

Introduction

Vision 2020: Creating a Culture of Excellence for the 21st Century set forth a challenge to all members of the Texas A&M community - **attain recognition as one of the top ten public universities in the United States by the year 2020.**

The Division of Student Affairs at Texas A&M University embraces the challenge articulated in *Vision 2020*. Our strategic plan includes a comprehensive listing of the strategic initiatives for each department in the Division, and identifies the near-term actions necessary to accomplish the long-term goals established in *Vision 2020*. Through integrated assessment, the Division is able to measure the effectiveness of new initiatives by documenting and responding to outcomes. In addition, the plan includes active links to the goals outlined in *Vision 2020*. The Division of Student Affairs strategic plan can be viewed at <http://StudentAffairs.tamu.edu/goals>.

In the preamble to *Vision 2020* Texas A&M President Ray M. Bowen placed a symbolic stake in the ground, and challenged us to be recognized as one of the top ten public universities in the United States. The Division of Student Affairs, through the services and programs provided by our thirteen departments and the unquestioned commitment to Texas A&M University and the students who make it special, is well suited to meet the challenge.

The Division of Student Affairs submits the following accomplishments and strategic priorities in support of *Vision 2020*.

Imperative 1: Elevate Our Faculty and Their Teaching, Research and Scholarship

Precept: Achieve the highest quality faculty and faculty life. Goal: Provide the resources and facilities that will allow faculty to lead the way to developing the highest quality learning environment in the classroom and laboratory.

Precept: Encourage and facilitate interdisciplinary scholarship. Foster an adaptive culture, that embraces and encourages interdisciplinary work and eschew structural boundaries and bureaucratic legacy. Task Force Idea: Compete successfully for large grants.

Past

- In 2001 the Division of Student Affairs joined in a collaborative relationship with Academic Affairs in the growth and development of learning and living-learning communities. Specifically, the Department of Student Life Studies, the Center for Teaching Excellence and specific programs within the College of Business, Education and Agriculture and Life Sciences collaborated on assessing the first year of a learning communities program in those disciplines.
- The Center for Teaching Excellence and the Department of Student Life Studies have collaborated on a grant proposal to FIPSE through the leadership of the Boyer Institute to fund this collaborative effort for studying existing and creating new learning communities at Texas A&M University.
- Since 1997 Residence Life has provided residence hall space for specialized enrichment/enhancement cluster programs such as Aggie Access (students from small high schools in Texas), CREW (women engineering students), Century Scholars (targeted under-represented students), ExCEL Plus (Excellence in Culture, Education and Leadership), SHARE (Summer Housing and Academics Reaching for Excellence), MEDALS (Minority Enrichment Developing Academic and Leadership Skills), the Blinn Team Program (collaboration for co-enrolled students at Blinn Community College and Texas A&M University), and Lechner and Clements Honors Halls.

Future

- Continue the Student Affairs/Academic Affairs collaboration in learning communities. Specifically:
 - The Department of Student Life Studies will develop and implement an assessment plan for the program.
 - Residence Life will continue to develop the opportunity for students in learning communities to extend that learning into their living environment.
 - The Memorial Student Center, Student Activities, and the University Art Collections and Exhibitions will become participants in providing additional co-curricular opportunities for students in learning communities.

Precept: Expect and support research and scholarship of the highest caliber. Goal: Emphasize research as an essential component of every student's learning and every faculty member's responsibility.

Past

- In 1998 the Division of Student Affairs created the Department of Student Life Studies to lead the Division and its departments in comprehensive program reviews and assessment and evaluation activities. Student Life Studies' mission is to expand the knowledge base about Texas A&M students and, in particular, about their co-curricular experiences and share that knowledge with the University community. In addition, its mission is to expand the knowledge base about student learning, student development and student affairs work in general.
- In September of 1999 Student Life Studies inaugurated the Student Organization Assessment Center (SOAC). In a commitment to serve students directly and to enhance student learning through personal involvement in assessment and evaluation activities, the Center works with student organizations to develop organizational assessment plans, strategic plans, and mission and goals. SOAC assists students and their organizations in the development of assessment tools, data collection and analysis, and the use of data for improvement.
- The Department of Student Activities coordinated the curriculum development of for credit courses to be taught on student organization management, diversity, and service-learning. The courses have been submitted and await the approval of the Provost's Office.

