

Texas A&M University – Kingsville
Division of Student Affairs

2003-04 -- Executive Summary

2005-2008 -- Resource Requests

2003–2004 – Assessment of Effectiveness Plan

2005-2006 – Revised Institutional Effectiveness Plan

**Specific Dean of Students, Enrollment Management, Special Programs,
Career Services, and Life Services & Wellness reports are available separately.**

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EXECUTIVE SUMMARY

Significant Accomplishments Since 2003

Student Affairs

1. Reorganized Office of the Dean of Students, Student Union & Activities, Campus Housing, Recreational Sports, Career Services, and Life Services & Wellness.
2. Hired professionally trained and nationally known directors for Dean of students, Student Union & Activities, Career Services, Campus Housing, and Recreational Sports.
3. Have three TAMUK graduates now in the student affairs profession working throughout Texas or completing masters degrees.
4. Established core values.
5. Revised vision, mission, and goals.
6. Successfully completed the installation of the holiday lights tradition and ceremony.
7. Added counselors to assist with student's mental health.
8. Increased the staff salaries to meet or exceed comparable average of comparable positions at the supervisor and above level.
9. Improved administration/student government relations.
10. Institutionalized use of the Council for the Accreditation of Standards (CAS) for department program reviews.
11. Hosted the 2004 Texas A&M System Student Affairs Symposium in May 2004. Student Affairs staff, students, and administrators from across the state were to convene on TAMUK's campus to discuss and devise ways to further improve the services to students across the state.
12. The Division of Enrollment Management was again merged with the Division of Student Affairs in January 2003.

Student Development

1. Monica Rudzik, director of the student union & activities, selected NASPA Region III Mid-level Practitioner of the Year. 2003
2. Nino Mendieta, associate director of the student union, selected NACA outstanding service award. 2004
3. Toni Alvarez, assistant dean of students and former Director of Housing, received the Lifetime Achievement Award from ACUHO-I, 2004
4. Successfully brought privatized housing, providing 360 beds in luxury apartments to TAMUK students and 12 million to the local economy.
5. Established campus shuttle program.
6. Created a front desk in Union and established student center managers as a leadership opportunity.
7. Initiated the Copy Center.
8. Reorganized how SOFC funding is provided to student organizations within SGA.
9. Residence Hall Association students chosen as the "Best Small School Delegation" at the 2004 Southwest Association of College and University Housing Officers.
10. Completed the collaborative project, funded by Sodexo, to establish new dining facilities on the SUB first floor and renovate the game room resulting in increased student participation.
11. Reorganized the first floor of the SUB changing it from offices to a retail zone.
12. Completed the renovation of the SUB Courtyard.

13. Resident Assistants participated with Kingsville area Foster child program and provided assistance with gifts and taking child to special events. The RA also encouraged residents to participate with this project.
14. Completed the renovation of the SUB Café.
15. Revised Memorial Student Union policies
16. Added fire safety systems to the halls.
17. Established a four-day new student orientation program called “Javelina Welcome” and restructured a mandatory summer “Hoggie Days” program.
18. The leadership program within Student Activities has developed three new leadership programs – the Women’s Leadership Institute, Freshmen Year Academy, and Jave-Leader Program. These programs improve and enhance the skills of our students and prepare them for leadership roles on campus and in the workplace.
19. The Greek Life system since 2000 has grown from four chapters to ten chapters. These fraternities and sororities are more visible on campus and play a significant role in student retention and campus culture. Just recently, two national Sororities, two historically Hispanic organizations, and two historically African-American organizations have affiliated to A&M-Kingsville.
20. Completed door access project using the one-card system in the residence halls.
21. Improved the ring ceremony growing the ceremony from 50 participants and family members to nearly 500 semesterly.
22. Improved the Who’s Who ceremony increasing student and family participation to nearly 500 annually.
23. Completed new bookstore contract and renovation.
24. Completed new Sodexo contract.
25. Completed cable TV contract.
26. Completed new laundry contract.
27. Eliminated smoking in the residence halls.
28. Established student recognition ceremony.
29. Participated in the NASPA Minority Undergraduate Student Internship Program. Additional information follows in this summary.
30. Started College Bowl on campus. Purchased the buzzer system, start up kit and questions packets.
31. Hosted the Kingsville La Posada Parade of Lights.
32. Hosted for the 2004 Texas Residence Hall Association Conference.
33. The Sexual Assault Response Team was formed and protocols for addressing sexual assault were established.
34. In the fall of 2003, the Dean of Students and the Dean of the College of Arts and Sciences established and co-chaired the American Democracy project on campus. The committee formed to establish ways to address methods to increase student awareness and action related to civic engagement. Numerous programs were sponsored, a survey was attempted, a web site established, and the College Readership Program in the residence halls was expanded.
35. During the fall of 2003, work was begun on the Javelina Honor Code. Research into honor codes was conducted, a representative task force was formed, and a code was drafted. The code is in the last stages of development.
36. Formed the “Students Having Issues Team” to confer about students in need of special attention and focus in 2003.
37. The process was started to establish a co-curricular student involvement transcript. In 2003-04, several new program initiatives were added such as: Martin Luther King, Jr. celebration; College Bowl; Wacky Jueves; CPR finals week; Trick or Treat; Easter egg hunt; theme parties (Mardi Gras, etc.); National Volunteer Week; and other community service initiatives.
38. Implemented a Student Union Marketing Committee to coordinate building-wide efforts and programs. Created the SUB/Activities slogan, “Where We All Come Together.”

39. The All Greek Council was separated by gender and re-formed into Inter-fraternity Council and Inter-Sorority Council.
40. The director of the women's center helped with the creation of a new organization on campus to meet the needs of our gay, lesbian, bisexual, and transgender population. The organization is called "Working at Keeping Everyone United Peacefully (WAKE-UP).
41. Increased by more than 20% from the following year, the number of presentations related to intimate partner violence, date rape, domestic violence and developing healthy relationships.
42. Offered two self-defense workshops for college women on campus.
43. Raised \$1,793.05 for Susan G. Komen Breast Cancer Foundation.
44. Dean of Students served as Chair for State Employee Charitable Contributions Campaign.
45. Increased programming with international students particularly with regard to new student orientation programs.
46. Began developing senior week activities just prior to commencement.
47. Successfully completed a student referendum to build a recreation center.
48. Increased involvement with System Center – visits made to System Center, System Center Handbook created and SC ring ceremony initiated.
49. Irrigation system was installed for intramural fields.
50. Fitness Center use increased by 15%
51. Cheer team continued to place in to 7 nationally.
52. An Events Planning Program was implemented and an Events Coordinator hired. Space reservations in the Student Union Building increased by 7%
53. Game room revenue in MSUB increased by 36%

Enrollment Management

1. The Kingsville campus saw an overall increase of 1.4% (from 6080, fall 2002 to 6,164, fall 2003) and the System Center-San Antonio saw a 42.7% increase (from 480, fall 2002 to 685, fall 2003).
2. Joint Admission Agreements were signed with South Texas College and Southwest Texas Junior College. Two Plus Two agreements were revised and a common format was utilized for the first time in the history of the institution. The Presidential Transfer scholarship Program began its second year of infancy, with more than 40 students taking advantage of such scholarship during fall 2003. In addition, the Director of the Honors Program developed an agreement with South Texas College that recognizes and transfers honors classes from South Texas College to A&M-Kingsville.
3. Awarded the first ever Presidential Persistence Scholarship for students matriculating for fall 2003.
4. The first ever yield CD both in English and Spanish was developed for domestic as well as international recruitment; in collaboration with the Office of Development, a proposal to the South Texas Academic Rising Stars Foundation was funded for \$75,000. The university, in turn matched this amount, for a total of \$150,000 worth of scholarship monies for students attending fall 2004. In Collaboration with Special Programs, A&M-Kingsville hosted its first Project GRAD-Houston summer program. A total of 52 students from five different high schools in Houston attended a two-week summer program.
5. Project I Can (PIC), in collaboration with Coastal Bend College was developed in spring 2004 for implementation during fall 2004. The project is gear to assist A&M-Kingsville with its low retention of freshmen students. Because of Senate Bill 258, A&M-Kingsville was able to develop Dual Enrollment Agreements with Academy High School and H.M. King High School. These agreements reduce tuition and fees for these students taking university courses while still in high school. The university courses apply to high school curricular requirements. Other Dual Enrollment agreements are being formulated with Orange Grove, Three Rivers, Bishop, and Kaufer high schools.

