

Texas A&M University-Kingsville  
Division of Student Affairs

**2006-2011 Strategic Plan (Draft – September 1)**

**Introduction**

Texas A&M University-Kingsville has embarked on a strategic planning process intended to identify initiatives for each division to work toward over the next five years. The initiatives/goals are intended to assist in the transformation of learning and services for the campus community.

The strategic planning process began in 2000 for the Division of Student Affairs with the identification of several five-year goals and objectives. Many of these objectives are now listed as accomplishments. During this period the division also initiated a cyclical “Department Program Review” process to help identify trends, issues, and needs within each department. These program reviews followed the Council for Advancement of Standards (CAS) and often included recommendations from consultants or reviewers to aid divisional leaders in setting a strategic agenda.

In 2003 the divisional leadership worked to revise the mission, vision, and core values. These elements were endorsed by the full division’s staff and currently serve as the foundation for the remaining elements of the strategic plan, which are now included below.

**Student Affairs Vision**

To be highly regarded for our service to students and the local community; and as a national leader in student development, student outreach, and federally funded programs.

**Student Affairs Mission**

We create a selfless and collaborative environment to inspire students, foster personal growth, encourage community engagement, and promote global citizenship.

**Core Values/Traditions**

1. We value students as unique individuals. Our students are diverse and unique, all valued equally and appreciated in their own right. We value the opinions of all and seek to foster open communication.
2. We value the personal growth and development of our students. Students are encouraged, challenged, and expected to grow as human beings by engaging in new experiences and purposeful programs.

3. We value the Javelina spirit. The Javelina family has a rich heritage of access to quality education for all students, connection to alumni, service to society, and a desire to learn throughout life.
4. We value our service to students. We provide services that support the university community in its quest to promote an environment to enhance student success.
5. We value professionalism. We encourage professional growth, development, and ethical conduct of our staff.

### **Guiding Principles**

Student Affairs adheres to several “assumptions & beliefs” based from the foundation as a profession. Below is a listing of those assumptions and beliefs.

1. The academic mission of the institution is preeminent.
2. Each student is unique.
3. Each person has worth and dignity.
4. Bigotry cannot be tolerated.
5. Feelings affect thinking and learning.
6. Student involvement enhances learning.
7. Personal circumstances affect learning.
8. Out of class environments affect learning.
9. A supportive and friendly community life helps students learn.
10. The freedom to doubt and question must be guaranteed.
11. Effective citizenship should be taught.
12. Students are responsible for their own lives.

Taken from Student Development Point of View (1989).

### **Environmental Scan, Internal Trend Data and Current Status**

#### Environmental Scan

Millennial Students - The student of today is more technologically savvy than the students of the past. The students are fixated on the instant gratification since they live in the world of instant information. Universities need to adapt to meet the needs of the ever-changing population.

Nontraditional Students - enrollment at universities in traditional age students is decreasing while the attendance of students who work, have families or are over 25 has increased. These students are more mature than most students so they have different issues. Universities have to adapt to provide services at different hours, change policies that are detrimental to their involvement such as required residence policies. These students need access to areas at different times of the day than the traditional 8 a.m. to 5 p.m. mentality.

Helicopter parents - The baby boomers are more involved in the lives of students in every aspect. Students are more likely to be friends with their parents than in the past and less independent. These parents, in general, expect everything to be taken care. It is a dangerous trend as “en loco parentis” seems to be making a comeback and these types of parents often want the protected information on the student. They also expect the university to act in their place by safeguarding the student in all aspects.

Technology - The advent of technology is affecting everyone. Student Affairs needs to adapt to the new wave of technology from text messaging to cell phones. Emails have become today’s snail mail. Student Affairs has to work to provide information at an instant. The websites have to be interactive with the ability for students, parents to find all information necessary at a click since personal interaction has diminished with this technology.

MySpace & Privacy - Social networking via the internet has exploded in this realm as students receive their communication and information about friends from MySpace. This has further diminished the need to personal interaction as people not on MySpace are not “cool.”

#### Non-Faculty Staffing

The number of non-faculty (staff) is generally adequate to meet the needs of the student affairs programs. However, it is important to remember that as the faculty grow the support personnel must also grow. This has not been a general trend on campus and at some point will challenge individual’s abilities to meet increased demands. The division has demonstrated its ability to re-direct positions within the division to meet changing departmental need.

There are 110 full-time Student Affairs personnel. This includes personnel employed within Sodexo and Barnes & Noble. This number will increase with the addition of federally-funded grants within Special Programs.