Future

- Student Life Studies will continue to expand the reach and effectiveness of the Student Organization Assessment Center.
- Student Life Studies will initiate in FY 2002 an Aggie Pulse Program to assess student opinion, need and satisfaction through regular assessment and to distribute the results to the campus community.
- Student Life Studies will collaborate with Academic Affairs in the regular participation in national student survey programs to include the Cooperative Institutional Research Program (CIRP) in the fall of 2001, the Freshman Year Experience Survey (FYE) in the spring of 2002 and the National Survey of Student Engagement (NSSE).
- Student Life Studies will collaborate with Academic Affairs in a survey of former students to assess the impact of their Texas A&M academic and co-curricular experience on their lives after graduation. An ongoing longitudinal assessment will be developed to study cohorts at planned post-graduate intervals.

Imperative 2: Strengthen Our Graduate Programs

Precept: Increase the size and quality of the graduate population. Avenues must be found to involve graduate students more in the creative enterprise of higher education to make them contributing members of the academic community. Incorporating the work of graduate students into the mainstream work of the university will ensure a more energetic, high-quality engagement with the faculty and pursuits of the institution.

Past

- The Division of Student Affairs has worked collaboratively with the College of Education, Department of Educational Administration and Human Resource Development in the delivery of education (adjunct faculty) and assistantship experiences for masters students enrolled in the Student Affairs Administration in Higher Education (SAAHE) area of concentration.
- During 2000-2001 the Division initiated a special visioning task force of SAAHE faculty, Student Affairs staff, and SAAHE students to enhance the SAAHE program and its relationship with the Division of Student Affairs. Accomplishments included:
 - Establishing learning outcomes for SAAHE and using them as the basis for both academic and assistantship experiences.
 - The Division of Student Affairs committed to providing opportunities for SAAHE students to become contributing members of the academic community by providing assistantships and practicum experiences for all SAAHE students. Other programs outside of the Division collaborate to make these assistantships available as well, to include the Center for Academic Enhancement, Athletics, Study Abroad and General Academics.
 - The Division assumes primary responsibility for planning and implementing a major recruitment effort each spring.
 - The Division plans and implements an orientation program for new graduate students, a mentoring program for students matched with seasoned professional practitioners, and a professional development program throughout a student's first semester.
 - The Department of Student Life Studies provides assessment support for SAAHE.

Future

- The Division of Student Affairs will continue the work of the SAAHE Visioning Task Force to include concentration on student support services such as financial aid and career planning.
- The Division of Student Affairs will develop a training program for practitioners who supervise SAAHE students.
- The Division of Student Affairs will strengthen alumni networking for national recognition of SAAHE and its graduates through active and effective listserv communication, job search support, and recruitment and networking at professional conferences.

Imperative 3: Enhance the Undergraduate Academic Experience

Precept: Provide students the optimal undergraduate experience. Our first cause, that without which all others lose purpose, is the student. Task Force Idea: Provide a university climate that is learner-centered; emphasizes academic rigor and high expectations of students, faculty, and staff; encourages involvement in the life of the institution beyond the classroom; fosters an environment of caring and concern; and promotes success and leadership development in all students.

Past

- Hired a Coordinator of Leadership Development for Residence Life to enhance residence hall student leadership opportunities.
- Created academic advising offices in the North and South Area residence halls in cooperation with General Academics in order to provide students with greater access to academic advisors in close proximity to where they live.
- ExCEL (Excellence uniting Culture, Education and Leadership) Student Success Retention Program in Multicultural Services which consists of four major parts, expanded its program and its collaboration with Academic Affairs.
- Multicultural Services increased the number of presentations and outreach/recruitment activities during the last four years.
- Student Counseling Service hired a second full-time psychiatrist in FY 2000.
- Department of Student Activities revised grade check processes for student leaders to provide a more thorough and timely review.

Future

- Multicultural Services will streamline ExCEL activities through better, sustained assessment, more focused activity and early intervention.
- Multicultural Services plans for a joint position with Admissions and Records to formalize the outreach function with the department and to secure a TRIO grant to expand program and services.
- The Student Counseling Service will obtain funding to hire another full-time psychologist.

Precept: Establish honors tracks. Task Force Idea: Establish an honors house that brings together faculty and students to stimulate intellectual exchange and informal communications.

Past

- Converted Clements Hall to an upper class honors hall expanding the honors housing experience beyond the freshman year (Lechner Hall).

Precept: Maintain a residential campus...the university also recognizes the importance of a residential experience to undergraduate student development and is committed to maintaining a strong residential core. Many factors impact the quality of student life...Widespread and varied leadership and social opportunities for students round out their educational experience.

