

Vision

To be a preeminent, student-centered division that inspires and prepares students for a life of learning, leadership, service, and citizenship in a global society.

Mission

In support of the Texas A&M University mission, the Division of Student Affairs contributes to student learning and development. We provide exceptional services, facilities, and programs that promote student success, embody the Aggie spirit, and foster a diverse and inclusive campus community to deepen the understanding and individual application of the Aggie Core Values – Excellence, Integrity, Leadership, Loyalty, Respect, and Selfless Service.

Commitments

The Division of Student Affairs continuously aligns itself with the university mission and priorities. In conjunction with the Aggie Core Values, the Division uses these commitments to guide our practice.

Responsibility

We are committed to being innovative, efficient and effective stewards of our financial, physical, technological, and personnel resources. We are committed to making student-centered, data informed, knowledge driven decisions. A commitment to responsibility also means a commitment to fulfilling our mission through intentional, collegial, and ethical practices.

Wellbeing

We are committed to promoting and supporting holistic areas of wellbeing including physical, mental, emotional, social, intellectual, and spiritual.

Self-Discovery

We are committed to lifelong learning and providing opportunities to reflect on individual knowledge of character, abilities, and beliefs.

Diversity and Inclusion

We are committed to cultivating a campus environment where people from all backgrounds and experiences can thrive. We build and model a welcoming environment that promotes a deeper understanding of identities of an increasingly diverse population.

Goals and Outcomes

The Division of Student Affairs will...

Goal 1. Enrich the learning experience of students by cultivating an environment of intellectual curiosity

Students learn both in and out of the classroom. Our programs, services, and experiences provide co-curricular opportunities for students to make progress towards achieving the Texas A&M Student Learning Outcomes, to integrate their learning, as well as, prepare for lifetime of learning and development.

To accomplish that goal, DSA departments and the Division will:

- a. Increase the number of opportunities for students to engage in High Impact Learning Experiences in the Division
- b. Enhance partnerships with faculty and other stakeholders to promote integrative learning
- c. Provide innovative programs, services, activities, and facilities that meet the needs of an increasingly diverse student population

Goal 2. Contribute to student success, including retention and timely graduation

The university is committed to enrolling, retaining/persisting, and graduating students in a timely manner prepared to perform exceptionally in their chosen field. To assist in this endeavor, we provide academic and personal resources to help students be academically successful and highly sought after by employers and graduate and professional schools.

To accomplish that goal, DSA departments and the Division will:

- a. Examine current programs, processes, and practices that promote student success
- b. Design programs and services that equip students with the skills and competencies desired by employers and ensure they are highly sought after for jobs and participation in significant areas upon graduation

Goal 3. Create an inclusive environment that develops global citizens and leaders who productively engage in a wide spectrum of ideas, perspectives, and cultures

The Division strives to create a climate where students feel welcomed and valued. In our efforts to “develop leaders of character dedicated to serving the greater good”¹, we provide students with opportunities to engage with people different from themselves in order to prepare them for an increasingly diverse world, challenge and support students as they expand their horizons, and build on existing and develop new leadership skills and competencies.

To accomplish that goal, DSA departments and the Division will:

- a. Enhance, create, and foster environments and communities in which students find places to belong
- b. Expand opportunities for students and staff to reflect on personal and multiple perspectives regarding difference, diversity, and inclusion
- c. Create and enhance programs and services to reduce and effectively respond to bias related incidents.
- d. Create and enhance an on campus environment that promotes the freedom to inquire, to speak, to hear, and to examine all perspectives in the marketplace of ideas.
- e. Foster positive leadership development experiences, grounded in emerging leadership and/or student development theories or models, which equip students with skills and competencies highly desired by employers
- f. Establish I LEAD Maroon as a prominent collaborative model for student leadership development at Texas A&M University

Goal 4. Provide innovative programs and resources that promote the health, wellbeing, and safety of students

Students engage in learning experiences that integrate all aspects of their lives. In order for students to be academically successful, they need to be in a positive, healthy, and secure environment. Because of our strong sense of care, we support students in making good decisions that contribute to their success.