The greatest need for personnel in the coming years will be in recreational sports, counseling, health care, and service operations in the auxiliary enterprises. New FTEs will be required to meet the demands of the new recreational center and the health center.

#### Faculty & Staff Performance

A summary of many divisional accomplishments is available online at <http://www.tamuk.edu/sass/accomplishments.html> .

## **Results of Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

Below is a summary of strengths, weaknesses, opportunities, and threats. The lists are in no particular order. For additional strengths, weaknesses, opportunities, and threats please see the appendices.

### 1. Assumptions and Environmental Elements

- a) Students are more involved on campus than A&M-Kingsville has been able to prove.
- b) Students, in general, will find a way to acquire (buy) what they really want.
- c) Funding for Student Affairs will not increase.
- d) Personnel for Student Affairs will not increase.
- e) Proportion of state funding will continued to decline
- f) A&M-Kingsville has a very strong student affairs team. This strength is not well known or understood outside of Student Affairs.
- g) Special Programs will likely maintain all present grant funded operations and succeed in acquiring Veteran's Affairs.
- h) SGA will want the university to build a recreational center.
- i) Demand for student housing will increase rapidly within 24 months beyond A&M-Kingsville's ability to house students.
- j) There will be at least two serious student crises that make public news in the Coastal Bend.
- k) Student protests and forums will increase and ultimately become a selling point for A&M-Kingsville (as an open speech campus).
- l) International students will grow to noticeably alter campus culture.
- m) Funding for building renovations and maintenance will not be available to meet the need or the demand.
- n) Parents will continue to assume a greater role in their students on-campus experience.
- o) Drugs and alcohol will remain a part of the student culture.
- p) Intimacy, and more specifically how students interact, will evolve as a result of students use of technology.

### 2. Strengths (Top Ten)

- a) Strong federal programs
- b) Beautiful camp/residential
- c) Support for our students
- d) Patriotic
- e) Recognized programs
- f) History of success
- g) Hispanic orientation
- h) Very experienced student affairs staff
- i) Student Affairs is open to all points of view
- j) Javelina Pride and Traditions

- k) Safe Campus
3. Weaknesses
- a) Aging facilities
  - b) Customer service
  - c) Food service
  - d) Technology
  - e) Enrollment
  - f) Campus Identity Issues
  - g) Disjointed Services
  - h) Inadequate Processes
  - i) Web page development
  - j) Traditional and mature campus – slow to respond to demands and change
4. Opportunities
- a) Geographic location
  - b) Embrace new trends
  - c) Develop our own marketing and image
  - d) Pharmacy school
  - e) Strong reputation
  - f) Build upon history (we are known in South Texas but must redefine who we are)
  - g) Create traditions
  - h) Capitalize on partnerships
5. Threats
- a) More progressive universities
  - b) Enrollment trends
  - c) Lack of regional growth
  - d) Local/regional sluggish economy
  - e) Status (stature) within the A&M System
  - f) Competition from other universities
  - g) Technology/online courses and degrees
  - h) Media, negative publicity

### **Student Affairs Strategic Goals, Objectives, Strategies, and Indicators**

The Division of Student Affairs will play an integral role in reinforcing the core values of the university. The Division's strategic plan emphasizes student learning as the primary outcome of the work. It also stresses the importance of assessment and planning being conducted. The necessity of continuing and strengthening partnerships with faculty, campus departments, alumni, community members, companies, parents, and students is of critical importance in realizing the strategic plan as a division.

Student Affairs sets forth four areas of emphasis that will guide the work for the division over the next several years in achieving the University goals.

- Emphasis #1: Foster an intellectually centered student culture
- Emphasis #2: Celebrate a sense of place and tradition
- Emphasis #3: Inspire a culture of service and responsibility
- Emphasis #4: Contribute to the University's learning environment

Goals in Student Affairs Goals

**Goal One# - Broaden the base of productive and educated citizens.**

*Celebrate a sense of place and tradition by creating a campus climate that fosters a sense of community, values differences, and is responsive to individuals and their cultures. Help the campus community learn how to celebrate and advance its location, roots, history, and unique experience to broaden the base of productive and educated citizens.*

Objectives 1.1 Promote, teach, and establish campus traditions and rituals.

- Strategy 1.1.1 Teach Javelina songs and chants during "Hog Call" preceding the first two home football games each year.
- Strategy 1.1.2 Teach Javelina traditions by developing a Javelina traditions web page and handbook and teaching traditions during Javelina Welcome. Begin special freshmen traditions and establish a freshmen rituals committee.
- Strategy 1.1.3 Use the Spirit and Traditions committee to promote existing and develop new campus traditions. Develop programs with alumni from freshmen to graduation.
- Strategy 1.1.4 Establish Javelina Hoof Prints trail throughout campus.
  