Goal: Heighten our status as a powerful residential learning center and provide a high quality of student life – a place where undergraduate and graduate students immerse themselves in all forms of educational opportunity and have frequent interaction with faculty.

Past

- Total number of full time Residence Hall Directors and Senior Resident Advisors have been increased in an effort to provide residence hall students with increased levels of supervision and improved service
- Residence hall programming efforts have increased by more than 50%

- Residence Life participated in a variety of housing related benchmarking surveys through the American College and University Housing Organization – International (ACUHO-I).
- Training was enhanced and improved for residence hall student organization leaders and advisors.
- Programming and meeting facilities have been expanded in Lechner and Clements Honors Halls.
- An ideal study lounge was designed and constructed in Crocker Hall with state of the art technology.
- A Freshman Welcome Day move-in assistance program was developed and implemented for the residence halls with the volunteer effort of the campus community.
- Residence Life and AG TV collaborated on the initiation of a student run cable TV program for the residence halls.

Future

- A 24 hour desk operation will be implemented as part of the new Residence Life Administration Building which will increase services to Northside residence hall students.
- The variety of campus “living options” will be expanded (i.e. co-ed, substance free, kitchens, apartments, learning communities, honors, etc.) in Residence Life.
- Residence Life and AG TV will continue their collaboration to support student run cable TV programming through sharing of budget costs and purchasing of equipment.
- Recreational Sports will design, develop, and monitor the construction of two new irrigated and lighted sport club fields.

Goal: Maintain and enhance the quality of Texas A&M University’s residential campus by improving and expanding resident facilities.

Past

- A plan to bring all residence halls in compliance with State Fire and Life Safety Codes was initiated in 1999.
- Residence hall laundry facilities were expanded.
- University Apartment streets were re-paved.
- McInnis and Schuhmacher balcony style residence halls were renovated and upgraded.
- More than \$2,500,000 was spent annually to improve and renovate residence halls and apartments.
- A new Community Center for residents in the University Apartments was planned, constructed and subsequently opened in the fall of 2001.
- The Division of Student Affairs coordinated the approval of a complete historical renovation of the YMCA.
- An Academic and Career Resource Center was added to the Student Counseling Center in Henderson Hall.
- The Department of Recreational Sports implemented an extensive turf management program for all green space managed by the department.

Future

- A furniture replacement plan for the residence halls is currently in the development stages.
- An automated “energy management” monitoring system will be developed for residence halls and apartments in collaboration with Physical Plant.
- Construction of a 200 bed residence hall and Residence Life Administration building by 2005. The latter will include student support facilities.
- Fowler, Keathley, and Hughes balcony style residence halls will be renovated and upgraded by 2003 at a cost of approximately \$1,700,000 per hall.
- Fire and Life Safety requirements will be completed by 2005.
- Plans for an apartment style residence hall will be developed with a target opening date of 2009.
- Continue to provide \$2,500,000 in the Residence Life budget for improvements and renovations in the residence halls and student apartments.
- Completion of the YMCA renovations.
- Renovation of the Memorial Student Center.
- Possible expansion of the University Center.
- Construction of a Student Leadership Center.

Precept: Value and enhance strongest and best values of Aggie spirit.

Goal: Provide high-quality service and developmental opportunities while fostering an inclusive campus community in support of the university’s educational mission.

Past

- Most departments have developed unique student programs and services designed to enhance students’ sense of identity with the Texas A&M community, their long term commitment to the institution, and to their sense of citizenship and patriotism (i.e. Traditions Council, Class Councils, Silver Taps, Muster, Bonfire, Yell Practice)
- The Office of the Vice President for Student Affairs provided \$300,000 for risk management initiatives and \$400,000 for leadership programs in 2000.
- The Office of the Vice President for Student Affairs appointed a Risk Management Team in May of 2000 to develop a performance management model. The outcomes included:
 - Changed the student organization recognition process
 - Required training and orientation for student organizations, their leaders and their advisors
 - Added student risk management programs and leadership for sponsored student organizations
 - Added four staff members in Student Activities expressly to work with risk management programs
 - Created a Risk Management Coordination Committee to provide collaborative understanding of risk management issues, to develop risk management plans in each department and to identify and provide for Divisional training needs
 - developed a pre-event planning guide and a risk assessment matrix for student organizations

- Gig-Em Week, Aggieland's week of welcome, was initiated in the fall of 2000. It is a series of educational and social events sponsored by university departments, colleges, student organizations, residence halls and community members to welcome new and returning Aggies. It occurs just before the fall semester.
- The Yell Leaders in conjunction with the MSC and Traditions Council (Student Activities) established a new tradition, "First Yell".

