

Division of Student Affairs  
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## **DIVISION OF STUDENT AFFAIRS STRATEGIC PLAN**

### **MISSION STATEMENT**

The Division of Student Affairs supports and enhances the learning experience of students and the university community through quality activities, facilities, programs and services.

### **VISION STATEMENT**

The Division of Student Affairs will work collaboratively to retain and graduate knowledgeable individuals of civility, competence, integrity, perspective, and vision; who value diversity, service and leadership; make ethical decisions and meaningful contributions to our university community and a dynamic global society.

#### **The Division of Student Affairs will**

- Be recognized as a significant partner in the preparation of students to be leaders;
- Develop students as fully contributing citizens;
- Instill in students an appreciation of the value of service; and
- Prepare students to be effective and productive in an increasingly diverse society.

#### **The Division of Student Affairs values**

- A quality, supportive, community environment that affects learning positively;
- Community involvement enhancing learning;
- The uniqueness of each student;
- The worth and dignity of each person;
- Non-prejudicial principles of higher education;
- Responsibility of students for their own actions and lives;
- Freedom to doubt and question and acceptance of accompanying responsibility;
- Teaching effective citizenship; and
- Personal growth as a life long process.

## **GOALS, CRITICAL SUCCESS FACTORS, AND OBJECTIVES** **(including Strategies and Assessments)**

**Goal 1. Access and diversity: Enhance student services and access to them in order to foster individual growth and development progressing to graduation.**

### **Critical success factors:**

- Achieve 90 percent college matriculation rate from special pre-college program participants.
- Increase the campus participation of multicultural student organizations in co-curricular activities by 10 percent per year.
- Increase of 5 percent retention rate among students receiving special services (i.e. counseling, and Access Tech).
- Retain 90 percent of special services students.
- A new health and counseling center (Wellness Center).

### **Objectives:**

***Objective 1.1: Recruit, retain and graduate into post secondary education a larger, more academically prepared and diverse student body from special pre-college programs.***

### **Strategies:**

- Implement ongoing needs assessment, including data collection and evaluation strategies of pre-college and assistive services programs.
- Attend workshops regarding student retention to learn about effective programs and best practices.
- Work to expand special assistance programs and pre-college programs; provide liaison function among division of student affairs programs and essential administration, provide support for seeking outside funding of programs.
- Develop a structural program plan for involvement and coordination of diversity programming.
- Include support services for multicultural groups.

### **Assessments:**

- Increase in program retention rates.
- Review of student participants' demographic data.
- Increase in multicultural student group involvement.
- Increase in amount of advisement.

***Objective 1.2: Increase collaboration between the Division of Student Affairs and other areas of the university to ensure facilities, programs and services meet future needs.***

**Strategies:**

- In partnership with Facilities Planning and Construction, and division operations develop long-range facilities improvement plans.
- Collaborate with Information Technology to increase electronic access to student services.
- In cooperation with Academic Affairs and Enrollment Management develop a seamless first-year experience program.
- Work with Alumni Association to increase access to Red Raider camp as demand grows.

**Assessments:**

- Progress and development of student affairs facilities master plan.
- Increase in number of student services applications on line.
- Evaluation reports of comprehensive first year experience program.
- Increase in capacity of Red Raider camp.

***Objective 1.3: Plan, design, fund and build new health and counseling center.***

**Strategies:**

- Board of Regents approval of new building plans and budget.
- Visit universities that have new health facilities built within three to five years.
- Determine campus location for new facility.
- Obtain student input.
- Contract consultant for device.
- Contract architect and have blueprints drawn.

**Assessment:**

- Progress toward completion of building.

***Objective 1.4: Maintain and expand access for students to diverse groups via diversity of staff, interns, orientation of programs.***

**Strategies:**

- Recruit diverse applicants for staff, interns and work-study positions.

- Conduct a needs assessment of perceptions and experiences of non-mainstream students that may act as barriers to full ownership and positive perceptions of the university experience.
- Create initiatives that emphasize a “come change us” focus rather than just “come join us”.
- Develop the system to document results of efforts towards authentic diversity (stakeholders of equal status).