- Outcome 1.1.1 Increased attendance at athletic events.
- Outcome 1.1.2 Increased leadership by students.
- Outcome 1.1.3 Increased retention.
- Outcome 1.1.4 Increased student participation and Greek chapters.
  
- Measurement 1.1.1 Number of students registered with alumni after graduation increases.
- Measurement 1.1.2 Number of students attending athletic rises by 10%
- Measurement 1.1.3 Number of Greek chapters will increase to ten by the end of AY 2008.

Responsible Department: Student Activities, SGA, & Student Affairs  
Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: Limited campus space for student organizations. Success of athletic programs impacts student pride.

Resources Currently Available to Support Accomplishing Objective:  
Collaboration between divisional departments.

Additional Resources Needed: Traditions publication will require funding if a print version is created. The actual amount is not available at this time.

Objectives 1.2 Celebrate open speech and continue to inspire students to freely and responsibly express their points of view.

Strategy 1.2.1 Utilize awareness weeks and awareness programming committees to powerfully enlighten the importance of diversity and tolerance as a society.

Strategy 1.2.2 Collaborate with the American Democracy Project.

Strategy 1.2.3 Institutionalize open forums and marches such as Unpolitically Incorrect and the annual Chavez March that bring recognition to issues.

Outcome 1.2.1 Enhanced awareness among students.

Outcome 1.2.2 Open expression of students/

Measurement 1.2.1 40% of the students responding to the survey will indicate some growth of leadership abilities as a result of their participation in an awareness week or student forum activity.

Measurement 1.2.2 Chavez March will remain an annual event and Unpolitically Incorrect will be institutionalized by 2008.

Responsible Department: Dean of Students and SGA

Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: Student culture.

Resources Currently Available to Support Accomplishing Objective:  
Collaboration between divisional departments.

Additional Resources Needed: None.

Objectives 1.3 Identify the soul of campus life; that which inspires students while on campus.

Strategy 1.3.1 Establish what makes TAMUK unique web page.

Strategy 1.3.2 Continue the evolution of Who's Who, University Ring, Hoof Prints, Hog Call, and Holiday Lights.

Strategy 1.3.3 Design and develop the doctoral gown.

Outcome 1.3.1 Students will assume ownership in their collegiate experience.

Outcome 1.3.2 Campus traditions and events will become major events with active community and family support.

Measurement 1.3.1 New doctoral gown will be designed and worn by doctoral students at a commencement.

Measurement 1.3.2 Ring sales will increase by 5%

Responsible Department: Student Affairs and Dean of Students

Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: Time.

Resources Currently Available to Support Accomplishing Objective:

Collaboration

Additional Resources Needed: None.

**Goal Two# – Enhance student learning through civic, professional and research engagement.**

*Inspire a culture of service and responsibility by connecting students to the community (Kingsville, South Texas, and World). Help students understand the interconnectedness of accountability, service to others, and responsibilities as an educated community to enhance their learning through civic, professional and research engagement.*

Objectives 2.1 Establish the Community Service Initiative (CSI) that incorporates individual and group volunteerism throughout campus and the local community.

Strategy 2.1.1 Increase community service by all student organizations and offices. Integrate “service” as a tenet within departmental and student programs. Annually track service hours and celebrate these accomplishments.

Strategy 2.1.2 Host a community-wide volunteer fair during the first month of each fall semester. Host a campus clean-up day each long semester.

Strategy 2.1.3 Establish the “adopt-n-agency” program within the residence halls beginning fall 2006.

Outcome 2.1.1 To enhance campus pride.

- Outcome 2.1.2 To enhance community/Kingsville pride and beautification.
- Outcome 2.1.3 To create a student body with an orientation to service.

- Measurement 2.1.1 40% of Javelina Welcome students will be involved in the community service project.
- Measurement 2.1.2 75% of Lewis Hall will commit to the adopt-an-agency program.
- Measurement 2.1.3 The Bigger Event and an Alternative Spring Break will be provided to students AY 2007.

Responsible Department: Dean of Students, Student Activities, & Residence Life  
Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: The process to monitor service hours has not been established and will require man-hours taken from other projects within Student Activities.

Resources Currently Available to Support Accomplishing Objective: Student Activities staff.

Additional Resources Needed: 40 hours to identify, establish, and test electronic monitoring process and potentially \$1,000 to purchase web-based monitoring software for the campus community to self-input service hours.

