“Without courage, we cannot practice any other virtue with consistency. We can’t be kind, true, merciful, generous, or honest.”

~ Maya Angelou

Thank you to all of our TTU Student Affairs team for the courage you show every day to demonstrate our values, including kindness, compassion, generosity, and honesty to our students and to each other. It is my hope that the following document will continue to guide us in the practice of these values as we support and challenge our students.

Vice Provost for Student Affairs

Catherine A. Duran, Ph.D.
The Office of the Vice Provost for Student Affairs announced our strategic plan for 2020-2025. This plan guides our efforts and ensures we focus on the most critical areas for current and future students. Our plan supports Texas Tech University’s Strategic Plan, A Foundation for the Next Century | A Pathway to 2025, by ensuring Student Affairs is actively advancing our core values and are accountable for a student-centered Red Raider experience.

The programs and services offered by departments within Texas Tech University Student Affairs provide opportunities for students to bring their college experience to life outside the classroom, and to make important connections with what they’re learning inside the classroom. The Student Affairs Strategic Plan will guide our efforts to help students get the most out of those experiences.

In the midst of the strategic planning process, the Spring 2020 semester brought the beginning of the COVID-19 pandemic. The rapidly-evolving situation required a tremendous amount of teamwork, patience, and flexibility as we continued to educate and support students virtually. Through it all, Student Affairs’ devotion to supporting students remains the same as we work together to fulfill the Texas Tech Commitment and the Student Affairs Core Values. As our world is still changing during this period of disruption, we have found many new opportunities arise. These opportunities include experimentation and innovation as part of our strategic (and operational) planning, and they can help us emerge from the crisis stronger than before.

As we move forward, we are ever mindful of our passion for student engagement and success. The plan presented herein outlines our goals, objectives and strategies in detail. It is a living, breathing document; some initiatives are already in motion and some areas may even have gaps that we intend to fill. This is a journey for us, with the goal of constantly revisiting our efforts as we forge a path for success. Together, we continue our work to ensure access, success, and engagement for all Texas Tech University students.
Throughout the history of Higher Education, Student Affairs has evolved from a general enforcement of student behavior in and out of the classroom to a more comprehensive effort to develop the growing and changing needs of today’s student. Student Affairs is committed to the ideas that student learning does not occur exclusively within the classroom and that the university experience affects students in many different ways. Student Affairs encourages holistic student development by promoting and supporting the emotional, mental, social, and physical well-being of students. Student Affairs complements the academic experience by helping students become engaged in the university setting and providing them with resources that help them be successful both in and out of the classroom.

Student Affairs professionals create intentional programs, services, and experiences that support student growth and development.

Here at Texas Tech, the areas specifically aligned with Student Affairs include Dean of Students, student conduct, career services, and counseling, student government, student disability and legal services, orientation and new student services, risk intervention and safety education, co-curricular engagement, student leadership development, fraternity and sorority life, LGBTQIA, parent and family relations, peer financial coaching, TTU spirit programs, and Raider Red’s Food Pantry.

Primary funding for Student Affairs services, programs and buildings is generated by Student Services fees. Other funding sources include gifts, sponsorships, and program-specific user fees.
OUR AREAS

- Dean of Students
- Center for Campus Life
  - Fraternity & Sorority Life
  - Red to Black
  - Spirit Programs
  - Student Involvement
- Office of LGBTQIA Education & Engagement
- Parent & Family Relations
- Raider Red’s Food Pantry
- Risk Intervention & Safety Education
- Student Conduct
- Student Counseling Center
- Student Disability Services
  - TECHniques Center
- Student Government Association
- Student Legal Services
- Transition & Engagement
  - Red Raider Orientation
  - Red Raider Camp
  - Transfer Connection
- University Career Center
The strategic planning process is as important as the final plan itself. For our staff and students, engaging in the strategic planning process is an opportunity to reflect on what we do well, what we need to improve, and what the future direction of Student Affairs should be.