**Assessments:**

- Analyses of needs assessment—quantitative and narrative parts to establish a baseline for diversity.
- Increase from baseline in the percentage of participation of underrepresented groups in university programs.
- Qualitative changes in the desired direction in perception of ownership and appropriateness of programs among underrepresented groups.

**Goal 2. Support for academic excellence: Promote student involvement and out-of-classroom learning and service experience in the University and community.**

**Critical success factors:**

- GPAs of those involved in student services programs (i.e. Housing and Residence Life programs, Testing, Office of Campus Life) in the 75<sup>th</sup> percentile.
- GPAs of those in assistive programs (i.e. Access Tech, Counseling Center, TECHniques Center) on average above the 65<sup>th</sup> percentile.
- University retention of students in programs (assistive and non assistive) up five percent over five years.
- Preventative health and safety programs reach 85 percent of their combined critical success factor benchmarks each year (i.e. women’s and men’s health, immunization, anti-alcohol and anti-smoking, cold and flu prevention and self-help programs).
- Student participation in community service activities increases by 3% per year.
- Financial and administrative support to student-run and student-initiated programs up by 3% per year.

***Objective 2.1: Provide administrative support for academic supportive programs under the Division of Student Affairs.***

**Strategies:**

- Coordinate efforts among departments, such as Housing, Campus Life, targeted academic departments, and other relevant departments to expand Learning Communities and Freshman Interest Groups (FIGs) on campus.
- Market Learning Communities and FIGs to student organizations and academic departments.

- Ensure program directors and coordinators are aware of and have access to fiscal information and infrastructure support from the Division of Student Affairs.
- Help secure financial support, liaison and administrative services to Division programs that assess, counsel, and tutor students with special needs.
- Help secure financial support, liaison and administrative services to Division programs that increase opportunities for students to take full advantage of a challenging curriculum.
- Continue to hold Division meetings with open discussions and collective decision making concerning interdependency of departments and programs in order to ensure well-coordinated and quality services to students.
- Directors, vice-president and other representatives hold continuous problem-solving sessions concerning facilitation of beneficial cooperative efforts and partnerships, given the interdisciplinary nature of the Division's work (i.e., streamlining of resources, increased information flow, support for monitor and adjust processes in assessments, etc.).

**Assessments:**

- ACUHO-I Resident Study results
- Increase in retention rates of student participants
- Increase in GPAs of student participants
- Results of six-weeks survey
- Minutes of meetings provide evidence of progress in coordinated efforts.

***Objective 2.2: Provide adequate housing services for students.***

**Strategies:**

- Hold regular meetings and focus groups and with constituents (such as the Honors College and honors students, student organizations, parent organizations, Office of International Studies, etc.) to determine housing needs on an ongoing basis.
- Revise and implement Housing Master Plan.
- Division of Student Affairs provides support for information gathering, scheduling meetings, and liaison among various departments.
- Division of Student Affairs coordinates research and data gathering to assess progress.

**Assessments:**

- Reactions of focus group pertaining to progress in provision of appropriate and adequate housing.
- Minutes of meetings provide evidence of progress.
- Division research monitors and determines progress toward completion of Housing Master Plan.

***Objective 2.3: Organize, enhance, and consolidate all campus alcohol, tobacco, and other drug educational programs and services.***

**Strategies:**

- Review and implement the comprehensive program that encompasses all alcohol, tobacco and other drugs prevention, education, intervention and referrals for treatment programs.
- Develop peer-based prevention and education programs.
- Develop social norming marketing campaign to influence students' perception of drug use.
- Assist other departments with judicial sanctions
- Assist the Center for Tobacco Prevention and Education with the campus-wide tobacco free programs.

**Assessments:**

- Core Alcohol Survey shows decrease in use and increase in knowledge of legal and health issues by students.
- College Health Assessment Survey shows decrease in drug use (and other high risk behavior) by students.

***Objective 2.4: Division of Student Affairs supports departments' efforts to increase student involvement in community service activities.***

**Strategies:**

- Add more agencies to Community Action Day opportunities.
- Develop Community Connections program.
- Add more participants to Alternative Spring Break.