Objectives 2.2 Collaborate campus-wide to establish a culture of civic, service, and research minded students.

- Strategy 2.2.1 Collaborate with the American Democracy Project.
- Strategy 2.2.2 Through the Ronald E. McNair program continue to enhance the role of student research and the contributions through Pathways.
- Strategy 2.2.3 Work with SGA to revise the student rights and responsibilities to reflect a socially, civically, and service minded student and to develop methodologies to work with pre-high school and high school students.

- Outcome 2.2.1 Create a student body with a service orientation.
- Outcome 2.2.2 Enhance research strategies and skill base of students.
- Outcome 2.2.3 Exhibit national and civic pride.

- Measurement 2.2.1 5% of McNair participants will attain a terminal degree.
- Measurement 2.2.2 SGA will develop a student mentoring program with Academy High School by fall 2007.

Responsible Department: SGA, Dean of Students, & Special Programs  
Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: None.

Resources Currently Available to Support Accomplishing Objective:  
Collaboration within divisional departments.

Additional Resources Needed: \$5,000 in programming funds.

**Goal Three# -- Support the development and maintenance of nationally prominent undergraduate, graduate and professional programs.**

*Contribute to the University's learning environment* by collaborating with colleagues to redefine student learning at a South Texas research university. Redefine Student Affairs, its emphasis, and delivery of service to students. Examine new methodologies to support the development and maintenance of nationally prominent undergraduate, graduate and professional programs.

Objectives 3.1 Continue to develop TAMUK student affairs as a recognized national program.

- Strategy 3.1.1 Attract and retain highly qualified faculty and staff.
- Strategy 3.1.2 Require active participation in discipline associations through listservs, committees, and involvement in publications and presentations.
- Strategy 3.1.3 Collaborate with the College of Education in the presentation of student development/higher education courses and internships.
  
- Outcome 3.1.1 Become a model student affairs program for Texas and the nation.
- Outcome 3.1.2 Divisional expertise will be recognized nationally and sought through committees, consultations, and visits.
  
- Measurement 3.1.1 Co-hort of the higher education courses by fall 2008 is established.
- Measurement 3.1.2 Two paid and three unpaid internships at the masters and doctoral level within student affairs by fall 2007 are established.
- Measurement 3.1.3 Participation in national associations will be demonstrated by increase attendance and program presentations.

Responsible Department: Student Affairs  
Implementation Period: Fall 2006 to Spring 2011

Obstacles to Accomplishing Objective: Funding for professional development.

Resources Currently Available to Support Accomplishing Objective: N/A

Additional Resources Needed: None.

Objectives 3.2 Develop and maintain infrastructure support needed to ensure program and student success, such as up-to-date technology, adequate staffing, and appropriate facilities and equipment.

Strategy 3.2.1 Evolve assessment from student satisfaction to student learning.

Strategy 3.2.2 Improve student life facilities such as residence halls, student recreation center, student union, career services, life services and wellness building, and dining facilities.

Strategy 3.2.3 Move student affairs from a stable traditional model to an innovative model that transforms the delivery of services and student development to a research university that serves Hispanic students. Develop a staff exchange program.

Outcome 3.2.1 Facilitate computer competencies within the student body.

Outcome 3.2.2 Maintenance plans will renew existing facilities.

Outcome 3.2.3 Perception will be one of innovation that spearheads a new model of student development at a predominantly Hispanic research university.

Measurement 3.2.1 By summer 2008, offer attendance to a qualifying student affairs professional for the Harvard Leadership conference.

Responsible Department: Student Affairs

Implementation Period: Fall 2006 to Spring 2011

Obstacles to Accomplishing Objective: Resources for facility renovations.

Resources Currently Available to Support Accomplishing Objective: N/A

Additional Resources Needed: Approximately \$600,000 annually for each the Memorial Student Union and Campus Housing. Approximately \$500,000 to establish a career center that presents the corporate image desired at A&M-Kingsville.

**Goal Four# -- Promote the development of scholarly, research and creative activities that are nationally recognized.**

*As teachers, practitioners, and student advocates contribute to the University's learning environment by providing a seamless overall collegiate experience by orienting students*

*to services and programs to best meet students interests and needs. Assist departments in engaging students in the first-year experience and contribute socially and educationally to the overall learning experience in order to promote the development of scholarly, research and creative activities that are nationally recognized.*

Objectives 4.1 Enhance the leadership development programs, including freshmen leadership, advanced leadership, women’s leadership, and organizational training for students by fall 2007.

