



# **Texas Christian University Division of Student Affairs**

## **Strategic Plan**

**2011**

## Strategic Planning Overview

In preparation for the 2011 TCU Student Affairs Strategic Plan, and to assure programs and services meet the standards of excellence our students, parents, alumni, and colleagues expect, Student Affairs has set forth five Student Affairs Initiatives.

Student Affairs professionals at TCU are dedicated to developing a true learning community and to providing a powerful metacurricular experience for all students. The Student Affairs Community Building Initiatives provide a comprehensive framework to help students understand the broad context of “The TCU student experience.”

The framework set forth also helps student affairs professionals and their departments articulate specific outcomes associated with their programs and services. The Division of Student Affairs’ initiatives complement TCU’s Vision In Action Initiatives.

The 2011 Student Affairs Strategic Plan was prepared over a 3-year period by the Vice Chancellor for Student Affairs, Don Mills, and the Student Affairs Leadership Council with input from Divisional members (*see Open Session report*).

The strategic plan outlines Student Affairs mission and values and provides a strategic approach to accomplishing identified goals. The plan evaluates and assumes the importance of the following trends:

- \* Enrollment growth;
- \* External factors (economic trends, parent involvement, community relationships, and environmental influences);
- \* Demographic trends in the student population;
- \* Changes in student needs and expectations; and,
- \* Evolving technologies.

The plan is guided by student development theory in conjunction with CAS Standards, regional accrediting standards, and current best practices. The Division has also taken into consideration a strengths-based, asset-building, community development philosophical approach. Student Affairs is focused on providing programs and services directed to student well-being, broadly defined.

## University Mission Statement

The mission of the University is to educate individuals to think and act as responsible citizens and ethical leaders in the global society.

## Institutional Priorities

Soon after coming to TCU, Chancellor Victor Boschini affirmed four basic assumptions that have served as important guideposts. He stated that TCU will:

- \* Become ranked near the top of Tier II National Universities
- \* Have a strong residential presence in and around its campus
- \* Seek modest increase in the number/types of quality graduate programs
- \* Work to increase its national visibility

From these assumptions and the Vision In Action (VIA) process, a *strategic vision* for the University emerged:

***TCU will become an increasingly significant and internationally known private university. This requires raising the academic profile of the University.***

Achieving this vision depends on the dedication and commitment of the entire TCU community. Specifically, it requires the alignment of strategies with goals, and the thoughtful investment of resources in those activities and initiatives that will allow TCU to make the vision a reality.

The following *VIA Cardinal Goals* emerged from a conference: "Putting Our Vision into Action: The TCU Promise—Fall 2004 Symposium." These goals have become Institutional Priorities:

- \* Recruit and retain students, faculty, and staff who can achieve their full potential at TCU;
- \* Design a vibrant learning community characterized by distinctive curricular, co-curricular and residential programs;
- \* Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology;
- \* Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world; and,
- \* Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.

These Institutional Priorities form a rigorous analytical template that serve to guide academic and administrative support units as they develop and implement strategic and operating plans.

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## Student Affairs Mission Statement

In 2009, a new mission statement reflecting both the purpose and vision of the Division was developed by Vice-Chancellor with input from senior management and select staff members:

*“Our Mission is to provide student focused programs and services that support student success and enhance the collegiate experience.”*

## Student Affairs Vision Statement

*To be an exceptional student affairs division that inspires students to embrace excellence in themselves and their community*

## Student Affairs Values Statement

Our work is guided by a set of shared values, which are reflected in our conduct, programs, services, activities, and organizational structure.

### INTEGRITY

Exhibiting professional and ethical behavior, and modeling ethical standards with students, colleagues, and the University.

### DIVERSITY

Promoting respect and civility among individuals; encouraging appreciation of the differences between them; honoring the inherent worth and dignity of all persons.

### GROWTH

Encouraging the holistic growth and development of students, colleagues and communities.

### DISCERNMENT

Thinking critically, informing our consciences, and cultivating habits of ongoing reflection and self-evaluation.