To accomplish that goal, DSA departments and the Division will:

- a. Provide innovative training and programs to students on risk management

¹ Texas A&M University Purpose Statement. <http://www.tamu.edu/about/coreValues.html>

- b. Provide innovative training, programs, and services to students on wellness
- c. Using local, state, and federal guidance and evidence-based practices as a baseline, create and enhance programs and services aimed at changing the culture to reduce incidents of sexual harassment (including sexual violence), domestic violence, dating violence, and stalking
- d. Using local, state, and federal guidance and evidence-based practices as a baseline, examine and enhance policies, processes, and procedures in response to incidents of sexual harassment (including sexual violence), domestic violence, dating violence, and stalking
- e. Expand efforts to inform, educate, and reduce risk associated with hazing
- f. Meet or exceed local, state, and federal mandates that support the student experience

Goal 5. Strategically leverage resources and develop new strategies to ensure our future effectiveness and sustainability

As the landscape of higher education funding continues to evolve, the Division is dedicated to being good stewards of financial and human resources in order to serve students efficiently and effectively. The Division will continue to explore new and innovative entrepreneurial approaches to finance initiatives. The Division will continue efforts to maximize shared resources (technology, marketing, assessment, etc.) to provide departments with the tools, support, and resources needed to provide quality programs, facilities, activities, and services for students.

To accomplish that goal, DSA departments and the Division will:

- a. Design an effective and evolving staffing structure to meet the needs of the Division and departments, maximizing departmental impact and efficiency
- b. Develop a facilities master plan for the Division of Student Affairs to accommodate the growing numbers of students
- c. Create an annual process to identify anticipated technological solutions in order to prioritize technological resources that provide a differentiating position and add business value
- d. Develop a division-wide development and fundraising plan to identify and obtain resources to accomplish division initiatives
- e. Establish and strengthen the brand recognition and perception of the Division and departments
- f. Identify and develop Division-wide assessment priorities that inform the University community about the student body and demonstrate the Division's connection to institutional priorities

Goal 6. Invest in Division staff and enhance the Division’s influence in the profession

The Division staff serve as the foundation of our work with students. The staff in the Division are committed professionals who seek to support and enhance the learning and development of all Texas A&M students. Collectively and individually, they are well known for their knowledge and expertise across campus and in the student affairs profession. As our greatest resource, we invest in the people who work in the Division by providing support and opportunities for personal and professional growth.

To accomplish that goal, DSA departments and the Division will:

- a. Examine current practices and processes to develop strategies to enhance recruitment and retention of a highly qualified, diverse workforce
- b. Train and develop staff to meet the evolving needs of an increasingly diverse student body
- c. Support and devote resources for the development of staff to be leaders in their respective fields
- d. Recognize the contributions of staff to the educational and student development mission of the university and the profession
- e. Provide innovative training and programs to Division of Student Affairs staff on risk management, legal issues, and wellness

Appendix: Overview of the Strategic Planning Process

Preparation for the *2015-2020 Division of Student Affairs Strategic Plan* began in the spring of 2014. A ten month journey ensued involving over 50 Division of Student Affairs staff members; 55 faculty, staff, and administrators; 200 students; and 3100 family members.

The creation of this plan intentionally involved staff members of the Division, as well as, external colleagues and constituents in the planning process. In addition, the plan was guided by extensive research, data analysis, meaningful discussion, and unit/area expertise. In order to achieve these expectations, work was conducted by teams clustered around five specific areas and DSA staff were selected to lead these teams.

- **Vision, Mission & Core Values Team** led by Ms. Jennifer Ford, Director, Department of Multicultural Services
- **Challenges & Influences Team** led by Dr. Tammie Preston-Cunningham, Assistant Director, Department of Student Activities
- **External Involvement Team** led by Dr. James Deegear, Assistant Director, Student Counseling Service
- **Goals & Outcomes Team** led by Dr. Darby Roberts, Director, Student Life Studies
- **Marketing Team** led by Ms. Amber Hopkins, Communications Coordinator, University Center & Special Events

The Strategic Planning Oversight Team was comprised of the chair, Dr. Cynthia Hernandez, Assistant Vice President for Student Affairs, and the team leaders. This group met twice a month throughout the summer and fall. A call was put out to the Division to solicit staff who may have an interest in serving on one of the five teams. The teams were populated with a cross section of the Division.

