implement initiatives for students to enhance their purpose*
- 2.3.3. Develop and implement initiatives for students that foster compassion*

2.4. Foster supportive environments that are accessible and diverse

- 2.4.1. Assess and address attitudinal barriers that impede disability access and diversity awareness*

- 2.4.2. *Work with the offices of Instruction Design and Information Technology to enhance the delivery of online programs/initiatives*
- 2.4.3. *Implement diversity education through appropriate programs/initiatives*
- 2.4.4. *Develop a comprehensive framework and procedures for disability support*
- 2.4.5. *Raise disability support awareness through existing programs/initiatives*

2.5. Develop opportunities to celebrate student success

- 2.5.1. *Create additional recognition opportunities through the Student Leadership & Service Awards Ceremony*
- 2.5.2. *Identify funding strategies to aid students researching and presenting at conferences*
- 2.5.3. *Research and recognize career related success stories of students*

2.6. Develop programs to aid student retention

- 2.6.1. *Create an early-alert and warning system to identify at risk students*
- 2.6.2. *Develop and implement a peer mentoring program*
- 2.6.3. *Develop and implement a new student greeter program*
- 2.6.4. *Develop a comprehensive new student orientation plan that includes online and military students*



IMPERATIVE 3

FOSTER AN ENVIRONMENT OF LEARNING



Learning is our top priority. As the need to be accountable for resources and programs grow, we must also implement structures to ensure student learning is occurring and adequately plan for the future.

3.1. Ensure programs and initiatives promote learning

- 3.1.1. *Establish student learning outcomes for the Division of Student Affairs and each functional area to strategically map student learning*
- 3.1.2. *Utilize student learning outcomes within programs*
- 3.1.3. *Review and share results with internal and external constituents*

3.2. Establish a division-wide conceptual model to guide student learning for all programs within Student Affairs

- 3.2.1. *Identify and adopt a conceptual model for the Division of Student Affairs*
- 3.2.2. *Implement a conceptual model for all programs*
- 3.2.3. *Map all student learning outcomes to the conceptual model*
- 3.2.4. *Assess model usage and its ability to promote student learning*

3.3. Aid faculty and staff to enhance student learning and support

- 3.3.1. *Create and implement professional development opportunities and workshops for faculty and staff*
- 3.3.2. *Develop a professional development plan for all student affairs employees*
- 3.3.3. *Make available satisfactory professional development opportunities for staff within Student Affairs*



IMPERATIVE 4

ENGAGE THE COMMUNITY



As we build Texas A&M University - Central Texas, we can not do it without the communities that have already contributed greatly to our growth. There are many valuable learning and developmental opportunities for our students within the community, and therefore opportunities to share the successful internal program/initiatives we have developed.

4.1. Establish opportunities for students to learn and gain valuable experience within the community

4.1.1. *Create and implement a comprehensive internship program*

4.1.2. *Develop employer relations program to aid in career-connectedness for our students*

4.1.3. *Enhance the quality and quantity of college-readiness presentations within the Blue Coat Ambassador program*

4.2. Develop and enhance community outreach programs/initiatives

4.2.1. *Develop and implement a comprehensive volunteer program*

4.2.2. *Develop and implement a comprehensive service-learning program*

4.3. Cultivate partnerships within the community

4.3.1. *Develop mechanisms for students to strengthen transition from lower-level to an upper-level institution with partner community colleges*

4.3.2. *Develop and maintain relationships within the community to explore collaborative efforts in joint programs/initiatives*

4.3.3. *Deliver educational programs/initiatives that engage the community and our students*



PERFORMANCE MEASURES

1. BUILD A CULTURE OF INNOVATION

1.1. Develop and enhance assessment tools

- 1.1.1. By FY '12, complete comprehensive needs assessment and make results public
- 1.1.2. By FY '12, complete division-wide assessment practices plan and have approved by the Director of Institutional Effectiveness

1.2. Develop and expand programs/initiatives that meet the needs of our students

- 1.2.1. By FY '13, have each office utilize the division-wide assessment plan and integrate results into operation plans
- 1.2.2. By FY '13, conduct a comprehensive benchmark study with the Student Affairs Strategic Planning Committee
- 1.2.3. By FY '15, within Student Affairs, increase online support by 50%
- 1.2.4. By FY '13, have each office develop operational strategies that support our military-related students
- 1.2.5. By FY '13, integrate support programs into the continuous improvement plans and implement accordingly
- 1.2.6. By FY '12, appoint task force to review student wellness and integrate recommendations into the continuous improvement plans