### TEAMWORK

Creating strong collaborative relationships with colleagues; developing partnerships throughout the University and community.

### COMMUNITY

Offering a warm, inviting and supportive environment that is inclusive of all students.

### EXCELLENCE

Being innovative, forward thinking, and demonstrating expertise in student development theories, services, and environments that constructively shape student behavior.

## TCU Student Affairs Strategic Plan

Strategic Initiative: Enhance the Residential Community

**A Residential University Experience: In November 2005 TCU Chancellor Boschini announced that TCU would return to its heritage as a residential university and he stated that two-thirds of TCU undergraduates would live in campus housing. He went on to describe the Campus Commons as “an intersection between the curricular and co-curricular by injecting vibrancy into the center of campus, encouraging student and faculty interaction, more on-campus living and more pedestrian-friendly areas.”**

### **Objective**

Construction of residential facilities that offer the unique, functional, and technologically advanced living experience today’s students are seeking.

### **Outcomes**

Students will have more opportunities to build relationships in physical space that is human scale promoting interpersonal interaction and engagement.

### **Action Plans**

- TCU will add 1,000 additional beds to meet the stated goal of two-thirds of all undergraduates living in university housing.
- TCU will replace the existing Fraternity and Sorority housing with a new Worth Hills Village concept.
- TCU will develop a clearly articulated plan with the GrandMarc staff to ensure that TCU students living there receive the same high quality residential experience as other students.
- TCU will add additional parking on the campus.

### **Objective**

Continued development of physical space that enriches the residential experience.

### **Outcomes**

The student experience and the connections students make with all members of the TCU community will be enhanced through world class facilities.

**Action Plans**

- TCU will preserve and enhance outdoor environments.
- TCU will evaluate and enhance student meeting space and social space within the BLUU; making sure to attend to the balance between SGA, Fraternity and Sororities, and other student organizations.
- TCU will continue to recognize the Recreation Center as a “signature” location for creating student connectedness and community.
- TCU will evaluate the impact that physical spaces and environments have on student satisfaction, connection and retention to the University.
- TCU will create a marketing and incentive plan for faculty to be engaged with students in campus facilities outside of the classroom.

**Objective**

Augmentation of the 24/7 living environment.

**Outcomes**

TCU students will experience a vibrant, 24-7 environment that exceeds their expectations.

**Action Plans**

- TCU will recognize and evaluate the impact student staff selection and training have on the 24/7 student community.
- TCU will implement the recommendations of the TCU safety task force to effectively manage the challenges that come with creating a vibrant 24/7 environment.
- TCU will develop a marketing plan to help students be aware of all the opportunities that exist in the 24/7 environment and to encourage students to engage those opportunities.

**Objective**

TCU will develop a dining master plan that details expansion of the dining services offered on campus.

**Outcomes**

TCU students, faculty and staff will have a variety of locations to come together around dining to build relationships and a sense of community.

**Action Plans**

- Develop plan for an East campus dining location – primarily to cater to lunch crowds.
- Create new Worth Hills dining location – smaller, focused on student schedules.
- TCU will offer a variety of meal plans that meet the needs for students based of all different class standing.
- TCU will create a menu and dining experience that caters to the diverse tastes and

needs of TCU students. (i.e. – Gluten-free, Vegan, Asian cuisine, Indian, etc.)

**Objective**

Implementation of the Community Renewal Paradigm.

**Outcomes**

TCU students will live in environments that create compassionate and competent whole people.

**Action Plans**

- Develop a “We Care Team.”
- Residence Hall “We Care” Initiatives planned and implemented in every hall.
- Community Dialogues implemented for the campus community.
- Strengthen Off-Campus Neighborhood Connections.

**Objective**

Cultivate of an environment that welcomes and supports diversity and inclusiveness.

**Outcomes**

TCU students will feel welcomed and comfortable engaging in meaningful relationships and conversations on topics of social justice, equality and inclusivity in a variety of venues campus-wide.