In the summer of 2018, Student Affairs set out to create our first strategic plan in more than 15 years. Under the leadership of Vice Provost Catherine A. Duran, Ph.D., representatives from across the division formed the Student Affairs Strategic Planning Committee (SASP-C) and began a collaborative process of developing a five-year strategic plan.

At four separate retreats, the SASP-C identified the strengths of the division in serving students and what is needed to improve our efforts. To begin, as an internal exercise, the committee conducted a “situational analysis” using the SWOT approach, identifying our strengths, weaknesses, opportunities, and threats.

This analysis helped us identify our short- and long-term priorities and understand how we might best approach them.

Following input from the division staff, the outcome of the SASP-C’s four retreats was the formulation of a first draft mission, vision and a set of values for the division. In addition, the members of the SASP-C identified six strategic goals that would advance the division’s programs, services, and facilities.

An Edit Team was appointed in Spring 2021 to modify the drafts of the documents and to analyze feedback. The Edit Team worked through the spring to finalize the current plan.

Through this process, Student Affairs has articulated our values and clarified the defining goals for our work over the next five years, and we thank the committee for their work.
Student Affairs Strategic Planning Committee

Convener and Facilitator
Catherine A. Duran, Ph.D.

Technical and Project Support
Blake Groves, M.B.A.

Administrative Support
Deborah Green

Financial Advisor
Debbie Torrez

Members

Blayne Alaniz, M.S., Student Disability Services

Matt Gregory, Ph.D., Dean of Students and Office of Student Conduct

Mike Gunn, Student Government Association

Jeff Hays, J.D., Student Legal Services

Rachel Jackson, Ph.D., Transition and Engagement

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Jay Killough, Ph.D., University Career Center

Richard Lenox, Ph.D., Student Counseling Center

Elizabeth Massengale, Ph.D., Parent and Family Relations and Dean of Students

Nicole Noble, Ph.D., University Career Center

Larry Phillippe, Ed.D., Student Disability Services

Christine Self, Ph.D., Parent and Family Relations

Jill Stangl, J.D., Student Legal Services

Kimberly Thornton, Ed.D., Center for Campus Life

Brittany Todd, M.Ed., Risk Intervention and Safety Education (RISE)

Lisa Viator, Ph.D., Student Counseling Center

Edit Team

Catherine A. Duran, Ph.D.

Rachel Jackson, Ph.D.

Deborah Green

Tara Miller, Ed.D.
The overall work of Student Affairs is guided not only by Texas Tech University’s institutional mission, but also by our division’s mission, vision, and values, which inform how our collective efforts and how individual department’s programs and services are delivered to students.

The strategic planning process created division-wide goals and outcomes which will be met by departmental strategies and action steps. Each area of Student Affairs will contribute to conversations about how their area can work towards the Strategic Plan objectives. While goals of each department might change annually, the core work of each area is operationalized through key programs and services, which represent the overarching functions that define the department.

Student Affairs is committed to facilitating meaningful progress on each of our strategic goals, and will take the following steps to fulfill this commitment:

- Student Affairs will continue the Student Affairs Strategic Planning Committee’s efforts by meeting regularly to communicate achievements, engage in cross-divisional collaboration and report progress to the community.

- All areas of Student Affairs will regularly re-visit progress on the strategic plan within department and divisional meetings.

- Student Affairs will report on the implementation of the strategic plan in the annual report.
MISSION, VISION, & CORE VALUES

VISION

Student Affairs at Texas Tech University enriches our students’ lives through active learning experiences and innovative opportunities. We empower students to become the best version of themselves and to be a positive influence in the world.

MISSION

Student Affairs challenges, inspires, and supports students through programs, services, and activities that focus on the process of lifelong learning and personal growth. We use collaborative, creative, and intentional approaches to provide transformational learning opportunities through campus and community involvement. We are committed to advancing our students’ intellectual, emotional, social, and physical well-being through holistic educational experiences. We are an inclusive community where individual students flourish, and we strive to create an environment that fosters a sense of belonging and connection as a Red Raider. We encourage students to positively contribute to our diverse and rapidly changing global society.
CORE VALUES

Encourage Holistic Well-Being
Texas Tech Student Affairs takes a holistic approach to supporting students’ wellness. We are ensuring that resources for students’ basic needs are increased, and our community’s physical and mental wellness needs are addressed, while guiding students to develop qualities of collaboration, openness, curiosity, creativity, and resilience.