6. In spring 2004, the Board of Regents approved A&M-Kingsville's revised admissions standards, making the Recommended High School Curriculum the default admissions criteria for students attending the university fall 2005. Staff in Enrollment Management was also involved in the SACS reaffirmation process, with the Associate Vice President serving on the SACS Leadership Committee and serving as liaison for the Student Affairs standards and the QEP Committee. A close working relationship between Coastal Bend College, Southwest Texas Junior College and Del Mar College evolved as A&M-Kingsville developed partnerships to offer courses on community college campuses to students planning to transfer to A&M-Kingsville.
7. In spring 2004, Enrollment Management and International Admissions, collaborated with the College of Agriculture and Human Sciences, College of Education, College of Arts and Sciences to do a six-city tour in Mexico through the CONACyT organization for the purpose of recruiting Mexican students into graduate programs at A&M Kingsville. More than 1,500 contacts were made during the tour. As a result, enrollment of students from Mexico doubled from 32 in fall 2003 to 64 in fall 2004. Graduate and Engineering Spanish brochures were developed for distribution while recruiting in Mexico. A CD Rom, which included information about the University and the graduate and undergraduate catalogs, was also developed for dissemination during this activity.
8. In International Admissions and Student Services department was created, with Mr. Albert Salinas as its first director. In addition to its Operational Manual, International Admissions and Student Services, completed its International Student Services manual. The Department of State re-designation for J-1 Exchange Program was approved March 18, 2004. Immigration on-site visit for re-designation was completed December 12, 2004. A Spanish version Graduate catalog was initiated in spring 2004 and once completed will be posted on the TAMUK Website.
9. Recognizing that approximately 85.0% of students are on financial aid and that 42.0% are on some type of loan, the Financial Aid Office conducted a Default Aversion Workshop with lenders and servicers to assist the University in reducing the default rate. The default rate was initially 17.0% and was reduced to 8.0% in 2004. Currently (2005), it stands at 8.0%. In addition, the Financial Aid Office made 291 presentations to various schools, colleges and other organizations. Various financial aid staff attended 10 training workshops/conferences, which enhanced their professional development. This particular year, the Office of Financial Aid began its awards in spring 2004 and disseminated 4,253 Title IV awards, totaling \$31,808,868; the office also awarded 953 Texas Grants totaling \$2,606,200; and 284 Presidential Series Scholarships, totaling \$314,500.
10. The Financial Aid Office conducted a program review in January 2003. Some of the recommendations pertaining to the processing of financial aid were implemented in 2003-04. The Office continues to utilize the committee that reviews appeals of students who fail to make academic progress by requiring counseling of all those approved.
11. In the area of technology, approximately 50.0% of the new student information system (Banner) training and consulting was implemented. One-third of the admissions and general student validation tables and rules forms in Banner were completed. In August 2000, it was discovered that there was a 99.0% chance of transcript data error in the student information system. With the assistance of temporary employees, over 9000 transcripts have been audited since September 2000. Procedures manuals for the Office of Admission and Registrar continued to be maintained and updated with new procedures and /or revisions to procedures. Coordinating Board reports were accurate and sent on time.
12. The Senior Day program was successful in 2003. Survey results showed that students and counselors were satisfied with the program. Javelina Highlights was held in Fall 2003 and Spring 2004. Prospective students and their families attended Saturday events on our campus to learn more about our university. Survey results indicated that prospective students were satisfied with the program. The Office of Outreach and Enrollment served as members of the Banner LEAP Implementation Team and attended student training and consulting sessions. They began

completing the validation and rules forms for General Student and Recruiting. Staff members were trained in basic navigation. The Office was awarded a \$15,000 grant from the Texas Higher Education Coordinating Board to facilitate a Collegiate G-Force on our campus. The staff served on the Steering Committee, along with Texas A&M-Corpus Christi, Del Mar College and Coastal Bend College in support of GO Centers in the Coastal Bend region. The Office continues to support GO Centers at Moody and West Oso High Schools in Corpus Christi and helped establish additional GO Centers throughout the region. The Office assisted in the organization of the GO Theatre troupe. The Office reestablished the Telemarketing Center during the Spring 2004 semester and utilized telecounselors for a number of calling projects, including contacting all admitted freshman and transfer students to encourage attendance at Hoggie Days.

13. Although not an accomplishment, the retention rate of freshman students went down from the previous year, 58.9% in 2002 to 55.0%, in 2003. This percent decreased even more, 55.0% in 2003 to 51.1% in 2004. This is an indication that the University is either attracting more poorly academically prepared students or the University is not doing enough to support its entering freshman. I tend to believe that the University is guilty of both. To assist in the effort of retention, the deans from the colleges of Arts and Sciences and University College instituted a Resource Learning Center, located in the library. In addition, it is hoped that Project I Can and the revised admissions standards will contribute to an increase in retention in years to come. The Division of Student Affairs is also looking at a Living a Learning Communities project that will require faculty and residential life staff involvement. The College Success courses are also being reviewed to see if they can be enhanced in order to improve attendance.

Life Services & Wellness

1. New lab contract with reduced lab costs to students.
2. Awarded March of Dimes Grant, which assisted female students and their partners in receiving no cost testing for Chlamydia, which increased the number of screenings 101%.
3. Received second year funding for the Texans Standing Tall grant: Zero Tolerance (focusing on Underage Drinking).
4. 54% increase in the number of flu vaccines administered.
5. Completion of CAS audit for Health Care unit.
6. Total contacts for the testing program increased by 16%; In-house participation increased by 21%.
7. Outreach presentations increased by 32%. (116 total presentations; setting a record from the previous 7 years).

Career Services

1. Expanded the service realm to endorse and solidify the mission and tenets of career services, which include career development, career enhancement, and career transition.
2. Broadened the scope of the Center and has made strides in maintaining a positive profile among integrated service recipients, including student, alumni, academia, community and the professional organizations fostering the foundations of career development.
3. The Center faced a significant decline in the number of placements and it seeking to enhance the focus of work experience.

Special Programs

All numbers and percentages extracted from data and summary reports submitted to the U.S. Department of Education and continuous student tracking. Ronald E. McNair (REM), Educational Opportunity

Centers (EOC), College Assistance Migrant Program (CAMP), Upward Bound Math & Science (UBMS), and Student Support Services (SSS) are listed below.

1. Special Programs successfully was awarded the Educational Opportunity Centers (EOC) grant. This \$1,000,000 five-year grant is one of only three on a college campus in Texas and the only one at a comprehensive university.
2. 173 students have been served since the REM inception in 1995. 33 students benefited from program's services and were served during the reporting period.
3. All REM students participated in approved research or other scholarly activities at TAMUK or at graduate centers designed to provide participants with effective preparation for doctoral study.
4. All REM participants received their baccalaureate degree during the reporting period.
5. 10% of prior year REM participants attained/completed a doctoral degree during the reporting period.
6. 90% of the REM students served during the reporting period achieved a GPA of 3.0 or above.
7. 21 REM students took the Graduate Record Examination (GRE) test and achieve a test scored of 1,000 or better.
8. 1, 118 EOC participants were identified and selected of whom 735 (74%) were low income and first generation students.
9. Financial aid and academic information was disseminated to 177,400 residents in the targeted area.
10. Career and academic counseling through EOC was provided to 716 college-ready participants.
11. A site visit conducted by Mr. Matt Taylor of the U.S. Department of Education resulted in the review of all components of the grant and the programmatic aspects of EOC. The overall visit was successful with several recommendations for the future operation of the grant at TAMUK.
12. The College Assistance Migrant Program (CAMP) at Texas A&M University-Kingsville is funded by the Department Of Education through the Office of Migrant Education to serve 50 eligible students each year who have a migrant or seasonal farm worker background. The program served a total of 52 college freshmen in the AY 2003-2004 with retention of 71% students after their first year of college. The CAMP helps selected students make the transition from high school to college and provide support services and financial assistance supplemental to the Pell Grant. In collaboration with Student Support Services, CAMP also provides tutoring, mentoring, academic advisement and counseling, educational and cultural experiences, assistance with scholarship and financial aid applications, and a support system designed to help first-year students succeed in higher education
13. The average GPA in the first year for CAMP students was 2.34.
14. UBMS was implemented in 1999 and has served a total of 254 students with first year retention per cohort average of 84%.
15. 54 UBMS participants were administered the ACT Pre/Post.
16. 100% of all UBMS seniors for all five years have graduated from high school.
17. 54 UBMS students engaged in an on campus residential experience in summer 2004.
18. 81% of SSS participants met academic performance levels required to stay in good academic standing.
19. 82% percent of the new and continuing SSS participants have participated in cultural/educational functions and on-campus and off-campus enrichment activities.

II. Changes and Improvements for Academic Years 2003-2004 that Resulted from Assessment Outcomes from Previous Years

Student Affairs

1. Added certain subunits to the Program Review schedule based on feedback from departments.

2. Merged Enrollment Management and Student Affairs into the Division of Student Affairs based on common practices.
3. Establish long-range plan to add upper-class apartments on or near campus based on obvious lack of upperclass housing and student interest expressed in student forums and through SGA and Housing.
4. Participated in the NASPA Minority Undergraduate Student Internship Program to build national reputation. Created and promote graduate and undergraduate internship programs in housing, activities, recreation sports, and counseling.
5. Established Spirit and Traditions committee to address campus pride and spirit based on SGA comments to improve climate on campus.
6. Revised the SOFC funding process based on student feedback through SGA to better disseminate the resources.
7. Updated cooling and fire safety/sprinkler systems in some of the residence halls.

Student Development

1. Developed and later institutionalized the shuttle program based on safety concerns expressed by the students.
2. Reviewed and updated the Code of Conduct.
3. Began process to establish an Honor Code based on campus interest.
4. Further developed and refined multi-cultural programming.
5. Worked with TAMUK-SC to develop programs and services for students at their request. Established separate ring ceremony for system center and created student handbook for System Center.
6. Developed senior week programming based on student need during senior week.
7. Worked toward development of the recreation center. Worked closely with SGA to acquire funding based on SGA feedback.
8. Strengthened awards ceremonies and traditions such as Who's Who and Ring.

Enrollment Management

1. After assessing the number of Presidential Scholarship acceptances and reviewing the actual number that attended the university under this scholarship, it was decided that a revised procedure would be implemented. In consultation with the University's Scholarship Committee, it was agreed that for students applying for this scholarship for fall 2005, they will have to complete an application and submit documentation as part of the application process. This new process does not award this scholarship automatically. Students will have to do a little work to get it. After careful review of this new process, it was decided that the same thing would be done for the Presidential Transfer Scholarship.
2. As a result of the Office of International Programs reverting to academic affairs, the staff in International Admissions has worked relatively close with the new director of International Programs, particularly in the area of recruitment. The Assistant to the President for Latin American Affairs recruits in Mexico and is also supported by the Office of Enrollment Management. As a result of an international student having submitted fraudulent documents and admitted to the university, the Office of International Admissions underwent a program review/audit of its processes. As a result of this evaluation, the department adopted safety measures to prevent this from happening again. Special country files were created to track fraudulent credentials and to ascertain the validity of all documents.
3. In the area of recruitment, an emphasis was placed in developing collaborative agreements with area community colleges. Transfer Fairs became more regular with community colleges every semester. A focus to develop a common articulation agreement with all area community colleges

was pursued and is on going. As a result of the statewide campaign to recruit more students into higher education, A&M-Kingsville, along with A&M-Corpus Christi, Del Mar College, and Coastal Bend College, established GO Centers throughout the Coastal Bend area. A&M-Kingsville, in collaboration with our drama department and Academy High School established a theater group that presents skits promoting higher education at junior and senior high schools in the area.