**Action Plans**

- TCU will improve our ability to support students with disabilities and respond to ADA issues
- TCU will improve support to graduate students and veterans
- TCU will encourage dialogue about diversity through strategic use of physical spaces throughout campus in order to send intentional messages about the value of diversity to residential living.
- TCU will attend to question of gender balance and encouragement of more male participation in campus activities.

**Strategic Initiative: Enhance Individual and Community Well-Being**

TCU is committed to utilizing a holistic ecological model creating an environment where healthy expectations are the norm of the college experience. *“The health and well-being of students*

*contribute to, and make possible, student success. We envision the whole campus as an increasingly healthy learning community, within which students –and members of faculty and staff—can flourish.” (R. Keeling, 2008).*

### **Outcomes**

- A healthy community that supports student success.
- At-risk students identified for early intervention and retention to the TCU community.
- Crime prevention, safer campus.
- Students learn and practice life skills that enhance their health, relationships, well-being, and academic success.
- Increased retention and improved graduation rate.

### **Action Plans**

- Identify issues and trends that affect the mental/physical health and safety of students which may impede their academic success.
- Assess threats to university community, 24/7. Continuous case management meetings conducted to identify and work with students at risk.
- Partner and collaborate with deans and faculty to emphasize the strong connection between health/ well-being and student academic success.
- Implement crime prevention through environmental design (CPTED) for entire campus.
- Strengthen and maintain collaborative relationships with TCU staff and agencies such as: FWPD, FWFD, and other law-enforcement officers and health department officials.
- Evaluate and implement policies & practices to ensure cutting-edge programs and services are provided to the university community.
- Assess and allocate new technologies, facilities, equipment, and personnel where needed to ensure a healthier and safer campus environment.
- Provide training and professional development so that each unit operation utilizes best practices and be accredited where appropriate.

## Strategic Initiative: Preparing for Life After College

Enriching a student’s life through both academic endeavors and opportunities for personal development is a major outcome of the total student experience. The task of providing meaningful experiences outside the classroom is a responsibility, although not the sole responsibility, of Student Affairs. These experiences are gained through activities and services



that are provided to students to use as they choose. Learning about leadership, diversity and community are key elements of this experience. Learning the skills necessary to develop a meaningful career is also a key function of student preparation for life after college. Graduates should be prepared for both a career and as a member of society.

**GOAL:** Providing guidance and assistance for students to learn to meet the challenges of a career and integration into society.

### **Objectives**

- Learning career development skills.
- Establishing a career direction and developing a career path.
- Developing a personal portfolio of skills and strengths
- Learning personal financial competency skills

### **Outcomes**

- Students will discover career aspirations, learn how to get and keep a job
- Students will develop strong interpersonal skills and learn how to conduct professional communications
- Students will learn how to manage personal affairs.
- Students will acquire the skills necessary for handling personal and professional challenges
- Students will practice and learn leadership skills and the requirements necessary to contribute to organizational achievements.

### **Action Plans**

- Reinforce career development as vocation through services that teach and advise students how to create resumes and cover letters, teach and practice interview skills, and assist with the interview scheduling for internships and jobs.

Students will:

- Know how to create and maintain a resume using the Career Center software beginning their first year in school.
- Know how to search for available part-time, internship, and full-time employment opportunities
- Know how to apply for jobs both inside and outside of TCU's Career Center network.
- Practice interview skills
- Take a standardized assessment that will offer them alternative choices for a job or industry that might best be suited to their personality and temperament.
- Learn that a variety of areas of interests are suitable for a satisfactory career.