1.3. Forecast needs and build staff and space to ensure program effectiveness

- 1.3.1. By FY '13, create a 5 year Student Affairs staffing plan and have reviewed by Provost and President
- 1.3.2. By FY '14, begin utilizing the approved Student Affairs staffing plan
- 1.3.3. By FY '13, create comprehensive space report
- 1.3.4. By FY '14, assess and identify future space needs for office personnel and multi-purpose spaces

1.4. Develop a strengths-based mentality

- 1.4.1. By FY '12, approve plan for strengths-based professional development for staff
- 1.4.2. By FY '13, use strengths in professional development plans and annual performance appraisals
- 1.4.3. By FY '14, host a strengths-based student program

2. ENHANCE CAMPUS LIFE & STUDENT SUCCESS

2.1. Collaborate to develop university-wide traditions and spirit initiatives

- 2.1.1. By FY '12, create a committee to oversee the implementation of traditions
- 2.1.2. By FY '13, create report listing strategies to fund tradition and spirit initiatives
- 2.1.3. By FY '13, host annual programs/initiatives that celebrate our history with the military
- 2.1.4. By FY '14, provide at least 4 annual events for the university community
- 2.1.5. By FY '14, develop website listing spirit programs/initiatives and implement marketing recommendations from committee

2.2. Increase marketing and communication with faculty, staff, and students

- 2.2.1. By FY '13, approve division-wide marketing strategies, to include clarification of office and personnel responsibilities
- 2.2.2. By FY '13, have 100% of all offices within Student Affairs create marketing strategies for operational plans
- 2.2.3. By FY '14, hire a Student Affairs marketing intern and begin using social media
- 2.2.4. By FY '14, create a communication and marketing plan that targets faculty and allows input
- 2.2.5. By FY '14, increase relationships, by faculty self-reporting on a survey, by 25%

2.3. Empower students to grow personally

- 2.3.1. By FY '13, integrate initiatives for students to enhance their self-identity in the continuous improvement cycle
- 2.3.2. By FY '13, integrate initiatives for students to enhance their purpose in the continuous improvement cycle
- 2.3.3. By FY '13, integrate initiatives for students to grow compassionately in the continuous improvement cycle

2.4. Foster supportive environments that are accessible and diverse

- 2.4.1. By FY '13, conduct assessment and have plan approved by Director of Student Affairs and the Provost
- 2.4.2. By FY '14, identify and implement 5 strategies to enhance the accessibility of online programs/initiatives.
- 2.4.3. By FY '13, integrate diversity related programs/initiatives into the continuous improvement plan
- 2.4.4. By FY '13, have comprehensive framework and procedures for disability support approved by the Director of Student Affairs
- 2.4.5. By FY '13, identify 5 programs/initiatives to raise disability awareness and by FY '14, implement awareness into initiatives

2.5. Develop opportunities to celebrate student success

- 2.5.1. By FY '12, identify 5 strategies to provide additional recognition at the Student Leadership & Service Awards Ceremony
- 2.5.2. By FY '13, create a report listing funding strategies to aid students researching and presenting at conferences
- 2.5.3. By FY '13, advertise and keep record of career related success stories of students

2.6. Develop programs to aid student retention

- 2.6.1. By FY '14, create an early-alert and warning system
- 2.6.2. By FY '13, hire and train peer mentors for students
- 2.6.3. By FY '13, have new student greeter program approved and begin usage
- 2.6.4. By FY '12, have the comprehensive new student orientation plan approved by the Director of Student Affairs

3. FOSTER AN ENVIRONMENT OF LEARNING

3.1. Ensure programs and initiatives promote learning

- 3.1.1. By FY '13, have learning outcomes for the Division and each functional area approved by the Director of Student Affairs

- 3.1.2. By FY '14, integrate learning outcomes into the program planning rubric
- 3.1.3. By FY '15, publish results on the Division of Student Affairs website