4. The Senior Days program was enhanced to focus more attention on the admission and financial aid process for students. More time was allotted to the exhibit area to encourage more individual interaction between students and faculty. Javelina Highlights program was enhanced by the addition of a Power Point presentation by the academic deans. This provided the prospective students and their families the opportunity to learn more about all of our academic colleges. During 2003-04, personal letters to seniors were sent to a larger number of area high schools encouraging them to apply for admission and scholarships as an addition to our communication funnel.
5. As a result of involving the graduate college in graduate recruitment, the university has experienced a growth in graduate students. Efforts to support graduate faculty in graduate recruitment activities are part of Enrollment Management's goal.
6. Customer service workshops were integrated into the University—and all faculty and staff were/are invited every spring to attend one session. This has become a yearly activity and every employee on campus is given the opportunity to attend.
7. As a result of the university purchasing Banner, staff in Enrollment Management, Business Office, and CIS, have been involved in the training and implementation of this new Student Information System. Portions of this system went “live” in fall 2004. Admission procedures for receipt of application fees were streamlined to increase efficiency, security, and accountability.
8. The Office of Student Financial Aid conducted systematic evaluations of program quality to determine whether the stated mission and goals were being met. The Office's front counter area will be redesigned to allow for a friendlier customer atmosphere and increased efficiency in the operation of the office. As a result of the Office of Student Financial Aid staff being trained and becoming more knowledgeable about laws, rules, regulations imposed by the State of Texas and Federal Government, reports submitted to the Federal/State agencies reflected minimal errors. An evaluation was conducted by a consultant from one of our lenders/services in regards to the Office's policy and procedures. The Office of Student Financial Aid also continues to utilize technology to enhance its operation.
9. Because of collaborative efforts to increase community college enrollments, the Office of Student Financial Aid also saw the need to develop dual enrollment consortium agreements with Del Mar College and Southwest Texas Junior College.
10. In the area of International Admissions, closer scrutiny for fraudulent records has been addressed by implementing special country files to track fraudulent credentials and to ascertain the validity of all documents. Special training will be provided to individuals responsible for SEVIS and immigration rules.
11. Seeing a great need for the System Center-San Antonio to succeed, all offices in Enrollment Management were involved in one-way or another. This effort continues today and will continue until the System Center becomes a stand-alone institution.

Life Services & Wellness

1. Installation of Mediat Express to schedule, track and provide reports for Health Care visits.
2. Implemented EKG diagnostics into Health Care program.
3. Maintained monthly LSW medical-mental health meetings to ensure coordination of treatment planning for students.

4. Collaboration with other organizations and departments led to a greater number of outreach efforts and a larger number of student contacts.

Career Services

1. Initiated a campus group to explore options of "Hire a Javelina."
2. Broadened the scope of "Hoggie Days" to include parent guidance
3. Initiated the transition of focus and mission of the Career Center
4. Established a priority list of new initiatives and services
5. Initiated services to the Systems Center in San Antonio
6. Expended resources for student research
7. Fostered focus groups on career services for international students
8. Realized the necessity to garner more detailed post-graduation data
9. Focused attention on outreach to Colleges to foster support and feedback

Special Programs

1. Continuous efforts are exerted to expose potential Ph.D. candidates to financial assistance opportunities available at different universities. Cultural expectations represent a challenge for the scholars to understand the need to attain a doctoral degree even if it means being away from their families.
2. The improvement of the poster board reception in the summer presentations banquet will be a focus for the upcoming summer experience.
3. The expansion of the GRE experiences for the students and offering more workshops on the weekends to simulate the full test.
4. The EOC program targeted its recruiting areas to high migrant population areas. This was as a result of looking at the previous years rosters and concentrating on students that are thriving and matriculating at the university.
5. Implemented in 1999, the CAMP is now starting to experience the results of the program's efforts and investment through the graduation of several students, five of which graduated with honors and four who are currently enrolled in graduate school, one of which is on track to graduate this year with a Master's degree. The CAMP is a five-year grant and has started its second cycle.
6. A series of seminars were provided that concentrated on enhancing educational and social skills, including: leadership, admissions, financial aid, scholarships, and career counseling.
7. All students in UBMS have been tracked via a newly purchased database search which is utilized by 98% of all colleges and universities in the U.S.

III. Plans for Improvement in Subsequent Years Based on Assessment Results of Academic Year 2003-2004.

Student Development

1. Enhance Communications through improved use of technology. Specifically to continue to improve the student handbook and web sites.
2. Implement Javelina Honor Code
3. Develop living learning communities.
4. Fill residence halls to capacity
5. Enhance Welcome Week activities through updated format and greater participation.
6. Develop Division-wide orientation program for new staff members.
7. Increase communication activities through staff retreats, meetings, and correspondence.

8. Develop more sophisticated assessment programs for student life with respect to student needs and student satisfaction.
9. Create budget process that reflects the current state of the division.

Enrollment Management

1. Recruitment and retention are paramount to Texas A&M University-Kingsville improving its enrollment numbers.
2. In the area of recruitment a more concerted effort will be emphasized with community colleges in the geographic area. Joint agreements with community colleges, where A&M-Kingsville courses can be taught on the community college campuses will be pursued. Joint programs similar to the one with Del Mar College will be duplicated with other community colleges where possible. A push to increase dual enrollment with area high schools using Distance Education Wireless System will be pursued. A push to develop and get approved online degrees will also be pursued. Texas A&M University-Kingsville is the only system institution without an online degree. Coordination with the Provosts, academic deans, and Distance Education will be emphasized with the Office of Enrollment Management taking the lead in order to make this happen in the very near future. The use of technology, whenever resources allows will be utilized. Already the Office of Enrollment Management has developed a recruitment CD and a yield CD. In addition “virtual advisor” software has been purchased and integrated into the university’s web page, allowing potential students to get answers to questions immediately.
3. In the area of retention, A&M-Kingsville has implemented the Project I Can (PIC), which allows Coastal Bend College to teach developmental education courses to A&M-Kingsville students on the A&M-Kingsville campus. This project will assist in the retention effort by placing students who are better prepared in University College’s developmental education courses. Those not academically prepared to handle these courses will end up taking developmental courses through CBC. Through the efforts of the College of Arts and Sciences and University College, the Learning Resource Center has been established to tutor students in math science, English, history, and other academic areas. In addition, the Residence Life department in conjunction with the College of Arts and Sciences and University College are collaborating for a Living Learning Community that will focus on at-risk students. Furthermore, the College Success courses are being looked at for possible revision. A proposal to team-teach these courses using regular faculty and student affairs professionals is in process. Finally, the President approved a revision to our admissions standards, effective fall 2005. The revised admission standards make the Recommended High School Curriculum the default admissions to the university.
4. Financial Aid Office: In order to keep on decreasing the default rate on our student loans, the Office will continue to work with lenders/servicers as often as necessary. In addition, it is recommended that a Default Aversion Officer be hired to not only work with lenders and servicers, but students also. The aesthetics of the Financial Aid Office needs to be enhanced; as a consequence the front office, counter area, is being reviewed for a possible makeover. Customer service will continue to be a priority with staff when assisting students, faculty and staff. The publishing of a pamphlet with scholarship information is much needed and will be a priority for this Office.
5. Support to the System Center-San Antonio will continue from Kingsville. However, because of the number of students at the System Center, an additional person there needs to be hired. Improved communication within the department and other departments within the University has been one of the goals of this Office. The Office continues utilizing the Financial Aid Waiver Committee, responsible for reviewing appeals from students whose academic progress is questionable. Satisfaction surveys were conducted to address any deficiencies that may be perceived by the students.

6. Registrar's Admission Office: Continue with the training and implementation of the Banner student information system; insure that the integrity of data and transcript audit process continues; because of the implementation of Banner, all Admission and Registrar processes will be reviewed and refined to ensure compatibility with the new system, improve efficiency, and maintain the accuracy of data. Admissions went live with Banner student information system November 2004 for the fall 2005 semester. Admissions processes will continue to be reviewed and refined to ensure accuracy of data and improve efficiency. EDI Smart will be incorporated into the Banner process.
7. Outreach and Enrollment Support Services: Continue development of data gathering instruments for more accurate assessment. Serve as facilitators in the creation of articulation agreements with community colleges. Set up a systematic and personalized correspondence system for prospective students. Develop a tracking system to track recruits, admits, and enrolled students. Set up a systematic and personalized correspondence system for high school counselors. Continue to work with department and community colleges in the creation and maintenance of articulation agreements. Continue to work with the Recruitment Council to foster collaboration and communication between university departments. This will include a master-recruiting calendar. Serve as active participants on the Banner Implementation Team and go live with the recruitment module and fully utilize the recruitment functions of the system.
8. International Admissions: International student applications have steadily decreased from 2003, due to the 9/11 terrorist attacks. The Office needs to purchase SEVIS software for batch reporting to the Federal Government. The software will reduce time spent on this effort and in developing yearly reports. The new Banner Student Information System will allow for the creation of new personalized acceptance, missing documents, and rejection notification letters. International travel funds to recruit students from under-represented countries have not been made available for the past two years. The University needs to take advantage of the opportunity to recruit via CONACyT in order to increase the number of Mexican students on our campus. The Office also needs to be fully funded to support the staff to take advantage of workshops, seminars, and other opportunities for professional development. There is much potential for this University to increase international enrollment, but the resources need to be provided.