**Assessments:**

- Increase in number of Community Service opportunities.
- Increase in overall grade point average for participants.
- Increase in graduation rate by participants.
- Increase in Graduate/professional school enrollment by participants.

***Objective 2.5: Provide ongoing financial assistance and professional leadership in student-run/student-initiated programs.***

**Strategies:**

- Continue support for KTXT efforts by hiring advisor to oversee activities and mentor student managers.
- Provide liaison efforts to secure funding from internal TTU sources and outside contributors for KTXT.

- Provide forums for students to develop new initiatives that complement their TTU experience by providing quality academic experiences.
- Provide liaison and administrative support to student-run/student-initiated activities with TTU (academic/support departments, faculty, staff, administrators, community, government agencies).

**Assessments:**

- Increase in student leadership involvement in KTXT.
- Increase in number of student initiatives.
- Increase in number of non-student facilitators in student initiatives.
- Level of fiscal and administrative stability of student-run activities.

**Goal 3. Partnerships: Promote internal and external partnerships that enhance the image of activities, programs and services within the Division of Student Affairs.**

**Critical Success Factors** (measures of the degree of success over the next 5 years):

- 5% increase in links with area youth service organizations.
- 5% increase in faculty involvement with Division programs.
- 5% increase in partnership with community organizations and services.
- 10% increase in community service opportunities through partnerships.
- 10% increase in external funding for programs through partnerships (e.g., Red Raider Camp).
- 5% increase in TTU community's participation in Division's programs.
- 5% increase in retention and graduation rates of students participating in assistive programs (i.e., Upward Bound, Counseling Center, Access Tech, etc.).

**Objectives:**

***Objective 3.1: Establish collaborative alliances with agencies serving youth in the area to improve recruitment of and service provided underrepresented, minority, and other students who could benefit from Programs offered by the Division.***

**Strategies:**

- Identify agencies with ability to enhance recruitment, retention and graduation rate of participants.
- Partner with agencies sharing a focus to enhance the program participant's recruitment, retention and graduation rates.

**Assessments:**

- Number of program links with area youth-serving organizations.
- Increase in number of student participants in Division programs.

- Increase in funding secured for programs.

***Objective 3.2: Increase partnerships among Division programs with county, state and federal agencies that share similar functions.***

**Strategies:**

- Collaborate with Ombudsman's Office in partnership with the South Plains Association of Governments Dispute Resolution Center to make mediation an attractive way for students to resolve disputes.
- Encourage discussion among programs and centers to identify other potentially facilitative links with county, state and federal agencies.
- Division offices serve as liaison between division programs and agencies to initiate contact, request support, and maintain open communication.

**Assessments:**

- Increase in number of students utilizing Mediation Services.
- Increase in number of partnerships.
- Development of cooperative activities involving Division programs and various external agencies.
- Increase in funding secured for programs.

***Objective 3.3: Build strategic partnerships with faculty to enhance Student Affairs academic initiatives such as Learning Communities and Freshmen Interest Groups (FIGS) and other academic support activities.***

**Strategies:**

- Establish stakeholder meetings to maintain and enhance Learning Community programs and services.
- Seek partnerships with academic departments to plan future communities.
  - Seek regular input from faculty about other activities Student Affairs might offer to support the academic atmosphere and improve the learning experience of students.
  - Keep academic chairs informed about the importance of collaborative service with Student Affairs.

**Assessments:**

- Results of six week assessment.
- ACHUO-I Resident Study.
- Faculty survey of focus groups and other input from faculty.
- Increase in number of faculty partnerships.

***Objective 3.4: Develop current partnership with Wells Fargo to expand acceptance of the TechExpress card by local businesses.***

**Strategies:**

- Identify local businesses that serve the student market.
- Market the use of the TechExpress card to local businesses and students.

**Assessments:**

- Increase number of businesses accepting TechExpress card by 5% annually.
- Increase dollar volume of TechExpress card use by 5% annually.