Future

- Each Division of Student Affairs department will complete a departmental risk management manual by the end of FY 2002
- The Department of Student Life Studies will provide an assessment plan, data collection and analysis for the Division's risk management program beginning in FY 2002.
- A Student Government led initiative to create an All University League – planned competitions among major campus living groups to replace time and energy historically given to Bonfire to be initiated in FY 2002
- Programming and services provided by Class Councils will be expanded to provide for the specific developmental needs of students at that level: career and life planning programs, opportunities for community involvement, interaction with recent graduates relative to life experiences.
- Department of Student Activities will initiate training to more effectively educate student leaders and advisors of student organizations on their respective responsibilities, resources, and opportunities for impact.

Goal: Attain the highest rate of student participation in volunteer service activities in a national research university.

Past

- In 1999 the Department of Student Activities funded the first full time Coordinator of Volunteer Services and marketed the Volunteer Services Center.
- In 1999 the first Service-Learning class was taught by Student Activities.
- The Volunteer Services Center in the Department of Student Activities sponsors ASSIST (Aggies Selflessly Serving in shaping Tomorrow), an organization helping freshman gain leadership skills through community service; Alternative Spring Break for students to spend their spring break time in a volunteer activity; The Big Event Student Government Committee which sponsors the largest student-run, one day service project in the country when approximately 5000 students assist the Bryan-College Station community; Bowl Game Service that invites current and former students to volunteer in the city where Texas A&M is participating in a bowl game; and the Volunteer Opportunities Fair that brings together agency representatives and students once each semester.

Future

- Department of Student Activities will create and fund a Center for Student Involvement.
- Department of Student Activities will expand its programs and services through the establishment of a Volunteer Services Coordination Board and through an increase in staff and student leadership devoted to volunteer services.

Goal: Have 100 percent student involvement in “the other education”.

Future

- Student Activities will lead the effort to create and fund a campus-wide Center for Leadership Development in collaboration with Academic Affairs.
 - Develop a philosophy and framework for leadership programs
 - Assesses current programs and develop new ones based on identifiable needs
 - Gain approval for credit classes in leadership
- Department of Student Activities will create and fund a Center for Student Involvement to increase student involvement in volunteer service activities.
- The Office of the Vice President for Student Affairs will sponsor up to eight staff members and students to attend a national conference on alternative late night programming. The goal is to seed new ideas and program to enhance the quality of the residential campus and increase student participation in on campus activities.

Goal: Grow the Corps of Cadets to no less than 2,600. Achieve national recognition for the leadership programs of all major student organizations.

Past

- A \$38 million Corps Capital Campaign was completed in 1998.
- Eight positions have been funded and added to the Commandant’s staff since 1997.
- Retention of cadets has been between 73 and 78 percent during the last five years.
- Corps scholarships have increased by 400 with more than 1,100 now available.
- Texas A&M continues to commission more officers into the Armed Forces than any other college outside the three federal service academies.
- The Texas Aggie Band and the Ross volunteers represented Texas A&M at the 2001 Presidential Inauguration.
- The Corps of Cadets has two companies of the Texas State Guard. They performed over 800 hours of community service in FY 2001.
- In 1997 there were four freshman leadership organizations at Texas A&M University. In 2001 there are eight with two new ones in formation.

Future

- An expanded and better focused recruiting outreach program by former cadets will be initiated.
- Be designated “The Military College of Texas”.
- Plan and execute the 125th Corps Anniversary celebration.

Goal: Student Activities will lead the initiative to build a Student Leadership Center

Past

- Four freshman leadership organizations in 1997 have grown to eight in 2001 with two more forming in the fall of 2001.

- The Student Leadership Retreat Center
 - Completed the master plan design.
 - Presented the Student leadership Retreat Center concept to The A&M Foundation.
 - Conducted a feasibility study to determine potential donor interest.

Future

- Student Activities will lead the effort to recruit faculty and staff to serve as advisors to student organizations and to provide training that enhances advisory skills and knowledge, provides reward and recognition processes and sustains student contact with faculty and staff.
- Student Activities will create and fund a National Advisor Training Center.
- Student Activities will lead the initiative to raise funds for construction and complete the building design for the Student Leadership Retreat Center; target the building of the facility for operation in 2007.