Strategy 4.1.1 Develop one new student leadership program: “Advanced Student Leaders” in the spring 2007 semester.

Strategy 4.1.2 Institutionalize the “Women’s Leadership Institute” by Fall 2008.

Strategy 4.1.3 Create professional publications promoting and describing the TAMUK leadership programs.

Outcome 4.1.1 Facilitate growth and awareness of women’s leadership.

Outcome 4.1.2 Awareness of issues by students.

Measurement 4.1.1 Develop survey instrument to measure the outcomes of the “Advanced Leaders Program.”

Measurement 4.1.2 Student participation will increase by 5%.

Responsible Department: Student Activities

Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: Campus synergy.

Resources Currently Available to Support Accomplishing Objective: N/A

Additional Resources Needed: \$45,000 to establish leadership programs at a regional/national level, set promotions, and fully institutionalize the curriculum.

Objective 4.2 Seek collaborative opportunities to educate students with Academic Affairs.

Strategy 4.2.1 Establish methods to assist Academic Affairs with the delivery of freshmen 1201 courses, such as team-taught courses with a practitioner, student, and faculty.

Strategy 4.2.2 Collaborate with the College of Education in the presentation of student development/higher education courses and internships.

Strategy 4.2.3 Develop collaborative bridges that seamlessly transform student learning, such as Pathways, federal grants, and academic/student support.

- Strategy 4.2.4      Develop the living-learning communities for agriculture and engineering. Establish thematic housing that includes on-campus Greek wings and/or floors.
- Outcome 4.2.1      To augment learned teaching methods among faculty and student affairs practitioners.
- Outcome 4.2.2      Embraced critical thinking and exposure to non-traditional research areas.
- Outcome 4.2.3      Enriched 1201 courses and improved retention.
- Measurement 4.2.1    Retention increased 5% by 2008.
- Measurement 4.2.2    At least 25% of the 1201 courses are team taught (faculty, student, and student affairs practitioner).
- Measurement 4.2.3    Student success in LLCs is significantly stronger than other non-LLC students.

Responsible Department: Student Affairs, Special Programs, & Residence Life  
Implementation Period: Fall 2006 to Fall 2008

Obstacles to Accomplishing Objective: Traditional faculty role in 1201 courses does not currently include students and student affairs practitioners as teaching colleagues. Higher Education degree or curriculum is currently not available.

Resources Currently Available to Support Accomplishing Objective: N/A

Additional Resources Needed: Higher Education Courses.

Objective 4.3 Enhance the quality of campus life for students.

- Strategy 4.3.1      Develop a Residence Life master plan to include 1) marketing; 2) new construction; 3) staffing; 4) furniture replacement and renovation; and 6) alternative living options for students besides traditional “residence hall” styles, such as special interest floors/wings, living/learning communities, upperclass only facilities or halls, faculty-in-residence programs no later than December 2006.
- Strategy 4.3.2      (a) Expand counseling services by increasing the number of counseling staff by 2008 and enacting a comprehensive proactive intervention plan.
- Strategy 4.3.3      Establish a comprehensive student community service program within Student Activities by 2008.
- Outcome 4.3.1      Trendy residence halls that can compete for students locally.
- Outcome 4.3.2      (a) Counseling hired one new counseling professional by 2008.

(b) A comprehensive intervention plan for mental health crises on campus was enacted involving Residence Life, Dean of Students and University Police Department.

- Measurement 4.4.1 Residence Life master plan is adopted.  
Measurement 4.3.2 (a) Counseling will hire one new counseling professional by 2008.  
(b) A comprehensive proactive intervention plan that deals with mental health crises on campus will be formulated by Fall 2008.

Responsible Department: Residence Life, LSW, & Student Activities  
Implementation Period: Fall 2006 to Fall 2008

Obstacles to Accomplishing Objective: Resources for residence hall renovations. Limitations of student service fee funding and new FTEs in support areas.

Resources Currently Available to Support Accomplishing Objective: Residence Hall reserves. Student Services Fees funds counseling services.

Additional Resources Needed: \$5.0 million in residence hall reserves to make necessary improvements and renovations. \$100,000 for counseling personnel/benefits.

**Goal Five# - Provide a learner-centered environment in which the contributions of students, faculty and staff are valued.**

*Foster an intellectually centered student culture by encouraging broad opportunities that encourage student growth and development, promote health and wellness and value the exploration of life-long learning. Seek powerful partnerships that promote student learning, professional development, and the advancement of knowledge throughout the university. Invent the future of Student Affairs.*

Objectives 5.1 Establish and maintain programs and activities that recognize the contributions of students, faculty and staff in the learning process and the learning environment.