Life Services & Wellness

1. As a result of the CAS Audit, Health Care will look at staff changes to reflect deficiencies in professional clinical staffing.
2. As a result of the CAS Audit, Health Care, SSD, Counseling, services will be offered at the Palo Alto System Center.
3. As a result of the CAS Audit, the department will prepare an annual Facilities and Equipment Management (FEM) Schedule for efficient replacement of equipment and technological needs.
4. All evaluations collected throughout the department will include specific learner outcomes.

Career Services

1. Implement "Hire a Javelina" campus-wide with solvent training for staff and student and establishing assessment tools for evaluation and enhancement purpose
2. Broaden the scale of student learning via heightening the breath of workshops, including graduate/professional school education, professionalism, international student placement, as well as penetrating campus organizations and student clubs with specific learning options.
3. Enhance the number of students enrolled in Internships/Co-Operative learning
4. Establish a web-based survey for Graduation statistics
5. Penetrate the job market via employer contacts from Austin to the Valley to facilitate placement efforts

6. Transfer the Federal Work Study Program under the auspices of Career Services
7. Enhance career counseling efforts via training and outreach
8. Increase services of career services (mentoring program, alumni outreach, distance learning) by the hiring of a qualified professional
9. Assess the usage and effect of myRoad by students and staff
10. Design a Career Services Center that focuses upon the tri-parti realm of services: career development, career enhancement, and career transition and train staff to holistically integrate this theory into their work style.
11. With campus support and resources, design a type of First Year Seminar program that focuses on learning style and integrates student affairs into the educational arena
12. Initiate a student recognition program for the Co-op/Internship Program
13. Enhance staff development efforts via director-led training and attendance at professional meetings
14. Initiate an employer/supervisor recognition program for the Co-Operative Education/Internship Program
15. Conduct assessments among faculty to generate analysis of services
16. Sponsor additional program options and services to System Center students
17. Integrate support of faculty into renewed resources for students and alumni
18. Enhance resources via in-kind donations, employer-sponsored gifts and budgetary supplements
19. Conduct internal CAS Standards Review
20. Sponsor a two-day retreat for staff to establish Strategic Plan and to foster collegiality
21. Re-design website to include parent resources, career transitioning skills, career resources, and placement directories
22. Research and apply for grant funding to enhance program offerings and expand service delivery
23. Expand outreach to present employers and garner support from newly created employers and placement sites
24. Continue to foster a harmonious work site for staff, students, faculty, alumni, and employers
25. Expend resources for the physical enhancement of the Center
26. Implement a Career Services Advisory Board composed of students, faculty, employers, and administrators to gain feedback and resources

Special Programs

1. The site visit yielded various recommendations that include a clear indication in student files of service delivery. The program will implement a system to follow-up on the students and clearly document the outcome of all students in the program. All files were assessed and updated when needed. Based on AY 2003-2004 assessment results, an internal strategic plan was developed for AY 2004-2007 with goals and objectives that are aligned with our proposal to achieve the objectives and to improve program implementation in a systemic approach as well as using “best practices” in the field for EOC programs.
2. Because of the educational and cultural barriers encountered by the migratory lifestyle, the CAMP helps those students who most need the help. While high school performance is important, CAMP selections emphasize the students' needs, desire, and commitment to higher education. The majority of students selected are those who by the very nature of their background, typically have low college entrance exam scores and the highest financial need and are mostly low-income, first-generation students. To continue and improve upon its effectiveness and successes, the CAMP has set forth the following goals and improvement plan. The implementation of a presentation forum for the previous year students will allow an opportunity to acknowledge the success of students starting to graduate. The documentation process will be examined in the subsequent years to formulate the why and how of what we do in CAMP.

3. One of the major changes for the summer 2005 session is bringing back of summer 2004 students from the previous years. This will create a true cohort of students who we can automatically bridge into the university upon completion of their senior year.
4. In an effort to bridge technological gaps, SSS will provide more technological support to its participants through workshops and one-on-one training. This will assist in the preparation of financial aid documents via the web in a timely manner.
5. To increase retention and matriculation, SSS staff will provide additional intrusive academic guidance and counseling to summer College Exploration Program bridge participants by weekly meetings throughout the following fall semester. This component will be closely linked to the supplemental grant aid portion of the SSS grant.
6. SSS will continue to extend out to the campus community by collaborating with University College, Coastal Bend College and the Learning Assistance Center to enhance the program's academic tutorial and advising component.

Student Affairs Mission, Vision Statement, and Core Values

Mission for the Division of Student Affairs (Revised 11-17-03)

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

The Student Affairs Core Values

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.*

Vision for Student Affairs

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.

Linkage of Assessment Plan Objectives to University Mission Statement

Texas A&M University-Kingsville Mission Statement

The mission of Texas A&M University-Kingsville is to develop well-rounded leaders and critical thinkers who can solve problems in an increasingly complex, dynamic and global society. Located in South Texas, the university is a teaching, research, and service institution that provides access to higher education in an ethnically and culturally diverse region of the nation. Texas A&M University-Kingsville offers an extensive array of baccalaureate and master's degree programs and selected doctoral and professional degrees in an academically challenging learner-centered and caring environment where all employees contribute to student success.

Table 1
Linkage between the University and Student Affairs Objectives

Mission Statement Component	Objectives
Problem solvers	2.5, 3.2, 4.3
Critical thinkers	2.5, 3.1, 4.3
Well-rounded leaders	2.3, 2.5, 3.2, 4.3,
Teaching	2.1, 3.1, 4.3,
Research	1.7
Service	1.6, 1.3, 2.4, 2.8, 3.5, 4.1, 4.2, 4.7, 4.10, 4.11, 4.12
Complex, dynamic, global society	2.6,
Access	1.2, 2.1,
Diversity	2.3, 2.6, 3.1,
Student success	1.4, 2.3, 2.7, 3.3, 3.4, 3.6,
Learner-centered environment	1.5, 2.3, 2.5, 2.9, 3.1, 3.5, 4.4, 4.5, 4.6, 4.8, 4.13
Caring environment	1.4, 2.2,
Challenging environment	1.5, 2.5, 4.1

Goals & Objectives for the Division of Student Affairs

Goal #1 - Recruit and retain students who have the potential to complete a college degree and compete in a global society.

Objectives:

1. Maintain and develop faculty/academic relationships. (Ongoing)
2. Review future housing demands and initiate steps to 1) increase retention for all classifications and 2) create upper class/married (no children) apartments on campus. (Done)
3. Create avenues to connect graduates with employers through Career Services. (Done)
4. Expand counseling services (seek methods to add two fulltime counselors). (Done)
5. Maintain high level of student activities programming. (Done)
6. Add placement for on and off campus employment into Career Services. Move program online by the end of spring 03. (Ongoing)
7. Collect retention data obtained from departments for use with retention and re-accreditation. (Not Done)

Goal #2 - Enhance student learning by creating and implementing programs, services, and activities that foster the intellectual, social, moral, ethical, spiritual, and physical development of students.

Objectives:

1. Create and promote graduate and undergraduate internship programs in housing, activities, recreation sports, and counseling. Work with all colleges to promote careers in student affairs and work with the College of Education to establish graduate assistantships. (Done)
2. Promote collaborative Wellness activities for the University community. (Not Done)
1. Seek new student organizations such as sports clubs, special interest organizations, political clubs, academic clubs, etc. (Done)
2. Further develop advisor training program. (Done)

3. Establish comprehensive student leadership program. (Not Done)
4. Establish service learning, volunteerism, and civic service center. Increase community service by all student organizations and offices. (Ongoing)
5. Develop Greek Life – expand. (Done)
6. Establish TAMUK cable programming channel/network for all on campus residents. (Done)
7. Eliminate smoking in all of the residence halls. (Done)

Goal #3 - Create a campus climate that fosters a sense of community, values differences, and is responsive to individuals and their cultures.

Objectives:

1. Develop FYOV – Find Your Own Voice, a targeted free speech forum for students. (Done)
2. Develop SGA into a collegiate, policy oriented governing body. (Done)
3. Encourage campus wide active participation in co-curricular programs. (Done)
4. Promote campus-wide events in an effort to increase campus spirit. (Done)
5. Inspire greater participation of faculty, staff, and administration in intramurals. (Ongoing)
6. Develop through Student Activities and Student Government an annual Student Recognition Ceremony. (Done)

Goal #4 - Deliver high quality customer services by providing adequate fiscal resources, appropriate facilities, and well-trained, competent staff.

Objectives:

1. Establish masters-level professional positions throughout the division. (Done)
2. Implement University one-card (Javelina Express Card) system. Work with area businesses to develop area-wide card use. (Done)
3. Further deepen the student affairs reputation within the university and the state. Assume involvement and leadership in campus and professional organizations. Encourage all staff to join their functional areas respective listservs to remain current in the profession and abreast of professional trends and issues. (Done)
4. Develop a master plan for the residence halls and a residence life marketing plan. Review feasibility of converting Seale and May Halls to upper-class/married (no children) student apartments. (Not Done)
5. Revise emergency response processes. (Done)
6. Develop master plan for the Student Union Building. (Not Done)
7. Refine campus-wide activities calendar, facilities scheduling and reservation systems, and SUB customer services. (Done)
8. Review feasibility of converting Poteet Hall into a year-round University Conference Center and SUB Annex. (Not Done)
9. Use the old gym. (Not Done)
10. Review feasibility of creating additional retail outlets in the SUB, such as sandwich shops, ice cream parlor, coffee shop, and copy center. (Done)
11. Develop online services provided by the bookstore. Develop POS (point of sale) technology with the Javelina Express Card. (Ongoing)
12. Develop front desk operations in the SUB. (Done)
13. Update cooling and fire safety/sprinkler systems in the residence halls. (Done)

Revised - June 24, 2002 – Updated August 25, 2003

Texas A&M University-Kingsville
 Division of Student Affairs
 Resource Priority List (March 29, 2005)