Imperative 4: Build the Letters, Arts, and Sciences Core

Precept: Infuse fine arts into the life of the University. Goal: Expand co-curricular arts experience available to students. Five nights out of seven students have choices for fine arts experiences and cultural activities.

Past

- The Memorial Student Center (MSC) program areas have historically provided the majority of the fine arts opportunities for Texas A&M students
 - OPAS – world class performances; chamber music and ensembles; master classes
 - MSC Visual Arts Committee – in addition to providing art exhibitions featuring regional and national artists; invites artists to speak about their work and the work of others; provides a juried art competition for Texas A&M students
 - MSC Literary Arts Committee – brings national and internationally known authors and literary critics; sponsors book signings by faculty authors
 - MSC galleries (Forsyth, Visual Arts and University Art Collections and Exhibitions' Stark Galleries) – feature permanent collections, traveling exhibitions and bring artists for demonstrations and lectures
 - MSC Town Hall – poetry readings, venue for original works of music
 - Lecture Series and Multicultural Awareness Programs – BAC and CAMAC regularly bring authors and frequently dramatic productions by student groups from other universities; sponsor oratorical contests and provide prizes for original compositions (poetry, plays, prose)
- The MSC and University Art Collections and Exhibitions (UACE) were active participants in the Visual Arts Task Force.
- UACE introduced a series of children's workshops that introduce children to the museum environment and provided hands on fun art activities. Workshops were offered every semester.
- UACE developed a sculpture maintenance program with residence halls who adopted and cared for campus sculptures.

- Vocal Music in Student Activities changed its name to Choral Activities in the summer of 2001 to better say what the department actually does and to be consistent with other programs throughout the country.
- Choral Activities (formerly Vocal Music) began to monitor interest levels in its program by assessing the demographics of the students who audition.

Future

- The MSC plans to present a comprehensive program related to Shakespearean literature and theater that would include the following elements: presentations and master classes by The Royal Shakespeare Company, a major exhibition of items obtained from the Shakespeare Museum, and the creation of an environment in the University Center Complex which would replicate attendance of the Shakespeare Theater at Stratford-on-Avon.
- The Corps of Cadets will be initiating a new concert band to meet demand beginning in the fall of 2001.
- UACE will work collaboratively with other members of the Texas A&M community to create a Texas A&M Arts Center.
- UACE will continue to work for additional funding to support and enlarge the campus art offerings and programs.
- Choral Activities (formerly Vocal Music) will *seek* collaborative efforts with the Department of Performance Studies to enhance for credit vocal music training opportunities
- Choral Activities will seek funding for a Singing Cadets national tour to perform at A&M Clubs throughout the country.
- Choral Activities will seek funding for choral groups to present at major national conferences.
- Choral Activities will work collaboratively with the Department of Performance Studies to create more co-curricular performance opportunities for students.

Imperative 6: Diversify and Globalize the A&M Community

Precept: Lead in diversity. Texas A&M University must be a leader in promoting diversity in its student body, faculty, staff, and intellectual viewpoints. Our vision of diversity as a wellspring of academic energy goes beyond race and ethnicity to all manner of thought and action. An educated person must appreciate and interact with people of all backgrounds and engage ideas that challenge his or her views. Goals: Achieve student diversity that reflects college-bound Texas high school graduates through appropriate recruitment and retention activities. Reduce the number to zero of students, faculty, or staff who leave because of a perception of a less-than-welcoming environment. Recruit outstanding minority students and provide the educational opportunities and leadership development experiences that will prepare them as future leaders for Texas.