- Approach student mentoring and advising using a strengths-based approach to self-awareness

Students will:

- Experience mentoring and coaching that builds on their strengths.
  - Acknowledge their strengths and the strengths of others.
  - Receive group advising by professionals who are committed to utilizing the strengths techniques.
- Provide significant student employment experiences that intentionally teach skills directly applicable to future employment opportunities

Students will:

- Understand basic expectations of the workplace including timeliness, appropriate dress, and appropriate behaviors
  - Develop an ethic of productive work.
  - Practice appropriate on-the-job interpersonal and team skills.
  - Practice appropriate supervisee and supervisor skills.
- Develop a system of mentorship available to students throughout their collegiate career including using the vast network of alumni

Students will:

- Through an established mentor/protégé relationship, develop a more refined sense of career and the world of work.
  - Include intentionality as part of our their personal development
  - Be exposed to programming and services that are developmentally appropriate to the different phases of a student's life at TCU.
- Emphasize community service as an opportunity to apply skills and knowledge learned via classroom and other experiences to real life settings.

Students will:

- Develop work experiences that will enhance their employability after college
  - Work with and appreciate people different from themselves.
- Provide responsible financial stewardship education for students

Students will:

- Understand the nature of credit and develop personal strategies to use credit effectively.
  - Understand the nature of compound interest and the role of careful investing.
  - Understand the nature of insurance, savings, investing, retirement planning, and purchasing real estate.
  - Practice sound financial planning skills through their work in student organizations and activities.
- All students will have the opportunity to engage in strength-based, practical leadership training and experienced-based activities that enhance leadership skills regardless of ability and previous experience.

Students will:

- Practice and refine interpersonal and intra-group communication, problem solving, mediation skills through immediate practical campus-based activities.
  - Demonstrate appropriate group skills related to meetings, project planning and implementation, and team skills that are transferrable to future employment experiences.
- Provide career assessment to help determine life direction
  - Develop a personal portfolio system to help with the articulation of student skills and experiences

Students will:

- Routinely track college experiences and articulate skills and strengths
- Understand how to leverage college activities and experiences into skills that are attractive to further employees.

### Strategic Initiative: Educating Students for Personal and Social Responsibility

The Division of Student Affairs will focus on positive student development - linking competency strengths with character strengths through intentional programming paired with developmental coaching and mentoring of students.

**Student Affairs will construct our programs and services with an emphasis on individual responsibility and a commitment to high community standards. Student Affairs draws on**

the university's institutional priorities, as outlined in the Cognitive and Ethical Outcomes that have been set for all undergraduate students, in particular Outcome #3 ~ *Knowledge and Ability to Act as a Responsible Citizen*, and #4 ~ *Knowledge and Ability to Act as an Ethical Participant in the Global Community* .

**Objective**

Student will have knowledge and ability to act as a responsible citizen

**Outcome**

Students will learn to demonstrate informed participation in civic discourse and decision-making at local and global levels

**Action Plan**

- Student Affairs (SA) will provide regular programs focusing on local, national and international issues.
- SA will create opportunities for community dialogues, in particular dialogues across differences.

**Outcome**

Students will participate in organizational or civic systems of governance

**Action Plan**

- Support students' active participation in governance through such means as student government, residential living communities, student-run programming, and over 200 student organizations – each of which will receive increased support through training and mentoring.

**Outcome**

Students will learn to recognize the unfair, unjust, or uncivil behaviors of individuals or groups and the duty to challenge them appropriately

**Action Plan**

- SA will involve students in appropriate parts of the judicial process for both individuals and groups.
- SA will collaborate with the university community to educate students about what constitutes unfair, unjust or uncivil behaviors.
- SA will continue to emphasize the community themes of *Rights, Responsibilities and Respect*.
- SA will provide students with increasing opportunities to participate in service or volunteer activities and to be immersed in service-learning.