- Strategy 5.1.1 Create avenues to connect graduates with employers.  
Strategy 5.1.2 Assess needs for student health services and student health insurance.  
Strategy 5.1.3 Continue the evolution of the favorite professor, faculty/student luncheons, senior week.  
Outcome 5.1.1 A heightened placement rate.

Outcome 5.1.2 Of the 25% of the students surveyed, 80% indicated that reduced insurance plans need to be available, 90% indicated that referrals for low-cost specialized services needed to be available.

Outcome 5.1.3 Faculty, student, administrative activities outside of the classroom setting will increase.

Measurement 5.1.1 Employer placement rates by graduation students will increase 5% each year to 2011.

Measurement 5.1.2 25% of the students receiving health care services will be assessed concerning health care needs.

Responsible Department: Career Services, LSW, and Student Affairs  
Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: None.

Resources Currently Available to Support Accomplishing Objective: N/A

Additional Resources Needed: None.

Objectives 5.2 Establish a means to create and implement a fund-raising development program in support of existing efforts throughout campus.

Strategy 5.2.1 Continue to cultivate students through positive and meaningful campus experiences.

Strategy 5.2.2 Allocate resources to student organizations and activities that contribute to student success learning and success.

Strategy 5.2.3 Collaborate with Institutional Advancement in the development of a fund-raising component within Student Affairs that serves non-institutional priorities.

Strategy 5.2.4 Implement the student fee bill enabling \$1.00 per SCH be earmarked for endowment to be used for student scholarships.

Outcome 5.2.1 Memorial Student Union has acquired art and displaying and accounting for the art.

Measurement 5.2.1 \$1.0 Million in endowment funds from student endowment my 2015.

Responsible Department: Student Affairs  
Implementation Period: Fall 2006 to Spring 2008

Obstacles to Accomplishing Objective: Institutional Advancement is currently in a capital campaign.

Resources Currently Available to Support Accomplishing Objective: None.

Additional Resources Needed: Ideally, one new position to work beside Institutional Advancement and the resources earmarked to enable the position to succeed.

Objectives 5.3 Continue the development of A&M-Kingsville student affairs as a recognizable national program; one that contributes through presentations, articles, and other scholarly and voluntary activities.

Strategy 5.3.1 Establish student affairs reputation within the country by assuming involvement and leadership in professional organizations.

Strategy 5.3.2 Continue to hire career-track, credentialed professionals.

Strategy 5.3.3 Encourage and support the acquisition of research grants, the publication of journal articles, the presentation of papers at state, national, and international conferences, or updates on the student affairs work at A&M-Kingsville.

Outcome 5.3.1 Improved delivery and sustainability of services provided to students.

Outcome 5.3.2 Improved depth of educational and social programs; enhanced sense of tradition and campus life throughout the university.

Outcome 5.3.3 National reputation as a student affairs department at a research university.

Measurement 5.3.1 At least 10 presentation annually will be presented by professional staff at professional conferences throughout the country.

Measurement 5.3.2 At least one article will be published either in a newsletter or journal annually.

Responsible Department: Student Affairs

Implementation Period: Fall 2006 to Spring 2011

Obstacles to Accomplishing Objective: General culture of the Division of Student Affairs.

Resources Currently Available to Support Accomplishing Objective: The division has adequate resources available for professional development.

Additional Resources Needed: None.

**Action and Implementation Plan**

To be completed at Student Affairs Directors and Associate Director Spring 2007.