Past

- MOSAIC (Maximizing Opportunities for Staff to Achieve an Inclusive Campus) was developed in the Division of Student Affairs to give staff the opportunity to become culturally aware, to understand stereotyping, and to learn skills for creating an inclusive environment in their own work places. The program is lead by Diversity Education in Multicultural Services and is now offered to the campus community through quarterly offerings in Human Resources.
- MOSAIC II and III were developed and offered beginning in 2001 as advanced diversity education opportunities.
- The Division of Student Affairs completed a campus climate survey, administered by Dr. Sylvia Hurtado of the University of Michigan in the spring of 1998. The following projects were initiated or enhanced as a result of the survey and the recommendations it generated.
 - The Multicultural Services resource library was enhanced.
 - The Texas Higher Education Diversity Conference was extended to two days.
 - A week long celebration of Diversity following Dr. Martin Luther King's birthday celebration is co-sponsored by the Memorial Student Center and Multicultural Services.
 - In the summer of 2001 a State of Texas Multicultural Conference was created to share best practices among higher education administrators in the summer of 2001.
 - A campus climate newsletter was initiated.
- Services for Students with Disabilities worked with academic departments to remove learning barriers for students with disabilities.
- The Division of Student Affairs Community Plan, written in 1996, became operational by the empowerment of a Community Plan Committee who revised the plan, established specific areas of competency and committed to holding departments accountable.
- The Department of Student Life provided educational materials to educate Admissions and Records Office recruiters about students with disabilities, gay, lesbian and bisexual students and students older than average to increase enrollment of these students at Texas A&M.
- The Corps of Cadets focused their annual recruiting efforts on increasing gender integration in the Corps.
- The Department of Residence Life collaborated with the Department of Multicultural Services to provide no-cost housing to students participating in the Century Scholars program.
- Division of Student Affairs departments have developed strategies for reporting and documenting discrimination and harassment due to race, culture, gender, sexual orientation, religion or ability.
- The Department of Resident Life hired a Coordinator of University Apartments Programming to enhance cultural programming and education for residents (95% international and 99% graduate students), their families and the University community.

Future

- Work has begun on a cooperative effort among Student Life, Student Activities, and Multicultural Services to create a diversity web page providing a comprehensive source of information to incoming minority students and their parents about Division services,

academic services, and diversity conferences relative to Texas A&M's positive multicultural climate.

- The Office of the Vice President will develop an action plan which addresses the recommendations of the Division Community Plan, thereby expanding the efforts of the Vice President for Student Affairs and all senior office staff to be vocal campus advocates for racial diversity, both among professional staff and in programs and services for students.
- Multicultural Services is planning the development of the Chicano/a Civil Rights Class and Tour.
- Multicultural Services plans to expand the ExCEL Student Success Program by providing scholarships for high achieving and most improved participants.
- Multicultural Services and Student Life Studies will initiate a follow up Campus Climate Survey in 2002.
- Multicultural Services will develop a student peer diversity education training institute.

Precept: Achieve global awareness and experience for all students. Programs for students and faculty that support travel, international study, research, cooperative agreements, internships, extension, outreach and exchanges will enhance our position as an excellent university. Language study should be required in all disciplines. Goal: Have 100 percent access to international education experience for all students.

Past

- The Jordan Institute Fellows Program provided 10 grants each year for Texas A&M students to design international programs specifically related to their personal interests. These grants provide up to \$3,000 to support the students' international experiences. Typically, seven of the 10 grants go to graduate students. The MSC's Jordan Institute Living Abroad Programs regularly involved graduate student participants who experienced the opportunities to live with families in another country and to work on jobs or in programs related to their academic disciplines.

Future

- Expanding the MSC's endowed resources for international travel, especially for grants relating to specific student designed programs, is a targeted goal for the next Capital Campaign.

Precept: Encourage an institutional global network. Goals: Establish agreements with strategically important institutions worldwide that support Texas A&M University's research and educational objectives. Work with the campus and local communities to make Texas A&M University and the Brazos Valley places that embrace international scholars, students and visitors.

Past

- An annual student/staff exchange program has been developed by Residence Life with Monterrey Tech University in Mexico
- The MSC's SCONA (Student Conference on National Affairs) regularly maintained contact and developed programs with institutions of higher education in the Western Hemisphere, Europe and the Far East.

- A collaborative effort between the Division of Student Affairs and the Bryan-College Station community for international exchanges among student leaders at the graduate and undergraduate level were conducted.

Imperative 7: Increase Access to Knowledge Resources

Precept: Lead in information technology. Goal: Have state-of-the-art information and computing systems available to students, faculty, and administrators. Provide appropriate computer technology to all classrooms, laboratories, and residence halls.

Past

- Beginning in 1995, Student Affairs departments began building recurring funds into their annual operating budgets to replace outdated computer equipment. By 1998 this process had been fully implemented.
- The Office of the Vice President began benchmarking TAMU “Distributed Student Services” against peer institutions.
- The Office of the Vice President administered a \$175,000 mini-grant program aimed at improving computer infrastructure in support of distributed student services.
- In the Division of Student Affairs work began on the concept of distributed student services. The first project initiated was a student centered web portal – <http://Howdy.tamu.edu>.
- In the Division of Student Affairs multiple web applications were developed to increase efficiency and improve services to staff, such as web based strategic planning, and to students, such as the student housing renewal process, scholarship applications, student organization recognition, and Aggie Search (off campus housing database).
- Student Health Services upgraded the use of health care technology to include the purchase of a hematology cell counter, a radiology film imaging system, a baker cell counting system, and a state of the art dictaphone/transcription system.
- Ethernet was installed in all residence halls.
- The Department of Student Activities upgraded computer resources for student organization and advisor use. Training continues to be provided on web page design and web site structure.
- Online financial training module was developed by the Department of Student Activities and is now available for use in student leader and advisor training.
- Online resources have been created by the Department of Student Activities for student organization travel, event planning, and risk assessment as well as a virtual advisor feature has been created to assist in answering questions submitted by email.
- The Department of Student Activities migrated student organization information to a new database that allows for more robust search and reporting functions.

