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**Division of Student Affairs
Strategic Plan
(2012-2017)**

Division Mission: The Division of Student Affairs develops a student-centered educational environment that enhances involvement in individual growth and learning by offering rich and varied programs, services and facilities that challenge and support students toward academic success and lifelong learning. Students are empowered to become informed, responsible, creative and articulate decision makers who will strive for educational, personal, social and professional achievement.

Division Vision: The Division of Student Affairs will be a campus leader by engaging students in challenging co-curricular experiences that produce responsible and intellectual global leaders.

Theme: Student Affairs – Live, Learn, Lead!

Office of the Vice President for Student Affairs Mission: Provide leadership and support to the programs, staff and students that assist the members of the Student body in achieving their educational goals.

Long-Term Focus for the Division

1. Increase utilization of programs, services and facilities that promote student success.
2. Enhance student engagement by providing additional curricular and co-curricular opportunities for students to achieve their educational goals.

Related Division Documents:

Annual Assessment Review for Student Affairs

Division Annual Report

Departments

Office of Student Engagement and Leadership (Previously CORE)

Mission (Prior to Fall 2013): The mission of Campus Organizations, Resources and Entertainment (CORE) is to consider and respond to the needs of traditional, commuting and nontraditional students by providing programs and services that complement and enhance the cultural, recreational, social, service, leadership, and intellectual development of each student.

Mission (Beginning in Fall 2013):

The Office of Student Engagement & Leadership creates co-curricular experiences for all students and our campus through leadership programs, student organization development, and student engagement.

Goal 1: Continuing education for full-time professionals.

Strategy 1.1: Full-time professionals should attend one conference/activity each year that will increase job-related effectiveness.

Strategy 1.2: Full-time professionals will present at one conference/workshop each year.

Expected Outcomes:

- Increased knowledge of changes and trends in higher education.
- More effective implementation of programs and services to meet student needs.
- Increased visibility of West Texas A&M University at state, regional and national levels.
- By keeping current on changes and trends in higher education, staff will be better equipped to provide innovative co-curricular programs.
- By staying abreast of changes and trends in education, staff will be better equipped to aid student development, which in turn increases student retention and graduation.

Person Responsible: Director of Student Engagement & Leadership

(The above goal and strategies are related to University Imperative #3.)

Goal 2: To create greater opportunities of leadership for students and student organizations.

Strategy 2.1: Provide a variety of opportunities for student leadership development, including leadership retreats.

Strategy 2.2: Maintain a “Co-curricular Transcript” to track achievements, honors, and organizational successes of students.

Strategy 2.3: Create and maintain a one-day leadership conference for area high school student council leaders.

Expected Outcomes:

- Increased leadership and job skills for students.
- More efficiently target the needs of the WTAMU student community.
- Well-deserving student organizations, presidents, and advisors will be recognized.
- A greater number of retreats will increase student involvement.
- Students will have recognized records of achievement upon graduation.
- Our objective is designed to create greater opportunities for leadership development and training, which in turn better prepares our students to assume leadership roles in society.

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- By creating greater opportunities for leadership development and training, our students will have a better opportunity to capitalize on the co-curricular experiences afforded them, which will affect their satisfaction with the educational experience.
- Area high school leaders will establish a relationship with WTAMU and view WTAMU as a reputable institution.

Person Responsible: Director of Student Engagement & Leadership

(The above goal and strategies are related to University Imperative #2.)

Goal 3: Develop programming that includes social, cultural, intellectual, recreational, campus and community service, entertainment, and leadership aspects.

Strategy 3.1: Develop programs that are intellectually stimulating.

Strategy 3.2: Re-design leadership programs to be more inclusive and intensive.

Strategy 3.3: Focus departmental efforts on week-long programming (iWeek, Hazing Prevention Week, Commuter Appreciation Week, Alcohol Awareness Week, Healthy Living Week, International Week).

Expected Outcomes:

- Increased diversity in both programming and participants.
- More efficiently gauge the needs and transitions of the West Texas A&M University student body.
- Increased tolerance towards differences among people.
- Students will be better educated to make positive life choices.
- Greater participation and support from academic departments.
- Emerging leaders will be ready to access leadership roles.
- Our programming efforts strive to create well-rounded students who will graduate as marketable employees for the workforce, as well as well-rounded citizens for the community, who embrace diversity and community service, among other things.
- By providing programs that are social, cultural, intellectual, recreational, service-and leadership-oriented, our students will have a better opportunity to capitalize on the co-curricular experiences afforded them, which will affect their satisfaction with the educational experience.
- By focusing on week-long events, students will gain a better appreciation and knowledge of issues and topics.

Person Responsible: Director of Student Engagement & Leadership

(The above goal and strategies are related to University Imperative #2.)

Jack B. Kelley Student Center

Mission: The Jack B. Kelley Student Center is the gathering place for the entire West Texas A&M University community. We are dedicated to providing an educational, cultural, social, and premiere facility that inspires intellectual and interpersonal development through student-centered programs and services.

Goal 1: To expand the overall usage of the Jack B. Kelley Student Center by students, departments, and community groups.