3.2. Establish a division-wide conceptual model to guide student learning for all programs within Student Affairs

- 3.2.1. By FY '13, have a conceptual model approved by the Director of Student Affairs
- 3.2.2. By FY '14, have all areas within Student Affairs use the model within the program planning rubric
- 3.2.3. By FY '15, map all student learning outcomes to the conceptual model and integrate into the continuous improvement plan
- 3.2.4. By FY '15, conduct assessment with staff and Provost to discover model usage and its ability to promote student learning

3.3. Aid faculty and staff to enhance student learning and support

- 3.3.1. By FY '13, provide 10 workshops or related professional development opportunities for faculty and staff
- 3.3.2. By FY '12, approve professional development plan for all student affairs employees
- 3.3.3. By FY '13, inventory and fund professional development opportunities and have 90% satisfaction rate from student affairs staff

4. ENGAGE THE COMMUNITY

4.1. Establish opportunities for students to learn and gain valuable experience within the community

- 4.1.1. By FY '13, have program approved by the Director of Student Affairs and integrate into the continuous improvement plan
- 4.1.2. By FY '13, have program approved by the Director of Student Affairs and integrate into the continuous improvement plan
- 4.1.3. By FY '12, host focus-group with Marketing and Enrollment Management to revamp college-readiness presentations and begin advertising presentations in the community

4.2. Develop and enhance community outreach programs/initiatives

- 4.2.1. By FY '13, have program approved by the Director of Student Affairs and integrate into the continuous improvement plan
- 4.2.2. By FY '13, have program approved by the Director of Student Affairs and integrate into the continuous improvement plan

4.3. Cultivate partnerships within the community

- 4.3.1. By FY '13, identify and implement 10 strategies to strengthen the transition from a lower-level to an upper-level institution with partner community colleges
- 4.3.2. By FY '14, host 10 joint programs/initiatives with the community and integrate results into the continuous improvement plan
- 4.3.3. By FY '15, identify and host 20 educational programs/initiatives that engage the community and our students

STRATEGIC ALIGNMENT

The Strategic Plan for the Division of Student Affairs must align with and support the Texas A&M University - Central Texas Strategic Plan 2011-2015. The following crosswalk provides the TAMUCT imperatives and where the goals align with the Division of Students Affairs. Successful goals overlap imperatives, and therefore goals may be listed more than once if they relate to more than one imperative.

Institutional Imperative I: Academic Excellence through Accountability and Classroom Rigor

- 1.1 Develop and enhance assessment tools*
- 3.1 Ensure programs and initiatives promote learning*

Institutional Imperative II: Building an Environment to Foster Scholastic Achievement

- 1.1 Develop and enhance assessment tools*
- 1.2 Develop and expand programs/initiatives that meet the needs of our students*
- 1.3 Forecast needs and build staff and space to ensure program effectiveness*
- 1.4 Develop a strengths-based mentality*
- 2.3 Empower students to grow personally*
- 2.5 Develop opportunities to celebrate student success*
- 2.6 Develop programs to aid student retention*
- 3.1 Ensure programs and initiatives promote learning*
- 3.2 Establish a division-wide conceptual model to guide student learning for all programs within Student Affairs*
- 3.3 Aid faculty and staff to enhance student learning and support*
- 4.1 Establish opportunities for students to learn and gain valuable experience within the community*
- 4.2 Develop and enhance community outreach programs/initiatives*

Institutional Imperative III: Fostering a Sense of Community

- 1.3 Forecast needs and build staff and space to ensure program effectiveness*
- 1.4 Develop a strengths-based mentality*
- 2.1 Collaborate to develop university-wide traditions and spirit initiatives*
- 2.2 Increase marketing and communication with faculty, staff, and students*
- 2.3 Empower students to grow personally*
- 2.4 Foster supportive environments that are accessible and diverse*
- 2.5 Develop opportunities to celebrate student success*
- 3.3 Aid faculty and staff to enhance student learning and support*
- 4.2 Develop and enhance community outreach programs/initiatives*
- 4.3 Cultivate partnerships within the community*







TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

DIVISION OF STUDENT AFFAIRS
1901 S. CLEAR CREEK RD KILLEEN TX 76549
254.519.5721 | WWW.CT.TAMUS.EDU/STUDENTAFFAIRS