**Objective**

Students have the knowledge and ability to act as an ethical participant in the global community

**Outcome**

Students will learn to demonstrate the ability to generate informed opinions on global issues

**Action Plan**

- SA will provide a diverse range of international opportunities to students [regardless of their ability to pay] – including, but not limited to, international Frog Camps; international leadership trips and exchanges; and the Model United Nations program (co-sponsored with the department of Political Science).
- SA will create opportunities for rich interactions between U.S. students and their fellow students from around the world.
- SA will provide programming that focuses on world issues – including, but not limited to, International Week; Hunger Week; and the programs and projects of numerous student-run organizations.
- SA will contribute to students' knowing and understanding the impact of world religions and cultures, – in particular, there will be increased emphasis on, and support for, inter-faith initiatives.
- SA will intentionally structure opportunities for students to engage with other perspectives and cultures with reason and respect and to participate in diverse cultural activities.
- SA will develop programs for students and their families that are reflective of the increased diversity of the university

**Objective**

Education for Personal and Social Responsibility

**Outcome**

- Developing a strong work ethic and consciously doing one's very best in all aspects of college – striving for excellence.
- Recognizing and acting on a sense of honor ranging from honesty in relationships to principled engagement with a formal academic honors code – cultivating personal and academic integrity
- Recognizing and acting on one's responsibility to the educational community (classroom, campus life), the local community, and the wider society, both national and local – contributing to the larger community.
- Recognizing and acting on the obligation to inform one's own judgment; engaging diverse and competing perspectives as a resource for learning, for citizenship, and for work - taking seriously the perspectives of others.
- Developing one's own personal and social values and being able to express and act on

those values responsibly; developing a mature sense of moral sensitivity and personal character; being able to identify and evaluate moral dilemmas and act appropriately – developing competence in ethical and moral reasoning.

### **Action Plan**

- SA will communicate with students and their families about the importance of excellence.
- SA will help students set personal and academic goals and create realistic strategies to achieve them.
- A particular emphasis will be placed on the first year, with related content in Academic Orientation, Frog Camp, and Connections, and through an expansion of the Leadership for Life peer coaching program.
  
- In collaboration with all parts of the university, SA will work to instill and uphold standards concerning the intersection of values and behavior.
- SA will develop community consensus on behavioral standards and will hold students accountable to these standards.

### **Strategic Initiative: Sustaining the Culture**

The Division of Student Affairs is committed to ethical stewardship of the human, financial, and environmental resources entrusted to our care. We recognize that a truly transformative educational experience is founded upon our continually striving for excellence in all that we endeavor; our students deserve nothing less. While our programs and services may be world-class and recognized as exemplary; people are the lifeblood of the institution and therefore play a vital role in the advancement of excellence as a sustained standard. To guarantee this sustained standard of excellence we acknowledge the need to put support structures and programs in place that are flexible and strategically targeted; providing the type of experience

this generation as well as coming generations of Horned Frogs expect.

### **Objectives**

- Economic sustainability/Financial stewardship
- Social sustainability
- Environmental sustainability

### **Outcomes**

- Positive impact on student learning, transitions, retention, and/or success
- Demonstrated of success in addressing student needs and/or critical campus issues
- Collaboration with academic affairs and other departments
- Effective use of technology and other resources
- Evidence of innovative practical use of research and/or assessment and linking to learning outcomes
- Evidence of sustainability
- Staff infrastructure: solid, continuity, collaborative
- Efficient use of environmental and financial resources

### **Action Plan**

- Continue to evaluate programs and services for ways to cut costs;
- Supplement financial training and supervision needs of budget managers;
- Demonstrate appropriate financial recordkeeping and financial management
- Develop and maintain evolving technological systems and services that reflect the best practices of student services while meeting the needs of community members (high-tech/high-touch)
- Design and implement a comprehensive staff development program based on the Winston & Creamer (2004) model.
- Develop graduate assistantships/internshipsPartner with parents by providing developmental education about college students, including psychological development, intellectual development, financial information for students, and helping students prepare for college and life after college.
- Focus on a seamless learning environment with a matrix of skill development the goal for students.
- Explore ways to decrease use of paper and increase use of electronic communication and documentation

Pursue LEED and other "green" initiatives

**Objective**

Pursue excellence through use of best practices

**Action Plan**

- Data-Driven decision-making
- Continuous long-term/strategic planning
- Branding/Marketing/Recognition

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