	Request	Justification	Amount
C1	Recreational Sport Complex	Objective 4.1 – Would provide a state of the art recreational sport complex addition that compliments existing athletic/classroom facilities. (Complete 2008)	\$12,000,000
C2	Professional Staff Quarters Repair and Upgrades	Objective 1.1, 4.1 - To update staff apartments in the halls to meet professional standards. (Complete 2005)	\$75,000
C3	Game Room Renovation	Objective 4.1 – Improve lighting, floor, equipment, pool tables, and create a sports bar theme.	\$125,000
C4	Replace SUB Technology and Equipment	Objective 4.1 – Replace and update LCDs, DVD players, staging, light trees, screens, servers, and tables. These items are heavily used.	\$35,000
C5	SUB Tejas Room Addition	Objective 3.1, 4.1 – The Tejas room is too small for existing student demand. The atrium would add dining space that compliments existing exterior (Complete 2006).	\$500,000
C6	SUB Auditorium & Lounge	Objective 1.1, 3.1, 4.1 – The campus lacks a 500 seat auditorium for medium sized lectures and special events. Students have requested lounge space in the Union for years. The current SUB design provides limited lounge space for students (Complete 2007).	\$3,500,000
C7	Lewis Renovations	Objective 1.1, 4.1 – To upgrade Lewis Hall	\$3,500,000
C8	SUB Phone and Electrical Infrastructure	Objective 4.1 – Update phone and electrical infrastructure in the SUB. Provides limited use with increase services.	\$17,000
C9	SUB Renovation – Phase III	Objective 3.1, 4.1 – Courtyard Phase I was completed May 2002. SUB renovation Phase I was complete March 2003. SUB phase II is to be completed summer 2004. Complete items not completed in phase I-II. Includes new furniture and student seating, outdoor lighting, planters, and irrigation. (Complete 2005).	\$50,000
C10	Poteet Student Services Building	Objective 1.1 – Renovate Poteet and relocate student service areas.	\$8,000,000
C11	Eckhardt 2nd Floor Renovation	Objective 3.1, 4.1 – One of the least maintained areas, yet high use because of high demand of the Special Programs departments. Given this is a recruitment department; this area does not reflect the image or professionalism warranted for a recruiting, high visibility area.	\$1,500,000

C12	Poteet Conference Center	Objective 1.1, 4.1 – Final Poteet Option - Facility is in a prime service location and a source of auxiliary revenue, providing overnight rooms, the Housing Department, and auxiliary space for workshops and business meetings.	\$4,000,000
C13	Remodel Financial Aid Front Desk area.	The front counter area of the Financial Aid Office will be redesigned to allow for a friendlier customer atmosphere and increase efficiency. (Objective 2.1)	\$29,000
C14	Turner/Bishop Multipurpose Rooms		\$250,000
C15	Martin Multipurpose Room		\$150,000
C16	Housing Maintenance	Built into budget below	\$200,000
C17	Upgrade Career Office Space	Enhance office appearance for prospective students, employers, students, alumni, and community	\$15,000
C18	Catering Areas Renovation	Objective 4.1 – Renovate catering areas for better space usage.	\$10,000
			\$33,956,000

Recurring=R, HEAF=H

Short-Term			*	Amount
A1	Smart Card - Phase II/III	E	Objective 4.1 – Completion of project.	\$250,000
A2	SUB Budget Adjusted	O	Objective 4.1 -- To benchmark budget and meet existing demands annually. Move Dean of Students portion out of auxiliary budget (\$320,000).	\$1,100,000
A3	Housing Budget Adjusted	O	Objective 4.1 -- To benchmark budget and meet existing demands annually.	\$3,200,000
A4	Staff Position – Career Services	P	Objective 1.2 – To expand career services. Work with more employers to market TAMUK and students to improve development. Redirected from Women’s Resource Center.	\$38,000
A5	Enrollment department budget increases	O	All 4 departments in Enrollment Mgt. have requested an increase in their operating budget to accommodate operating expenses: Admission/Registrar = \$25,000, Outreach = \$25,000, and Int Adm = \$20,000. (Objective 1.1)	\$70,000
A6	Increase in AVP Enrollment budget	O	The Assoc. VP for Enrollment is asking for funds to support the needs of the CONACyT international recruitment effort. (Objective 1.2)	\$10,000
A7	GoalQuest Purchased for Enrollment	S	The Assoc. VP for Enrollment is asking for funds to utilize technology to improve recruitment, e.g. Goal Quest (2 modules), Hobson, SEM software. (Objective 2.4)	\$150,000
A8	SEVISfsa-Atlas	S	Support the online SEVIS Program that is	\$30,000

			mandated by the Federal Government. (Objective 2.4). License is recurring.		
A9	Telemarketing	O	Support Telemarketing Center in the Outreach Office. Will need work-study money. (Objective 1.4)	R	\$10,000
A10	LSW Personnel Increases	O	Objective 4.0 -- To address salary increases in January 2005 for Health Services	R	\$7,000
A11	One new staff in Outreach and Enrollment	P	To assist in the recruitment effort and stay competitive with other institutions. (Objective 2.8)		\$32,000
A12	Supplies for Programming and Activities	O	Increase in travel and activities in Palo Alto;(Objective 1.1.2, 2.1.1.,4.1.1)	R	\$12,000
A13	Evisions Software	S	Several departments will use this across campus to print documents (e.g., transcripts, bills, award letters) out of Banner. (Objective 2.4). Maintenance fees are recurring.		\$35,000
A14	Two new staff in Office of Admissions/Registration	P	To replace the two temps and support the increase in student and departmental load in these offices: one Admissions and other in Registrar's Office. (Objective 2.8)	R	\$32,000
A15	Publications	O	Publications to support the recruitment effort will be needed, e.g., view book, search piece, scholarships, brochures, etc. (Objective 1.7)	R	\$35,000
A16	Computers	E	All 4 departments in EM have asked for Pentium IV computers. A total of 18 computers at \$1,600 each + two laptops at \$2,000. (Objective 2.4)	H	\$33,000
A17	PT Transition Specialist - SAT	P	Objective 2.2 -- Service the transitioning efforts of Systems Center Students		\$19,000
A18	Printers	E	The Registrar/Admissions needs a total of 10 printers at \$625 each plus 1 network Printer. (Objective 2.4)	H	\$9,500
A19	Pocket PC Software	E	Allows recruiters and other staff remote accessibility to Banner System. (Objective 2.4)	H	\$5,000
A20	Pocket PCs	E	5 pocket PC/s in support of Banner to allow remote of accessibility to system. (Objective 2.4)	H	\$2,500
A21	Three new staff in Office of Fin Aid.	P	Need one professional staff to aid in the verification process and perform additional fin aid duties; need a financial aid clerk to assist in the overall operation of the office; need a Default Aversion Officer to assist in lowering our default rate. (Objective 2.6). Amounts do not include benefits.	R	\$26,000 \$14,000 \$26,000
A22	LSW Computers	E	For Computer-Based Testing for GRE	H	\$4,500

			Assessment Measure 3.2.1.		
A23	PT Career Counselor SAT	P	Objective 2.2 -- Design and Implement a First Year Student Program		\$19,000
A25	Career Resource Room	E	Objective 1.2 -- Resource Room Upgrades (Modules, software, texts, PCs)	R H	\$18,000
A26	Budget Adjustment	O	Objective 4.0 -- Life Services & Wellness		\$15,000
A27	Graduate Internships – 15	O	Objective 1.1, 2.2 & E2.8 – Continue to develop higher education/student development graduate program to practical experiences within the division requires an investment into graduate assistantships/internships in all student affairs departments.		\$150,000
Total Short-Term Priorities					\$5,347,500

B	Long-Term			*	Amount
	Gold & Silver	O		R	\$510,000
	GUF Merit Honor	O		R	\$360,000
	Blue	O		R	\$580,000
	Transfer	O		R	\$130,000
	Persistence	O		R	\$150,000
	Valley Transfer	O		R	\$25,000
	Pipeline Server	E	Objective 4.3 – Purchase Pipeline server, providing campus-wide portal for email, information sharing to students and faculty, and a campus programs online	H	\$50,000
	Holiday Lights	E	Objective 4.1 – Continue to beautify campus during the holiday season and bulb and decoration replacement.	H	\$12,000
	Career Software	S	Objective 1.2 -- Replace myRoad software with more relevant and timely assessment tools	H	\$3,500
	Biofeed-back Equipment	E	Assessment Measure 5.1.3.	H	\$3,200
	STARS Matching	O		R	\$75,000
Total Long-Term Priorities					\$1,898,700

Revised March 29, 2005 for CAP IEP Budget Presentations

Assessment of Effectiveness Plan

Goal #1

Recruit and retain students who have the potential to complete a college degree and compete in global society.

Objective 1.1

Maintain and develop faculty/academic relationships. (Ongoing)

Assessment Measures

1. 100% of new faculty will receive Student Handbook.
2. Faculty will be invited to participate in student programming and standing committees.

Assessment Cycle

Annually

Assessment Outcomes

All new faculty were provided student handbooks during faculty orientation. The Vice President and Dean of Students attend the faculty orientation and discuss student affairs issues and present student handbooks to all new faculty. This was at the request of the faculty senate (and faculty feedback) five years ago to improve relations and provide additional information on campus programs outside of academic affairs.

Faculty participate in student programming through student activities and housing. A list of standing committees for the division of Student Affairs is online. Faculty members serve on all committees as a means to improve relationships and overall campus cooperation on committee initiatives.

Narrative

None

Objective 1.2

Review future housing demands and initiate steps to 1) increase retention for all classifications and 2) create upper class/married (no children) apartments on campus. (In Progress)

Assessment Measures

1. The housing application process will be streamlined. Requests for housing information will be answered within 24 hours after the initial request is received.
2. Minor housing repairs and improvements will be requested through the construction committee. A schedule for completing deferred maintenance items will be completed.
3. Out of class programs sponsored by Resident Advisors will increase student satisfaction in the halls.
4. The number of students in the halls will increase by 5% (as compared to the previous fall semester).
5. Initiate processes to develop upperclass student apartments on campus by 2004.