Foster Diversity with Inclusion
Student Affairs at Texas Tech is committed to promoting respect and appreciation of individual differences and perspectives, and recognizing these as strengths. We aim to create services and programs to ensure our community members feel they belong on our campus. We help students grow in their sense of self and understand their responsibility to live in community with others, through respectful dialogue and authentic connection. We also build communities of staff to help align our work and reinforce a sense of common purpose.

Promote Transformative Learning
In Student Affairs, we have made student learning a top priority. We believe in fostering a culture that prioritizes consent and respect. We do this by helping students think critically and learn about themselves, others, and the global community. We connect students to services they need during difficult times and times of crisis. We hold the University and students accountable for their conduct. We create and implement programs that enable students to be their best, stand up to peer pressure, and do what’s right.

Support, Serve, and Empower Students
Student Affairs is dedicated to supporting and challenging students so they can experience and accomplish more during their journey at Texas Tech and beyond. We demonstrate a student-centric approach by listening, empathizing, and understanding students’ experiences and needs. We encourage students to engage in activities that promote individual growth, knowledge acquisition, skill building, identity development, and emotional competency.

Uphold Honor and Integrity
Student Affairs is a community of professionals dedicated to our students and to the principles of honesty, fairness, respect, and accountability. We commit to reflect upon and uphold these principles in all our work, and to protect and promote a culture of integrity. We strive to be open, transparent, and accountable to the university and global community.
GOALS, OBJECTIVES, & STRATEGIES

Our strategic goals, objectives and strategies reflect the essential components of the student experience at Texas Tech. They represent a broad array of student learning and development outcomes, as well as a spectrum of operational excellence initiatives in keeping with the standards of excellence in our field.

**Strategic Goals** in Student Affairs stem from the mission of the University, are carried out in the context of our vision, mission and core values, and provide direction for the division for the long term.

Student Affairs **Objectives** are focused statements concerning actions that contribute to the overall accomplishment of our goals.

**Strategies** are the specific action plans designed to accomplish the objectives; they may be short or long-term and are subject to modification and change.

Six specific goals have been identified as priorities for 2020-2025.

### 2020 - 2025 GOALS

1. **Enhance Student-Centered Services and Processes**
2. **Expand Programs and Workshops to Foster Student Well-Being**
3. **Build Mutually Beneficial Relationships and Partnerships**
4. **Invest in Professional Staff Enrichment**
5. **Share Our Vision**
6. **Advance a Performance-Based Culture**
GOAL 1: Enhance Student-Centered Services & Processes

Student Affairs will focus on developing highly personalized pathways to success for every student and we will work to enhance the vibrancy of on-campus life.

Objectives

1.1 Provide individualized support services that are responsive to the unique and increasingly complex needs of the students we serve.

Strategies:
- Provide consistent student experiences for all campuses and locations, including online and distance learning programs.
- Develop specialized programs and services for graduate students, such as mentoring programs, job shadowing, career readiness, financial education, cultural understanding.
- Expand programming with the local community to enhance students’ skill development.

1.2 Implement innovative technology solutions that support student success.

Strategies:
- Utilize technology to expand delivery of programs and services that meet students’ mobile service needs.
- Commit to adapting emerging technologies that enable our delivery of services to all students, alumni, parents, faculty, staff and the community.
- Execute technology solutions to promote and improve division-wide collaboration, efficiencies and information sharing.

GOAL 2: Expand Programs & Workshops to Foster Student Well-Being

Student Affairs will expand upon existing student wellness programs while delivering services and influencing policies that promote mental, physical, and emotional health, and resilience.