| <b>Goal #1 – Foster an intellectually centered student culture</b>   |                    |                    |                    |                 |
|--|--------------------|--------------------|--------------------|-----------------|
| <b>Objective A.</b> Enhance the leadership development programs, including freshmen leadership, advanced leadership, women’s leadership, and organizational training for students. |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective B.</b> Assist academic affairs with the delivery of freshmen 1201 courses.  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective C.</b> Collaborate with the College of Education in the presentation of student development/higher education courses and internships.                                 |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective D.</b> Develop collaborative bridges that seamlessly transform student learning, such as Pathways, federal grants, and academic/student support.                      |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective E.</b> Enhance the quality of campus life for student.  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
| <b>Objective F.</b>  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Goal #2 – Celebrate a sense of place and tradition</b>  |                    |                    |                    |                 |
| <b>Objective A.</b> Promote, teach, and establish campus traditions and rituals.   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
|--|--------------------|--------------------|--------------------|-----------------|
| <b>Objective B.</b> Review student service processes and seek methods to streamline operations while transforming the delivery.  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective C.</b> Celebrate open speech and continue to inspire students to freely and responsibly express their points of view.   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective D.</b> Utilize awareness weeks and awareness programming committees to powerfully enlighten the importance of diversity and tolerance as a society.                           |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective E.</b> Assist the university in its transformation as a leading national research university. Identify the soul of campus life; that which inspires students while on campus. |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
| <b>Objective F.</b>  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Goal #3 – Inspire a culture of service and responsibility</b>   |                    |                    |                    |                 |
| <b>Objective A. Engage students</b>  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective B. Volunteerism</b>   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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| <b>Objective C. Leadership Development</b>   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
| <b>Objective D. Student rights &amp; responsibilities</b>  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
| <b>Objective E.</b>  |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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| <b>Goal #4 – Contribute to the University’s learning environment</b>   |                    |                    |                    |                 |
| <b>Objective A. Collaborate with Institutional Advancement in the development of a fund-raising component within Student Affairs that serves non-institutional priorities.</b>   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
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|  |                    |                    |                    |                 |
| <b>Objective B. Continue the development of A&amp;M-Kingsville student affairs as a recognizable national program; one that contributes through presentations, articles, and other scholarly and voluntary activities.</b> |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective C. Meet the needs of students (assess and improve services)</b>   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective D. Strengthen the identity of student affairs as a contributor to student learning, supporter of the academic mission, and a leader in adjusting to the needs of students.</b>                                |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
|  |                    |                    |                    |                 |
| <b>Objective E. Establish living-learning communities for agriculture and engineering. Establish thematic housing that includes on-campus Greek wings and/or floors.</b>   |                    |                    |                    |                 |
| <i>Strategy</i>  | <i>Responsible</i> | <i>Cost/Source</i> | <i>Target Date</i> | <i>Priority</i> |
|  |                    |                    |                    |                 |
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**Evaluation**

To be completed at Student Affairs Directors and Associate Director retreat August 15-17, 2006.

### **Human Dignity Statement**

As a pluralistic community representing diverse racial, ethnic, and class distinctions; national origins; religions and political beliefs; physical abilities; and sexual orientations; we affirm the dignity inherent in all students and we strive to provide a safe climate marked by respect for individuals.

We value free and responsible expression. Our commitment to free expression is based upon mutual understanding and cooperation. Each of us shares an obligation to the community. All who work, study, and teach through Student Affairs are expected to value all activities that promote collaboration and diversity, thus allowing us to learn and appreciate the many differences between us.

The role of the Student Affairs staff is to instill respect and value for individual differences and promote community cooperation, responsibility, and understanding. Teaching and learning is encouraged through the application of both student development theory and research.

## **Appendix**

### **TAMUK Strengths**

- Aesthetically appealing
- Grounds well kept
- Research
- Ratio (student/faculty)
- Internships
- Support suc. For disadvantaged students
- International population
- Opportunities for students engagement
- Staff (experience average year 15)
- Philosophy of professional development
- Student/staff development (thru training programs)
- Residential campus
- Recognition of student achievement
- Experienced staff
- Beautiful campus
- Collegiate campus
- Passionate faculty/staff
- Research institute
- Challenging academic programs
- Recognized programs
- Family oriented
- Student engagement
- Serve under-represented population
- Strong federal programs
- Respectful students
- Hardworking students
- Resilient students
- Strong student centered services
- Traditional student programs
- Pride
- History of success
- Political activists/ promote discussion
- Ph.D.'s
- Small campus
- Safe campus
- Employ s.w.
- Skill-high
- Experience-high
- Collaboration with student affairs

- Student center/ sincere to students
- Defined campus (res / non resident close)
- History of success
- Small personal comm.
- Traditions/ javelina pride
- Community favored
- Profess. Involved
- Diverse
- Respectful students
- Good history with partners
- Research institute
- Hispanic orientation
- International community
- Rebellious community / open dialogue (political activity)
- Campus facilities
- Master / doctoral programs
- Climate location
- Funded division

#### Threats

- Environmental (hurricane)
- Political funding ex. Pharmacy students
- Local/regional sluggish economy
- Old building / dated facilities
- Limited lighting / safety
- Utility cost
- Community resources / events
- Limited opportunities
  - co-ops
  - internships
- System priorities
- National trends
- Distance learning
- Proprietaries
- Changes in federal government makeup
- Media / negative publicity
- Wet t-shirt contest sponsored by Karen
- Enrollment trends
- Legislative budget
- Lack of growth (region)
- Perception of KISD
- More progressive universities (not being innovative enough)
- Housing / community perceptions of Kingsville