Assessment Cycle

Annually

Assessment Outcomes

The housing application has been modified but is not available online as desired. Housing information is provided within 24-hours. Requests for repairs have been submitted to the construction committee. Student security, although not a listed objective, was addressed first because of alleged incidents in the residence hall areas.

Residence Hall renovations are on the master-planning calendar, which is in draft form in the department. Fire suppression system installation has begun and will continually annually.

5,739 students attended/participated in Residence Life sponsored activities. Based on the annual housing survey student satisfaction regarding their living environment was very positive. The number of students residing in the halls Fall 2003 was 1,245 as compared to 1,322 in Fall 2002.

Processes have been initiated to develop student apartments. Collegiate Development, a privatized developer of student housing will build and manage 360 luxury student apartments north of campus. The apartments will open for occupancy Summer 2005.

Narrative

None

Objective 1.3

Create avenues to connect graduates with employers through Career Services. (Done)

Assessment Measures

1. Employment opportunities for co-op, internships, and off-campus jobs will increase.
2. 85% of the students and employers will indicate satisfaction with the on-campus interview program.
3. 50% of the respondents to an on-line survey for alumni will indicate awareness of the services available through Career Services.
4. A career counselor will be hired by the fall of 2001 and develop and implement assessment instruments appropriate to the Palo Alto campus and its activities.

Assessment Cycle

Annually

Assessment Outcomes

Based on MonsterTrak data statistics and student and employer inquiries available in Career Services, employment opportunities for co-op, internships, and off-campus jobs will indicate baseline data for tracking; on-going review with data on internships and off-campus employment.

85% of employers were satisfied with the on-campus interview program based from Career Services exit surveys provided to employers that attended career fairs on campus.

A career counselor is needed to assist with growing workshop and one on one student demand. Additionally, assistance is needed to work more closely with growing interest from System Center students. A career counselor has been hired.

An online survey for alumni to indicate awareness is on-going with implementation for the next cycle period.

Narrative

None

Objective 1.4

Expand counseling services (seek methods to add two fulltime counselors). (Done)

Assessment Measures

1. Hire an additional professional counselor to work directly with students by fall 2003.
2. Expand graduate internship program providing additional graduate students to assist with client intact sessions.

Assessment Cycle

Annually

Assessment Outcomes

A professional counselor was hired by redirecting an existing staff member position within the department. The graduate internship works closely with both the College of Education and College of Arts and Sciences in providing semesterly graduate internships opportunities for students.

Assessment Cycle

Annually

Narrative

None

Objective 1.5

Maintain high level of student activities programming. (Done)

Assessment Measures

1. The number of students participating in activities will increase overall by 10% during the academic year.
2. 85% of students responding will rate family day as good to excellent.
3. Participation in intramurals will increase by 20% over all sports for AY 2003.

Assessment Cycle

Annually

Assessment Outcomes

Participation in activities, according to NSSE, has remain constant and below average as freshmen and above average as seniors. Based on survey data in student activities students opinions of family day activities exceeded their expectations (favorable).

Narrative

Objective 1.6

Add placement for on and off campus employment into Career Services. Move program online by the end of spring 03. (Implementing Fall 2004)

Assessment Measures

1. Establish a process to better promote employment for students.

Assessment Cycle

Annually

Assessment Outcomes

Not completed. A process was implemented at the end of AY03 and was scheduled for implementation AY05. It was tested spring 04 in financial aid and the library and is called Hire-a-Javelina. It is a centralized process using MonsterTrak. Students find and apply for campus positions and departments list positions online.

Narrative

Because of department turnover in all professional positions this objective is delayed another year.

Objective 1.7

Collect retention data obtained from departments for use with retention and re-accreditation. (In progress)

Assessment Measures

1. Special Programs, student activities, orientation, and housing will begin collecting benchmarking data on program success with retention of students.
2. Program reviews will be conducted based on the program review schedule for each department. Information will be used to enhance programs.

Assessment Cycle

Annually

Assessment Outcomes

As a federally funded program, Special Programs collects retention data on all programs. This information is contained on the IEP for that department as well as the accomplishments section of this report. Student Activities has collected benchmark data for orientation/Hoggie Days indicating the significance of attendance to this program. This warranted making the program mandatory for summer 2004.

Program reviews have been conducted based on the program review schedule. Several initiatives have been created as a result of that feedback. Specific changes are outlined in Student Activities, Housing, Outreach, and other areas that have completed program reviews and made changes to operations as a result of those program reviews.

Narrative

None

Goal #2

Enhance student learning by creating and implementing programs, services, and activities that foster the intellectual, social, moral, ethical, spiritual, and physical development of students.

Objective 2.1

Create and promote graduate and undergraduate internship programs in housing, activities, recreation sports, and counseling. Work with all colleges to promote careers in student affairs and work with the College of Education to establish graduate assistantships. (Done)

Assessment Measures

1. Graduate assistantships will exist in these departments.
2. The College of Education and Student Affairs will work to establish a masters-level program in student development for graduate assistantships.

Assessment Cycle

Annually

Assessment Outcomes

Three graduate assistantships are in Housing, one in Student Activities, and two in Recreational Sports. Three graduate interns rotate through the Life Services & Wellness department.

Narrative

None

Objective 2.2

Promote collaborative Wellness activities for the University community. (In Progress)

Assessment Measures

1. Housing will co-sponsor at least two hall programs a semester with other campus units.
2. Establishing appropriate hall leagues and competitions and increasing the participation in intramurals.
3. Wellness will have collaborated at least once with each student affairs department on a wellness program each semester.
4. Participation in intramurals will increase.

Assessment Cycle

Annually

Assessment Outcomes

Each Resident Advisor is responsible to conduct a social and educational program each semester as one of the duties. The majority of RAs has accomplished this requirement.

Students were provided about leadership programs at the beginning of fall semester through Hoggie Days presentations and flyers. Hall leagues were not established. Although interest in intramurals has increased to beyond capacity in some sports, hall leagues has not been a priority.

Narrative

None

Objective 2.3

Seek new student organizations such as sports clubs, special interest organizations, political clubs, academic clubs, etc. (Done)

Assessment Measures

1. 35% of the undergraduate student population will belong to a student club, organization, or team by fall 2003.
2. The number of clubs and organizations that register will increase by 5 each year for the next two years.
3. One fraternity and one sorority will be colonized by spring 2003.

Assessment Cycle

Annually

Assessment Outcomes

26% of the student body is in a club, team, or organization based on a sample population using club & organization rosters. This number would increase if the definition of club or organization were expanded to include student athletes or members of the residence hall association. The number of clubs & organizations has remained unchanged. The number of fraternities and sororities has grown from four in 2000 to 10 in 2004.

Narrative

None

Objective 2.4

Further develop advisor training program. (Done)

Assessment Measures

1. The advisor training program handbook will be revised and program updated.

Assessment Cycle

Annually

Assessment Outcomes

The advisor handbook has been revised and the program updated. Additional revisions and improvements are still warranted and will be completed outside of this objective.

Narrative

None

Objective 2.5

Establish comprehensive student leadership program. (Not Done)

Assessment Measures

1. A brochure and web site containing information on the leadership programs will be available to students.
2. A freshmen experience, Women's Leadership Institute, and Advanced Leaders type program will be available for students at a minimum by fall 2003.

Assessment Cycle

Annually

Assessment Outcomes

Students were provided about leadership programs at the beginning of fall semester; the freshmen leadership program had more than twenty participants and the Women's Leadership had less than fifteen. Advanced Leaders was not implemented.

Narrative

None

Objective 2.6

Establish service learning, volunteerism, and civic service center. Increase community service by all student organizations and offices. (In Progress)

Assessment Measures

1. The campus community will log at least 7,500 volunteer hours AY 2004.

Assessment Cycle

Annually

Assessment Outcomes

This information is not available.

Narrative

None

Objective 2.7

Develop Greek Life – expand. (Done)

Assessment Measures

1. 35% of the undergraduate student population will belong to a student club, organization, or team by fall 2003.
2. Number of new members joining Greek organizations in comparison to last year will increase by at least 10% each year for the next two years.
3. The number of clubs and organizations that register will increase by 5 each year for the next two years.
4. One fraternity and one sorority will be colonized by spring 2003.

Assessment Cycle

Annually

Assessment Outcomes

26% of the student body is in a club, team, or organization based on a sample population using club & organization rosters. This number would increase if the definition of club or organization were expanded to include student athletes or members of the residence hall association.

Data concerning Greek membership growth is available in Student Activities.

The number of registered clubs & organizations has remained unchanged.

The number of fraternities and sororities has grown from four in 2000 to 10 in 2004.

Narrative

None

Objective 2.8

Establish TAMUK cable programming channel/network for all on campus residents. (Done)

Assessment Measures

1. Install a cable programming channel in the halls.

Assessment Cycle

Annually

Assessment Outcomes

This was completed the previous year. The cable service is provided by CMA of Kingsville. A movie system called Residence Life Cinema was installed. Both of these were at the request of student governing bodies seeking increased amenities in the halls.

Narrative

None

Objective 2.9

Eliminate smoking in all of the residence halls. (Done)

Assessment Measures

1. Smoking in all halls will be eliminated.

Assessment Cycle

Semesterly by department.

Assessment Outcomes

Smoking in all halls has been eliminated.

Narrative

None

Goal #3

Create a campus climate that fosters a sense of community, values differences, and is responsive to individuals and their cultures.

Objective 3.1

Develop FYOV – Find Your Own Voice, a targeted free speech forum for students. (Done)

Assessment Measures

1. FYOV will be promoted by the SGA and held regularly in the mall area.

Assessment Cycle

Annually

Assessment Outcomes

SGA assumed responsibility for this program spring of 2002. It was conducted sporadically throughout AY03 and very irregularly during AY04. Although an important program, it has not been well attended by students and students remain uncomfortable speaking publicly on issues in a public forum setting. This is based on SGA evaluations and personal observation.