Vision, Mission and Core Values Team

The Vision, Mission, Core Values Team was the first team to convene. The team spent time looking at current statements, incorporating the University's mission/vision/core values, spent time with the Division's leaderships, researched other peer/aspirational institutions, and drew upon on their own experiences and expertise.

Challenges and Influence Team

The Challenges and Influence Team developed and implemented a three-question survey to division directors to evaluate perceived challenges and current issues influencing their specific areas. Using this information as a guide, the team scanned the higher education and student affairs literature and identified five overarching themes: Federal and state compliance, Funding & Affordability, Increased dependence on use of technology, Increased Diverse student populations, and Retention of Staff. A report was produced and given to the Goals and Outcomes Team.

External Involvement Team

An intentional component of this process was to bring in voices external to the Division to help shape the creation of goals and objectives. The External Involvement Team developed three surveys, one for student leaders, one for faculty/staff/administrators, and one for family members. Combined, they received close to 3500 responses. Great information was gleaned from these surveys. Three prominent themes emerged across constituency groups: 1) the Division need to enhance the marketing of

resources, services, and programs in Student Affairs; 2) the Division must be able to meet the needs of a growing student body; and 3) the Division must continue to focus on issues of diversity and inclusion.

The Goals and Outcomes Team

The Goals and Outcomes Team was charged with the task of distilling all the information collected from the other teams to develop the Division’s goals and objectives. Taking the reports from each of the other teams along with strategic priorities collected from each department, a draft was formed. Drafts were shared with the interim Vice President for Student Affairs and his leadership team, the Strategic Plan Oversight Team, the Division Directors, and others.

Marketing Team

The Marketing Team was charged with developing a comprehensive marketing plan that will guide efforts to share the plan and communicate updates on progress to all of the Division’s internal and external constituents.

Timeline

2014

April	Determined what process should be used to develop the strategic plan
May	Identified the Strategic Planning Oversight Team
June	Recruited DSA staff members to serve on the teams
July	Vision, Mission and Core Values Team begins the first task
August	Challenges & Influences Team asks departments to identify 5 challenges
September	External Involvement Team surveys student leaders, family members, and TAMU faculty, staff, & administrators
October	Goals & Outcomes Team begins the task of consolidating all data
December	DSA Directors are given an opportunity to share feedback on the draft of the plan

2015

January	The VPSA office works to make the final plan come together
February	The plan is shared with the Division at a designed “launch” event
Summer/Fall	Marketing Team will continue to refine layout. Metrics and action plans will be set for each objective.

Appendix: 2010-2013 Professional Association Leadership, Awards, and Scholarly Achievements

2010-2013 Professional Association Leadership, Awards, and Scholarly Achievements

Name	Department	Leadership Position	Year
Jomita Fleming	Student Activities	Co-Chair, Extended Orientation Network, <i>National Orientation Directors Association</i>	2010
Jake Hayes	Student Activities	Region IV Coordinator, <i>National Orientation Directors Association</i>	2010
Cynthia Hernandez	Office of the Vice President	President, <i>National Orientation Directors Association (2010-2013)</i>	2010
Stephanie Hutchins	Residence Life	Board of Directors, Custodial Management Association of Texas	2010
Abby Howell	Student Activities	Co-Chair, Extended Orientation Network, National Orientation Directors Association	2010
Melissa Shehane	Student Activities	Co-Chair, NASPA Student Leadership Programs Knowledge Community (2010-2012)	2010
Andrea Brown	Greek Life	Membership and Panhellenic District Director, Kappa Alpha Theta Chairwoman, Women's Development Issues Association of Fraternity/Sorority Advisors	2011
Tracey Forman	Disability Services	Communication/Membership Director, AHEAD in Texas Board of Directors	2011
Jason Kurten	Recreational Sports	Board of Directors, Association of Outdoor Recreation and Education	2011
Ted Stachowiak	Student Counseling Service	President, American Board of Counseling Psychology	2011
DeAun Woosley	Recreational Sports	Chairperson, NIRSA Fitness and Wellness Institute (2011)	2011
Nick Zuniga	Greek Life	Governmental Relations Chairman, Association of Fraternity/Sorority Advisors	2011
Dennis Corrington	Recreational Sports	Board of Directors, NIRSA Services Corporation	2012
Tracey Forman	Disability Services	Association on Higher Education and Disability in Texas	2012
Maggie Guzman	Residence Life	Chair, Host Committee for the SWACUHO 2012 Conference	2012
Mark Haven	Recreational Sports	President, South Texas Golf Course Superintendents Association	2012
Dr. Jeanette Madkins	Student Counseling Service	Member-At-Large American Board of Counseling Psychology	2012
Darby Roberts	Student Life Studies	Chair, NASPA Assessment Evaluation and Research Knowledge Community	2012
Courtney Waggoner	Student Health Services	Advisory Board, Practice Management Institute (2012 – 2013)	2012
Sidney Gardner	Offices of the Dean of Student Life	Regional Representative, South Central Region of Higher Education LGBT Resource Professionals	2013
David Teller	Student Health Services	Member, Texas Task Force One	2013