- Status with A&M System
- Demographics
- Continued deferred maintenance
- Competition from other institutions / technology / online courses / degrees
- Expectations of culture: i.e. family needs vs. school / academic needs
- Federal cuts – education – de-funding of programs
- Role of the residency – evolving – not staying – moving on – what does to the institution
- Changing roles of student affairs and earning outcomes
- Financial need / stress – on families and students
- Fear of unknown / own biases / federal policy – affecting international student population
- Changes in education standards
- Off campus employment for students

#### Weakness

- Retention
- Lack of academic engagement (student)
- Isolated community
- Not supportive of professional development
- Higher education curriculum
- Lack of collaboration
- Generation gaps
- Under prepared students
- Students with complex issues
- Aging facilities
- Advising
- Inadequate (processes) customer service in high student contact areas
- Technology
- Disability services
- 504 issues
- Food service
- Web page development
- Declining enrollment
- Sufficient UPD and Lighting services
- Course schedule
- Low customer service
- Not enough parking / too much parking
- We don't market our strengths
- Moody faculty
- Campus identity
- Over emphasis academics and forget out of campus experiences
- Provential

- Too content with status quo
- Not a college town
- We're rural and isolated
- Traditional thus slow to respond
- Lack of technology expert
- Beaucroatic
- Some departments aren't very progressive
- Part of the A&M system
- Disjointed services areas
- Lack lounge space / auditorium space
- Limited sprinkler systems
- Fire code issues
- Don't train our student staff as well as we should
- No higher Ed student personnel program.

#### Opportunities

- Stance with D.O.E. and other granting agencies
- Collaboration with industry for research
- Geographic location
  - Opportunities to target retiring populating
  - Small town atmosphere
  - C.O.L
- Strong reputation
  - Research
  - Performing
  - Academic programs
  - National recognized faculty staff
- Embrace new trends in higher education
- Embrace parents
- Get funding due to demographics
- South Texas growth
- Opportunities to create a new S.A. model
- Build upon history / create traditions
- Find ourselves TAMU-K
- Make new programs – models for others
- Collaboration with other institutions
- Capitalize on partnerships
- Teach our students to be political leaders
- Create a higher ed program
- To become an innovative model of student learning
- Develop marketing
- Create journalists / more press
- Partner with growth programs / research centers

- Fundraising development
- Community business development
- Alumni support
- Community / local support
- NAS Oceana project
- Pharmacy school
- Hispanic serving institute (growing political demographics\_  
Scholarships  
Grant opportunities
- Special education teachers (trend)
- New talented search grant – work with middle and high schools

### Issues

- Student enrollment
- Outdated facilities
- Funding (lack of)
- Faculty not engaging in student development
- Less political clout
- Cut backs in federal aid funding
- Less scholarships funding sources
- Trends affect issues
- Identity and image
- Who do we serve
- Politics and funding
- Who do we serve
- Finances – local national trends
- Future plan / strategic planning
- Peer institutions competition
- Competeiveness / marketing
- Funding (L)
- Technology (L)
- Self Image (L)
- Identity (L)
- Retention (L)
- Enrollment (L)
- Under prepared students (R)
- Role of faculty (N)
- Lack of faculty diversity (N)
- Student expectations (N)
- Parent expectations (W)
- Campus location (L)
- Marketing (L)

- Student costs rising (N)
- Financial Aid (N)
- Writing and verbal skills / social and verbal skills (N)
- Lack of student engagement (L)
- Suitcase university (L)
- Politics (L)
- Disjointed
- Self image
- Outdated facilities

### **Needs**

- Better technology, updated facilities
- Faculty and staff development
- Student engagement as part of campus culture
- Social morale norming campaign
- Market value compensation
- Canvass students RE their needs
- Need forward thinking
- Enhance relationship with A&M System
- Invest energy in development (foundation / campaign)
- Centralized student services
- Funding
- Comprehensive marketing plan
- Local / national recognition
- Diversity
- Stature
- Better prepared students
- More rapid response to trends / change
- Better advising process
- Better customer service
- Engage faculty / staff
- Celebrate our successes
- Recognize we are team
- Clear outcomes / expectations
- Define success
- Engage students
- Showcase / highlight programs
- Play together
- Multi-dimension – tackle multiple problems not just one division / level
- Take ownership / no pointing fingers
- Raises comparable to peers and businesses
- Collaborate with fac/acad affairs
- Lead the profession