Narrative

There are no plans to reintroduce this program at this time. SGA uses student forums to dissect student issues instead.

Objective 3.2

Develop SGA into a collegiate, policy oriented governing body. (Done)

Assessment Measures

1. SGA will establish a master agenda at the beginning of the academic year addressing specific issues the group will attend to throughout the year.
2. SGA will address at least one academic issue through appropriate channels.

Assessment Cycle

Annually

Assessment Outcomes

SGA held a retreat preceding the academic year and again as a full senate during September to establish their master agenda. SGA proactively addressed concerns in the math department and discussed tuition increases through the academic year.

Narrative

None

Objective 3.3

Encourage campus wide active participation in co-curricular programs. (Done)

Assessment Measures

1. The Inaugural Student Recognition Ceremony will be held spring 2003.
2. Housing will co-sponsor at least two hall programs a semester with other campus units.
3. Students will be provided information about leadership opportunities at the beginning of the fall semester.
4. Establishing appropriate hall leagues and competitions and increasing the participation in intramurals.
5. One fraternity and one sorority will colonized by spring 2003.

Assessment Cycle

Annually

Assessment Outcomes

The Inaugural Student Recognition Ceremony was held Spring 2003 honoring student leaders throughout campus. Resident Advisors have completed at least two programs each semester. 26% of the student body is in a club, team, or organization. Leadership program information has been disseminated at the beginning of the fall semester and prior to the fall semester during Hoggie Days. Hall leagues have not been established in intramurals. The intramural program in some sports is at capacity. The Greek system has grown from four chapters in 2000 to ten in 2004.

Narrative

None

Objective 3.4

Promote campus-wide events in an effort to increase campus spirit.

Assessment Measures

Discontinued

Assessment Cycle

Assessment Outcomes

Narrative

Objective 3.5

Inspire greater participation of faculty, staff, and administration in intramurals. (In Progress)

Assessment Measures

1. Establishing appropriate hall leagues and competitions and increasing the participation in intramurals.
2. Establish an activity involving faculty and staff.

Assessment Cycle

Annually

Assessment Outcomes

Hall leagues were not established. A faculty and student softball game was implemented in 2004. A faculty/student bowling league was established in 2003. Both events were student government and recreational sports initiatives.

Narrative

None

Objective 3.6

Develop through Student Activities and Student Government an annual Student Recognition Ceremony.
(Done)

Assessment Measures

1. A recognition ceremony honoring student leaders throughout campus will be implemented during AY03.

Assessment Cycle

Annually

Assessment Outcomes

The inaugural student recognition ceremony was held during the spring semester 2003.

Narrative

None

Goal #4

Deliver high quality customer services by providing adequate fiscal resources, appropriate facilities, and well-trained, competent staff.

Objective 4.1

Establish masters-level professional positions throughout the division. (In Progress)

Assessment Measures

1. 85% of the professional staff will have at least a masters degree by fall 2003.
2. 60% of the professional staff will have attended and/or obtained a position within a regional/national association conference by fall 2003.

Assessment Cycle

Annually

Assessment Outcomes

59% of the professional staff has completed a master degree. Data on professional involvement is not available.

Narrative

Student Affairs merged with Enrollment Management. In professional positions there are fewer positions requiring and containing masters degrees in enrollment management as there are in other student affairs areas. This may have contributed to the large difference between measure and outcome.

Objective 4.2

Implement University one-card (Javelina Express Card) system. Work with area businesses to develop area-wide card use. (In Progress)

Assessment Measures

1. Point of Sale technology will be developed and purchased for implementation by 2004.
2. Phase II will be completed during AY04.

Assessment Cycle

Annually

Assessment Outcomes

Point of sale technology is available in the dining hall and bookstore but the campus is unable to process, thus allow its use at this time. This will be completed after Banner is implemented campus wide. Phase II is not completed. The residence hall electronic exterior doors is completed but vending, laundry, copies, point of sale, web, and cash on cards has not been implemented and will not be until the completion of Banner.

Narrative

None

Objective 4.3

Further deepen the student affairs reputation within the university and the state. Assume involvement and leadership in campus and professional organizations. Encourage all staff to join their functional areas respective listservs to remain current in the profession and abreast of professional trends and issues. (In Progress)

Assessment Measures

1. TAMUK will host regional events on campus showcasing student affairs.
2. Staff will present at regional and national conferences.
3. Staff will participate in listservs and other informational sharing venues to maintain currentness of issues and trends.

Assessment Cycle

Annually

Assessment Outcomes

TAMUK hosted the Texas A&M System Student Affairs Symposium in May 2004 and the regional RHA conference in June 2004. Information regarding staff presentations or participation in listservs is not available at this time.

Narrative

None

Objective 4.4

Develop a master plan for the residence halls and a residence life marketing plan. Review feasibility of creating upperclass/non-married (no children) student apartments. (Not Done)

Assessment Measures

1. Create a master plan for the residence halls.
2. Create a marketing plan for the residence halls.
3. Initiate process to establish student apartments on campus.

Assessment Cycle

Annually

Assessment Outcomes

A master plan and marketing plan have not been created. There has been turnover at the director level. The process to have student apartments has been initiated and apartments are currently being built north of campus by Collegiate Development.

Narrative

None

Objective 4.5

Revise emergency response processes. (Done)

Assessment Measures

1. Emergency procedures such as the crisis response plan are revised.

Assessment Cycle

Annually

Assessment Outcomes

The Crisis Management Plan was revised summer 2002 and summer 2003. It is available online.

Narrative

None

Objective 4.6

Develop master plan for the Student Union Building. (Done)

Assessment Measures

1. A master plan for the Student Union Building will be created.

Assessment Cycle

Annually

Assessment Outcomes

A master plan for the Student Union Building has been created summer 2003 and is available in the Office of the Student Union and Activities.

Narrative

None

Objective 4.7

Refine campus-wide activities calendar, facilities scheduling and reservation systems, and SUB customer services. (Done)

Assessment Measures

1. An online SUB reservation system will be installed.
2. SUB policies for SUB reservations will be revised.

Assessment Cycle

Annually

Assessment Outcomes

An online SUB reservation system was install AY03, is operational, and available through the student union web page. SUB policies were revised and are available online.

Narrative

None

Objective 4.8

Review feasibility of converting Poteet Hall into a year-round University Conference Center and SUB Annex. (Not Done)

Assessment Measures

1. Discontinued

Assessment Cycle

Assessment Outcomes

Narrative

Poteet is not under consideration as a conference center at this time. It is under consideration as a 1) Student Service Building, and 2) Upperclass single bath unit residence hall. If either of these do not materialize it is then under consideration as a SUB annex and conference center. It remains Academy High School at this time.

Objective 4.9

Use the old gym. (Not Done)

Assessment Measures

1. Discontinued

Assessment Cycle

Assessment Outcomes

Narrative

Objective 4.10

Review feasibility of creating additional retail outlets in the SUB, such as sandwich shops, ice cream parlor, coffee shop, and copy center. (Done)

Assessment Measures

1. SGA will support the addition of retail outlets in the SUB.
2. Sodexo will provide funding to make renovations to eateries.
3. A copy center RFP will be created.

Assessment Cycle

Annually

Assessment Outcomes

Based on feedback by SGA and the support of Sodexo, the first floor of the SUB was renovated to include a yogurt/snack shop, coffee shop, and subway sandwich shop. Additional plans are being developed to renovate Pizza Hut. In 2005 the Javelina Café renovations were completed. Students have expressed an interest in more eating options and more modern dining facilities. A student lounge (TV area) was provided as a place to eat items purchased from the eateries.

An RFP was created to obtain a copy center for campus. It was awarded to Kinkos during the AY04 and is located in the Gameroom.

Narrative

None

Objective 4.11

Develop online services provided by the bookstore. Develop POS (point of sale) technology with the Javelina Express Card. (In Progress)

Assessment Measures

1. Online services will be provided by the bookstore based on web content.
2. Point of sale technology will be in use at the bookstore.

Assessment Cycle

Annually

Assessment Outcomes

Based on a web page review, the bookstore provides book purchases, gifts, and other sale items from their web site. Point of sale technology is installed on the bookstore system but not in use until the implementation of the second phase of the Javelina Card. This will not occur the completion of Banner.

Narrative

None

Objective 4.12

Develop front desk operations in the SUB. (Done)

Assessment Measures

1. The SUB will have a front desk.

Assessment Cycle

Semesterly by department.

Assessment Outcomes

During the renovation of the SUB first floor a front desk was installed. During AY04 the university switchboard was relocated to the information desk area of the SUB during business hours.

Narrative

None

Objective 4.13

Update cooling and fire safety/sprinkler systems in the residence halls. (In Progress)

Assessment Measures

1. Fire suppression systems will be installed in the residence halls.

Assessment Cycle

Annually

Assessment Outcomes

A fire suppression system was installed in the residence halls.

Narrative

None

Revised Institutional Effectiveness Plan 2005-2008

Goal #1 - Recruit and retain students who have the potential to complete a college degree and compete in a global society.

Learning Objective 1.1

Students will learn to be responsible global citizens. *This will be demonstrated through service to others, service to the campus, responsibility in personal behavior, academic preparation to enter and remain in college, and responsibility to free and open expression.*

Assessment Measures

1. Students will better understand global issues through increased community service opportunities.
2. International students attending TAMUK will increase.
3. Enrollment processes for students will be simplified.

Learning Objective 1.2

Students will become familiar with campus services supporting their education. *This will be demonstrated through student's knowledge of campus services, personal development courses exposing students to campus services, and increased utilization of campus services.*

Assessment Measures

1. Avenues connecting graduates with employers through Career Services will be enhanced.
2. Student's knowledge of services for students, as identified from student surveys, will improve.