<i>Name</i>	Department	Award	Year
<i>Kristy Petty</i>	Memorial Student Center	2009 City of Bryan Impact Award	2010
<i>GSgt Robert Alvarez</i>	Office of the Commandant of the Corps of Cadets	USAA's NROTC Noncommissioned Officer of the Year	2011
<i>Ann Goodman</i>	Greek Life	Fraternal Information & Programming Group Outstanding Greek Professional (2010)	2011
<i>Merna Jacobsen</i>	Women's Resource Center	NASPA's Melvene D. Hardee Dissertation of the Year Award (2011)	2011
<i>Courtney Waggoner</i>	Student Health Services	Outstanding Associate Instructor - National; Practice Management Institute (2010)	2011
<i>Student Leader Learning Outcomes (SLLO) Project</i>	Various Departments	Spotlight of the Year Award NASPA Student Leader Program Knowledge Community	2011
Brice Bleem	Residence Life	NRHH Bronze Pin	2012
Keith Joseph	Recreational Sports	Bryan/College Station Convention and Visitor's Bureau Hometown Hero	2012
Michael Krenz	Residence Life	SWACUHO Bob Cook Distinguished Service Award	2012
Lyndon Pryor	Memorial Student Center	National Association for Campus Activities Outstanding Diversity Achievement Award	2012
Melisa Shehane	Student Activities	NASPA Outstanding Service Award	2012
Justin Varghese	Residence Life	NRHH Bronze Pin	2012
Meghan Windham	Student Health Services	Recognized Young Dietitian of the Year Award, Texas Dietetic Association	2012
Marlene Wong	Recreational Sports	NIRSA National Student Leader	2012
Anne Black	Memorial Student Center	Arts Champion Award from the Arts Council of the Brazos Valley	2013
Jennifer Bradley	Residence Life	HRHH's National RA of the Month (December)	2013
Julie Butler	Residence Life	NRHH's Regional Member of the Year	2013
Aren Murray	Memorial Student Center	Spirit Award, International Ticketing Association	2013
David Parrott	Office of the Vice President	2013 Donald D. Gehring Award, Association of Student Conduct Administration	2013
April Smith	Residence Life	2012 New Professionals Award, Southern Association for College Student Affairs	2013
David Teller	Student Health Services	Member, Texas Task Force One	2013
Crystal Trammel	Residence Life	Best Display Award, SWACUHO	2013

<i>Name</i>	<i>Department</i>	<i>Article/Book Chapter</i>	<i>Year</i>
Cynthia Hernandez	Office of the Vice President	Hernandez, C.L. & Brown, J.J. (2010). Technology in orientation programs. In J.A. Ward-Roof (Ed.), <i>Designing successful transitions: A guide for orienting students to college</i> (Monograph No. 13, 3rd ed.) Columbia, SC: University of South Carolina. National Resource Center for The First-Year Experience and Students in Transition.	2010
Lauren Dorsett	Student Health Services	Article: Sex in the dark: A program to address college students' questions about sexuality. <i>Journal of Health Behavior and Public Health</i>	2012
Rhonda Rhan	Student Health Services	Article: Behavioral cluster analysis of food consumption: Associations with comparatively healthier food choices. <i>Internet Journal of Nutrition and Wellness</i>	2012
Gennie Lynn	Residence Life	Article: Women at the top: It's not just about the climb. <i>Women in Higher Education</i>	2013
Kristie Orr	Disability Services	Article: Effects of video modeling on communicative social skills of college students with Asperger Syndrome. <i>Developmental Neurorehabilitation</i>	2013