***Objective 3.5: Enhance visibility and facilitate departments, students and the community's use of diverse services provided by Student Affairs.***

**Strategies:**

- Provide administrative support to help efforts to relocate Career Center to a more visible location.
- Assist Alumni Association to develop resources for Red Raider Camp and opportunities for service learning.
- Provide administrative support to maintain and strengthen the strategic relationship between Hospitality Services and the Student Union in the development and operation of a food court, casual dining concept and staging/production kitchen.

**Assessments:**

- Progress toward Career Center relocation.
  - Increase in use of Career Center.
- Increase in number of service learning opportunities identified.
  - Increase in number of students participating in service learning.
- Increase in amount of funding.
- Progress toward development and operation of a food court, casual dining concept and staging/production kitchen.

**Goal 4. Human Resources: Promote staff development, leadership, teaching, and training opportunities within the Division of Student Affairs.**

**Critical Success Factors** (measures of the degree of success over the next 5 years):

- Pay Plan with salaries that are competitive with 'like' institutions.  
Reduce turnover by 2% from each prior year.
- Bi-directional evaluation and professional development process established and assessed as appropriate by administrators and staff.

**Objectives:**

***Objective 4.1: The Office of the Vice President for Student Affairs will develop appropriate employee recognition programs.***

**Strategies:**

- Implement recognition program recommended by the PRIDE Committee.

**Assessment:**

- Number and type of recognition programs implemented.

***Objective 4.2: Develop a work environment based on competitive hiring pay scales, collegiality, and retention of a workforce of excellence.***

**Strategies:**

- Gather relevant comparative pay level information and related professional associations' benchmark information.
- Develop a comprehensive pay plan recommendation by area.
- Maintain open communication among staff and administrators concerning issues of remuneration and retention.

**Assessments:**

- Progress toward salaries competitive with peer institutions.
- Feedback during regular department and division meetings concerning remuneration and retention.

***Objective 4.3: The Office of the Vice President for Student Affairs creates a Division of Student Affairs orientation program for new employees.***

**Strategies:**

- Assign a task group to determine content and timeline for orientation, and an evaluation form for participants.
- Provide any necessary funding.

**Assessments:**

- Program completion and implementation.
- Number of new employees participating.
- Responses on evaluation form.

***Objective 4.4: Maintain a bi-directional evaluation process for all staff and administrators based on concepts of professionalism and professional development.***

**Strategies:**

- Maintain clear expectations for annual evaluation process (for administrators of staff, and for staff of administrators) with straightforward evaluation methods.
- Provide feedback sessions to discuss formal evaluations, with opportunity for response and plan for professional development when appropriate.
- Provide on-going opportunities to discuss progress toward individual professional goals with 'open-door' policy with administrators.
- Provide time and do periodic surveys during regular meetings to discuss evaluation process, professional development issues, and to provide bi-directional feedback on progress.
- Provide access to professional development for staff and administrators to act on performance evaluations and feedback.
- Suggestions for changes in evaluation process are considered and incorporated when appropriate.

**Assessments:**

- Minutes of meetings and surveys of staff and administrators indicate level of satisfaction with evaluation methods and professional development opportunities.
- Increase in productivity (correlated with satisfaction with evaluation methods and professional development opportunities).

**Goal 5. Tradition and Pride: Instill the traditions and spirit of Texas Tech University in new students.**

**Critical Success Factors** (measures of the degree of success over the next 5 years):

- Participation in Red Raider Camp increases by 10% each year until capacity is achieved.
- Implementation of a Division of Student Affairs integrated marketing plan.
- Increase awareness levels by 25%.
- Increase marketing effectiveness for the division by 100%.

**Objectives:**

***Objective 5.1: Campus Life establishes a comprehensive First Year Experience program to include Red Raider Camp, Freshmen Interest Groups, and New Student Orientation.***

**Strategies:**

- Develop a business plan to integrate programs and services for the success of first

- year students.
- Develop a Summer Reading Program in partnership with academic affairs.
  - Implement a Freshman Convocation incorporating the Summer Reading Program and an official welcome to Texas Tech University.