Learning Objective 1.3

Students will learn Javelina traditions. *This will be demonstrated through student orientation participation, renewed chants and songs, and increased participation in campus events and ceremonies.*

Assessment Measures

1. Participation in Hoggie Days and Javelina Welcome will increase.
2. Student success, as measured by retention and GPA, will improve as a result of participation in Hoggie Days and Javelina Welcome.

Learning Objective 1.4

Students will learn to teach. *This will be demonstrated through increased leadership by students, teaching their fellow student, and upperclassmen and graduate students modeling positive behaviors for underclassmen success.*

Assessment Measures

1. Upperclass students will assist with the teaching of developmental courses for students.

Goal #2 - Enhance student learning by creating and implementing programs, services, and activities that foster the intellectual, social, moral, ethical, spiritual, and physical development of students.

Learning Objective 2.1

Students will learn to be responsible global citizens. *This will be demonstrated through service to others, service to the campus, responsibility in personal behavior, academic preparation to enter and remain in college, and responsibility to free and open expression.*

Assessment Measures

1. As surveyed, comfort in expressing less popular points of views will increase within the student body.
2. Participation in awareness month festivities will increase.

Learning Objective 2.2

Students will become familiar with campus services supporting their education. *This will be demonstrated through student's knowledge of campus services, personal development courses exposing students to campus services, and increased utilization of campus services.*

Assessment Measures

1. TAMUK-SC students will express their satisfaction regarding services available to them at that campus.
2. Students knowledge of campus services, based on survey data, will improve.

Learning Objective 2.3

Students will learn Javelina traditions. *This will be demonstrated through student orientation participation, renewed chants and songs, and increased participation in campus events and ceremonies.*

Assessment Measures

1. The number of new student organizations such as sports clubs, special interest organizations, political clubs, and academic clubs will increase.
2. A Javelina Traditions booklet will be published.

Learning Objective 2.4

Students will learn to teach. *This will be demonstrated through increased leadership by students, teaching their fellow student, and upperclassmen and graduate students modeling positive behaviors for underclassmen success.*

Assessment Measures

1. Graduate and undergraduate internships in housing, activities, recreation sports, and counseling will be either established or maintained.
2. Careers in student affairs will be promoted through student affairs departments and the College of Education.
3. An advanced student leadership program targeting seniors and graduate students will be created.

Goal #3 - Create a campus climate that fosters a sense of community, values differences, and is responsive to individuals and their cultures.

Learning Objective 3.1

Students will learn to be responsible global citizens. *This will be demonstrated through service to others, service to the campus, responsibility in personal behavior, academic preparation to enter and remain in college, and responsibility to free and open expression.*

Assessment Measures

1. The number of Letters to the Editor and student forums on selected student SGA issues will increase.
2. As surveyed, comfort in expressing less popular points of views will increase within the student body.

Learning Objective 3.2

Students will learn Javelina traditions. *This will be demonstrated through student orientation participation, renewed chants and songs, and increased participation in campus events and ceremonies.*

Assessment Measures

1. Student participation at major campus events will increase.
2. Participation in awareness month festivities will increase.
3. Student Affairs will have an understanding of Javelina Traditions.

Learning Objective 3.3

Students will learn to teach. *This will be demonstrated through increased leadership by students, teaching their fellow student, and upperclassmen and graduate students modeling positive behaviors for underclassmen success.*

Assessment Measures

1. Participation by faculty, staff, and administration in intramurals in increase.
2. Resident Advisors will role model positive upperclass behaviors as demonstrated by student surveys completed by underclassmen residing in the halls.

Goal #4 - Deliver high quality student services by providing adequate fiscal resources, appropriate facilities, and well-trained, competent staff.

Learning Objective 4.1

Students will become familiar with campus services supporting their education. *This will be demonstrated through student's knowledge of campus services, personal development courses exposing students to campus services, and increased utilization of campus services.*

Assessment Measures

1. The University one-card (Javelina Express Card) system will be completed by fall 2006.
2. Students will express satisfaction in student services through student surveys.

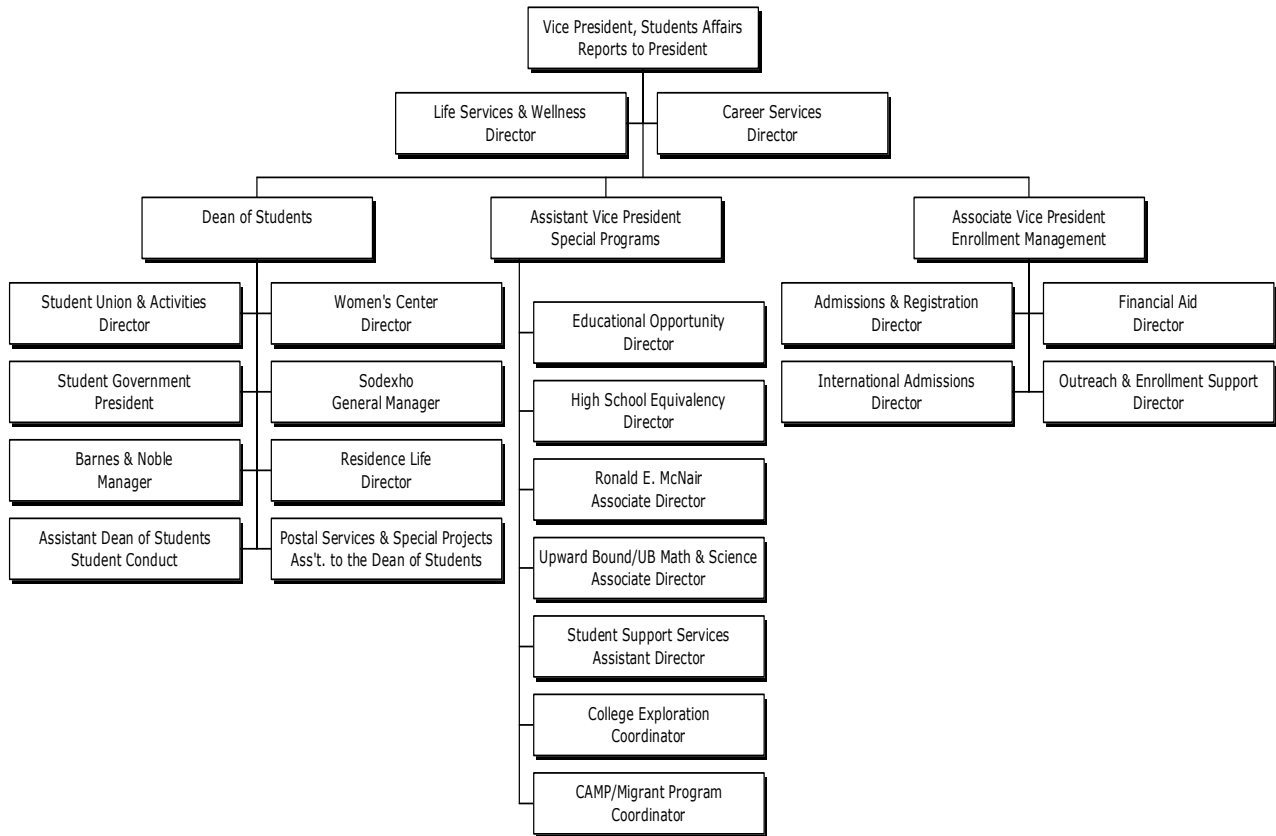
Learning Objective 4.2

Students will learn to teach. *This will be demonstrated through increased leadership by students, teaching their fellow student, and upperclassmen and graduate students modeling positive behaviors for underclassmen success.*

Assessment Measures

1. Student Affairs personnel will maintain an active role in professional associations (to ensure practitioners continue to teach students, who will in turn teach more students).
2. Graduate and undergraduate internships in housing, activities, recreation sports, and counseling will be either established or maintained.

Student Affairs



Texas A&M University – Kingsville
Division of Student Affairs

SCHEDULE OF DEPARTMENT PROGRAM REVIEWS *(Revised 3-17-05)*

INSTRUCTIONAL AND SUPPORT PROGRAMS: *Improve instructional and support programs through the assessment and planning process:*

Develop and implement a systematic program review process for support units in Student Affairs.

Implement a systematic program review process for the Division of Student Affairs utilizing the Counsel for the Advancement of Standards in Higher Education (CAS). Review departments per year based on the schedule below. Use analysis to justify recommended improvements to the department.

Admissions	Fall 2000 (Completed Fall 2000)
Enrollment Services	Fall 2000 (Completed Spring 2000)
Student Activities & Union	Fall 2000 (Completed Fall 2000)
Life Services & Wellness	Spring 2001 (Completed Spring 2002)
Registrar	Fall 2002 (Completed Fall 2002)
Housing	Fall 2002 (Completed Spring 2003)
Financial Aid	Fall 2002 (Completed Fall 2002)
International Admissions	Summer 2003 (Completed Summer 2003)
Women's Center	Fall 2003 (Completed Summer 2004)
Health Center	Fall 2003 (Awaiting Final Report Spring 2005)
Orientation/Transition	Fall 2003 (Completed Summer 2004)
Career Services	Spring 2004 (Awaiting Final Report Spring 2005)
Special Programs	Spring 2004 (Completed Spring 2005)
Enrollment Management	Fall 2004 (Completed Fall 2004)
Outreach and Enrollment	Fall 2004 (Completed Fall 2004)
System Center Student Services	Fall 2004
Dean of Students	Spring 2005
Student Activities & Union	Spring 2005
Housing	Fall 2005
Life Services & Wellness	Fall 2005
Student Affairs	Spring 2006
Women's Center	Fall 2006
Registrar & Admissions	Fall 2006
System Center Student Services	Fall 2006
Career Services	Spring 2007
Orientation/Transition	Fall 2007
International Admissions	Fall 2007
Special Programs	Spring 2008
Financial Aid	Fall 2008
System Center Student Services	Fall 2008
Dean of Students	Spring 2009