Future

- Student Financial Aid will be an active participant in the selection and implementation of a new student information system at Texas A&M.

- Financial Aid and the Department of Admissions and Records will collaborate to implement a document imaging and work flow system.
- The Office of the Vice President for Student Affairs will lead the implementation of the Windows 2000 active directory structure to increase electronic collaboration between departments.
- The Office of the Vice President for Student Affairs will develop the shared use of technology between departments to reduce implementation and operational costs associated with new technologies.
- University Art Collections and Exhibitions is creating “virtual tours” of University art collections across campus that may be accessed through the Division website.
- The Department of Student Activities will continue to expand online services to provide self help tools for student leaders and student organization advisors and to enhance involvement through seamless access to information on joining student organizations at Texas A&M.

Imperative 8: Enrich Our Campus

Precept: Maintain and enhance the campus environment. Goal: Break down the distinction between east and west campus.

Past

- In 2001 the Division of Student Affairs launched an Information Center at the Student Recreation Center to bring information about Division services and its departments to the west campus. The Center was staffed by trained students, Sunday through Thursday, 4 to 10 p.m.

Future

- Beginning in the fall of 2001 the Student Information Center will be open seven days a week and will more aggressively market its availability and services.
- Residence Life will determine the feasibility of housing for the west campus.

Goal: Plan building and physical facilities that are recognized for their excellence

Past

- Reed Arena, a 12,500 seating arena operated by Special Events facility was constructed and opened. The Arena provides the University and the local community with sporting events, entertainment, meeting rooms (10,800 sq. ft.), and exhibition space.

Future

- A Residence Life Administration Building and 200 bed space residence hall have been approved for the Law-Puryear site. The architecture and design of the building will be consistent with the historic YMCA building.

Precept: Value the residential experience. Task Force Idea: Increase opportunities for all students to develop academic and social connections that facilitate academic success and involvement in the life of the institution. Possibilities include on-campus housing for all freshmen who request it, living-learning communities, student groups with coordinated course and class schedules...and summer bridging programs. Goal: One hundred percent of all undergraduates have the opportunity to live on campus at some point in their student experience.

Past

- In 1999 a task force was formed to make recommendations to the Vice President for Student Affairs on ways to improve the residential experience. Some of the recommendations included:
 - Improve the academic atmosphere of the residence halls
 - Improve and upgrade residence hall facilities
 - Better market the leadership and student development aspects of residence halls
 - Improve and increase University-wide collaboration efforts
 - Construct new housing designed to meet the needs of today's students
- Since 1997 Residence Life has provided residence hall space for specialized enrichment/enhancement cluster programs such as Aggie Access (students from small high schools in Texas), CREW (women engineering students), Century Scholars (targeted under-represented students), ExCEL Plus (Excellence in Culture, Education and Leadership), SHARE (Summer Housing and Academics Reaching for Excellence), MEDALS (Minority Enrichment Developing Academic and Leadership Skills), the Blinn TEAM Program (collaboration for co-enrolled students at Blinn Community College and Texas A&M University), and Lechner and Clements Honors Halls.
- In 2001 the Division of Student Affairs joined in a collaborative relationship with Academic Affairs in the growth and development of learning and living-learning communities. Specifically, the Department of Student Life Studies, the Center for Teaching Excellence and specific programs within the College of Business, Education and Life Sciences collaborated on assessing the first year of a learning communities program in those disciplines.

Future

- The variety of campus "living options" will be expanded (i.e. co-ed, substance free, kitchens, apartments, learning communities, honors)
- The Student Affairs/Academic Affairs collaboration in learning communities will continue.
 - The Department of Student Life Studies will develop and implement an assessment plan for the learning communities.
 - Residence Life will continue to develop the opportunity for students in learning communities to extend that learning through their living environment.