Objectives

2.1 Engage and empower students through learning and development opportunities.

Strategies:
- Expand programs and workshops to develop resilience, life skills, coping skills, conflict management skills, and realistic goal setting.
- Provide resources and empower students to seek solutions to problems and issues.
- Provide involvement and educational opportunities for parents and family members.
- Expand learning opportunities with student internships, jobs, and job shadowing in Student Affairs through partnerships with the local community.
2.2 Create a positive and welcoming atmosphere for all students to learn.

**Strategies:**
- Create positive atmosphere where Student Affairs staff is well-informed about University resources and can facilitate meaningful and helpful referrals.
- Provide programs and services outside our offices and departments including outside our physical locations.
- Use technological advances and social media to promote and deliver services.
- Develop events and/or materials for students who might be targets of anti-inclusive attitudes.
- Embrace and develop mentor roles and authentic relationships with students.

**GOAL 3: Build Mutually Beneficial Relationships & Partnerships**

*Student Affairs will apply an innovative approach in developing and managing human, financial, and physical resources with a focus on students and sustainability.*

**Objectives**

3.1 Seek alternative funding sources that support the growing needs of the student community.

**Strategies:**
- Create a comprehensive development plan, including advancement and grant writing activities, to support the development of co-curricular programs, to diversify sources of funding, and promote long-term fiscal sustainability.
- Pursue external financial resources through grants or donations to assist students with financial need.

3.2 Engage faculty and the academic community through outreach and collaboration.

**Strategies:**
- Develop more regular communication channels with academic.
- Partner with academic units for special events, programs, and presentations.
- Collaborate with academic partners to identify high-impact educational practices that increase student engagement and success.
- Expand opportunities to assist academic departments and faculty for support with difficult situations.
- Serve as a resource for our partners to provide information and assistance with any activities that support student success.
GOAL 4: Invest in Professional Staff Enrichment

Student Affairs will prepare, develop, and support people—our most significant resource—so that they can creatively, fearlessly, and best serve our students and the campus community.

Objectives

4.1 Reimagine staff recruitment, retention, and development.

Strategies:

• Integrate innovative and evidence-informed practices into recruitment and hiring practices.
• Review job descriptions, expectations, and goals
• Coordinate recruitment efforts among Student Affairs departments to more fully display Student Affairs and Texas Tech culture.
• Increase representation of diverse populations.
• Implement a comprehensive orientation/on-boarding process for new employees.

4.2 Provide opportunities for personal and professional growth.

Strategies:

• Support and increase involvement and engagement in national and regional professional conferences.
• Increase the number of meaningful staff reward and recognition opportunities.
• Engage in regular, ongoing assessment.
• Increase participation in and create additional division-wide social and networking opportunities, particularly mechanisms to ensure holistic well-being.

GOAL 5: Share Our Vision

Student Affairs will communicate our efforts to the broader campus community and celebrate our contributions to student success.

Objectives

5.1 Build community awareness of the role and impact of Student Affairs.

Strategies:

• Regularly share results of our programs and assessment to internal and external partners that highlight the impact of Student Affairs programs and services on students.
• Engage with students to tell the Student Affairs story from their voice/viewpoint.
• Promote staff participation in campus-wide activities, programs and committees to share the Student Affairs vision.
• Develop key brand distinctions that can be applied across the division for a unified presence.
GOAL 6: Advance a Performance-Based Culture

Student Affairs will engage in ongoing assessment built on data-informed decisions and continuous improvement to ensure we keep the student experience at the center of our work.

Objectives

6.1 Develop and implement a division-wide effectiveness plan that includes the assessment of all Student Affairs operations, programs, and activities.

Strategies:
• Form a Student Affairs Assessment Advisory Group.
• Collect departments reports on three key performance indicators: Utilization, Satisfaction, and Student Learning.
• Create and implement division-wide student learning outcomes.

6.2 Ensure standards of assessment and accountability are in place that meet the needs of internal and external stakeholders.

Strategies:
• Review and evaluate the organizational structure on a regular basis, making changes necessary to maximize efficiency, integration, and effectiveness.
• Track how our services, activities, programs, and facilities compare to accepted national standards.