**Assessments:**

- Implement the business plan and assess effectiveness.
- Compare participants and non-participants grade point averages.
- Conduct focus groups to evaluate the impact of Summer Reading Program and Freshman Convocation.

***Objective 5.2: Student Affairs Marketing designs and implements a Division of Student Affairs integrated marketing plan.***

**Strategies:**

- Develop and implement strategic, division-wide, and integrated marketing plan and campaign.
- Review marketing goals and objectives of each area of the division.
- Determine cost-effective advertising mediums.
- Determine target markets.

**Assessments:**

- Survey customers and employees
- Consistency through publication reviews.
- Number of materials upgraded.

***Objective 5.3: Student Affairs Marketing provides a uniform design for all online communication sources as well as printed materials.***

**Strategies:**

- Standardize all on-line information to the look and feel of the corresponding print material to ensure a continuity of format and presentation.
- Develop marketing literature in both print and on-line formats to educate students, faculty, and staff of all services available through the Division of Student Affairs.

**Assessments:**

- Progress toward continuity among all on-line materials (discussed at Division meetings).
- Progress toward continuity of departmental web pages with their printed materials.

- Increase in utilization of student affairs on-line services by students.
- Increase in number of on-line marketing opportunities.
- Reduced reliance on printed materials.

**Goal 6. Financial Stability and Logistical Support: Provide adequate funding and administrative support for student services.**

**Critical Success Factors** (measures of the degree of success over the next 5 years):

- 10% increase in “human capital” as determined by numbers of volunteers, names and addresses added to potential volunteer lists (Road Raiders), and percentage of service provided by volunteers for Division.
- 5% increase external funding.
- University Caterers will return a 3% net revenue by 2003 - 2004.
- Revenue adequate to meet at least 100% debt service requirements each year.
- A food court/mini-market constructed on the master plan recommendation and timeline.
- Two more convenience stores established.
- Increase HUB utilization 3% annually for the next five years.

**Objectives:**

***Objective 6.1: The Office of the Vice President for Student Affairs increases funding for state appropriated revenue and student related fees.***

**Strategies:**

- In cooperation with the Vice President for Fiscal Affairs and President increase state appropriated formula funding for activities, programs and services that directly impact the delivery of academic programs.
- In collaboration with various student fee advisory groups increase funding for fee supported and auxiliary student affairs units.

**Assessments:**

- Increased state appropriated funds.
- Improved fee and auxiliary funding.
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***Objective 6.2: Support collective negotiations/discussions/decisions/problem solving among departments and programs.***

**Strategies:**

- Division leadership solicits departmental concerns and initiates discussions at meetings.

- Develop streamline process for staffing/materials requests.
- Work toward and monitor on-going Division-wide formal and informal processes for collective discussions and negotiations.
- Identify process and purchasing opportunities for HUB partners.

**Assessments:**

- Recognition of open communications and collective decision-making documented in evaluation of Division administration.
- Minutes of meetings record level of collective decision-making.
- Increase HUB utilization by 3% annually for five years.

***Objective 6.3: Provide research and data collection services Division-wide.***

**Strategies:**

- Allocate support staff to assist with gathering and input of data (from university records or from surveys done throughout the division).
- Assist programs/departments with design and follow-through of research (i.e., help locate faculty or graduate students interested in supportive research, provide logistical support and liaison with appropriate TTU departments or community, etc.)
- Develop ‘clearinghouse’ within division for relevant data and data collection to help departments with research.

**Assessments:**

- Evaluation of Division administration indicates satisfaction with research and data collection support.
- Increase in amount of research (i.e., surveys, statistical comparisons, needs assessments, progress assessments, etc.) undertaken by division departments and programs.

***Objective 6.4: Establish more operations in the Residence Hall area for cash sales and meal plan growth.***

**Strategies:**

- Design and build a food court/mini-market.
- Build and/or establish at least two more convenience store operations.
- Provide other outlets for cash sales, i.e. kiosks or express outlets.

**Assessments:**

- Number of operations open.
- Cash sales income.