- The Memorial Student Center (MSC), Student Activities, and the University Art Collections and Exhibitions will become participants in providing additional co-curricular opportunities for learning communities.

Imperative 9: Build Community and Metropolitan Connections

Precept: Nurture connections with the local community

Past

- The Department of Student Life worked with Campus Ministers to sustain and improve the strong working relationship and excellent communication between the two organizations.
- Student Life established relationships with Bryan and College Station Police Departments with the creation of the critical incident response team. (Police notify the CIRT whenever a student is involved in an incident.)
- Student Life coordinated with local real estate and leasing agencies to assist students to secure housing.
- Special Event Facilities' Reed Arena provided a venue for multiple entertainment events that would otherwise not come to College Station or Bryan (concerts, circus, wrestling, Monster Trucks, etc.).
- Texas A&M University EMS, a service of Student Health Services, provides emergency medical service to the Texas A&M Campus and provides back up EMS service to the Bryan/College Station communities. This service was converted to twenty four hours a day 365 days a year in 1997.
- In 1998 Student Financial Aid began administering the largest America Reads and Counts – reading and math tutor program - in the country.
- Since 1997 the Department of Education community service programs administered by Student Financial Aid Federal Work Study Program have been doubled.
- University Art Collections and Exhibitions (UACE) served as a member of the Brazos Valley Arts Council and contributed to the display of art exhibits throughout the two communities.
- UACE introduced a series of children's workshops that introduce children to the museum environment and provided hands on fun art activities. Workshops were offered every semester.
- Student organizations advised through the Department of Student Activities, such as Big Event and Replant, continued to provide high impact community service projects.

Future

- Department of Student Life's "Be a Good Neighbor" campaign will be aimed at educating students on the importance of respecting the rights of their neighbors.
- University Art Collections and Exhibitions will develop public school teacher workshops to support teacher familiarity with the galleries and increase utilization.

Precept: Strengthen the partnerships with Blinn College for the benefit of all citizens of the Bryan-College Station area.

Past

- The Division of Student Affairs played a key role in implementing the Blinn TEAM program, a cooperative co-enrollment program between Blinn College and Texas A&M.

Future

- Division departments will develop formal collaborative efforts for the benefit of Blinn TEAM participants. Including, incident response, health care services, personal and psychological counseling, student financial aid, student discipline, etc..

Imperative 10: Demand Enlightened Governance and Leadership

Precept: Create and implement a comprehensive pay, benefits, and recognition plan for all faculty and staff at Texas A&M University that encourages informed risk-taking.

Past

- Participated in the creation and implementation of the TAMU Business Titles Career Path.
- Implemented the TAMU Office and Administrative Support Staff Career path.
- Updated the Student Development Specialist Career to better meet market demand.
- Developed and implemented a Student Financial Aid Associate Staff Career Ladder.
- Participated in the development of guidelines for the administration of Administrative Leave and one-time merit increase payments.
- Participated in the task force to develop procedures for shift differential pay.

Precept: Have continuous availability of staff development opportunity consistent with the best corporate practice.

Past

- Increased funding for division of student affairs developmental leave grants.
- Established an annual recurring budget for the Division of Student Affairs staff development team.

Future

- The Vice President for Student Affairs will establish a staff development budget earmarked for staff diversity training.

Imperative 11: Attain Resource Parity with the Best Public Universities

Precept: Forge strategic alliances

Past

- Refined the Student Service Fee Advisory Board process to improve students access to information and decision making
- Passed student referendums and received legislative authority to increase the state mandated caps for the recreational sports fee and student center complex fee.

Precept: Increase private giving to sustain excellence

Past

- Solidified the Student Affairs Development Team by adding two new development officers, bringing the total to three.
- Created the Vice President for Student Affairs development council during the fall of 2000.
- Actively engaged in the silent phase of the University's next capital campaign.

Future

- The Division of Student Affairs is poised to be a full participant in the upcoming comprehensive campaign. As a major unit of Texas A&M University, the Division is creating a campaign plan similar to that used by the colleges.

Conclusion

The challenge of *Vision 2020* requires long-term commitment, strategic thinking and constant assessment and evaluation of objectives and priorities. We believe the Division of Student Affairs at Texas A&M University has made substantial progress towards the ideals of Vision 2020. There is more work to be done if we are to attain recognition as one of the top ten public universities in the nation. *Vision 2020* has identified the destination. The Division of Student Affairs, through on-going planning and commitment to the vision, will help Texas A&M University accomplish the goals identified in *Vision 2020*.