Strategy 1.1: Create an advertising and marketing plan in which the facility and activities within the JBK Student Center are promoted.

Strategy 1.2: Continue to update the JBK Student Center website in an effort to promote the facility and services available.

Strategy 1.3: Continue to utilize and develop the use of social media.

Expected Outcomes:

- Through marketing of the facility and services offered, we will experience greater usage numbers for the facility.
- The additional traffic within the facility will provide increased revenue opportunities.

Person Responsible: Director of the Jack B. Kelley Student Center

(The above goal and strategies are related to University Imperatives #1, #4 and #5.)

Goal 2: To instill in professional and student staff the philosophy of a student-oriented and professionally managed facility.

Strategy 2.1: Work closely with professional and student staff through regular scheduled meetings to manage the building in an efficient and professional manner.

Strategy 2.2: Full-time professionals and student staff will continue to develop and become educated in skills necessary to support objective.

Strategy 2.3: Allow student to take more of a leadership role when dealing with some bigger reservations.

Expected Outcomes:

- People using the facility will be satisfied with the service of the student center staff.
- People using the facility will be satisfied with the physical setups of reserved rooms.
- People using the facility will be satisfied with the reservation process.

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- Increased knowledge of changes and trends in higher education.
- More effective implementation of programs and services to meet student needs.
- Student staff will become more experienced in organizing bigger events.

Person Responsible: Director of the Jack B. Kelley Student Center

(The above goal and strategies are related to University Imperative #5.)

Goal 3: To maintain a facility that is clean and in an excellent state of repair through constant supervision and planning in order to provide an area in which quality programs and services for students can be accommodated.

Strategy 3.1: Continue to enhance the JBK Student Center through facility upgrades and enhancements.

Strategy 3.2: Work to develop additional professional and student staff positions to accommodate the needs of a bigger facility.

Strategy 3.3: Continue to work closely with Physical Plant and Custodial services to ensure the building maintenance and cleaning needs are being completed.

Expected Outcomes:

- By having access to superior facilities and services, students are more likely to be satisfied with the quality of education they are receiving.
- The majority of people using the facility will be satisfied with the cleanliness of the building and will be satisfied with the furniture and equipment in the building.
- The JBK Student Center evaluation plan is that the majority of people using the facility will be satisfied with the service of the JBK staff, the physical setups of reserved rooms, and the reservation process.
- Meetings and programs will continue to be held in the student center.

Person Responsible: Director of the Jack B. Kelley Student Center

(The above goal and strategies are related to University Imperative #1.)

Recreational Sports

Mission: The mission of Recreational Sports is to enhance personal development and enjoyment by providing opportunities to participate in organized sports activities, recreational activities, outdoor pursuits, to build, pursue, and encourage personal health excellence, provide students with an opportunity to learn and practice leadership, management, program planning, and interpersonal skills, as well as

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providing quality recreational facilities for all students, faculty, and staff of West Texas A&M University.

Goal 1: Develop new ways of reaching students and publicizing the department, this includes using Facebook, emails, newspaper ads, and possibly our own website. The ability for intramural teams or individuals to register for activities online is going to be a priority. Keeping up with recreational technology available to keep Rec Sports up to date.

Strategy 1.1: Expand the use of the E-Z Facility subscription or consider finding a new program that is more user friendly and not as expensive.

Strategy 1.2: Continue to utilize the Rec Sports Facebook page.

Strategy 1.3: Purchase advertisement in “The Prairie” to announce upcoming events.

Strategy 1.4: Make sure Rec Sports events are in the “Friday Blast that is sent out to all students every Friday

Expected Outcomes:

- Through Facebook, emails, advertisements, and the “Friday Blast” we will be able to publicize the program and let students know what is happening in Rec Sports. Through the E-Z Facility program, we will be able to contact students through several different ways. The program will also allow students to register for activities online. Recreational Sports is also looking into using IM Leagues as a new way of reaching our students. This will possibly be a better way for our students to register for intramural and special events and is a savings over the EZ Facility program. We lose some teams because they do not get to the office to turn in their teams. All of this will increase participation, which is a goal of the department.

Person Responsible: Director of Recreational Sports

(The above goal and strategies are related to University Imperative #1 and #2.)

Goal 2: Continued renovation of the Virgil Henson Activities Center. Includes renovating Ballroom and add new restrooms on ground floor. Purchase new equipment for areas as needed.

Strategy 2.1: As funds become available continue renovation of the VHAC.

Strategy 2.2: Develop renovation priorities. Determine which areas should be next to be renovated according to available funds. Seek student’s input.

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Strategy 2.3: Seek student and VHAC members input concerning new equipment that is needed in areas such as the Weight Room. Questionnaires can be used for this information.

Expected Outcomes:

- The Virgil Henson Activities Center will continue to be the center of leisure activity on campus by providing students, faculty/staff, and members with the best facilities. A quality facility is important in the recruitment and retention of students here at WTAMU.

Persons Responsible: Director of Recreational Sports and Associate Director of Recreational Sports

(The above goal and strategies are related to University Imperative #1, #2 and #5.)

Goal 3: Continued growth in the Outdoor Pursuits area to include new areas and activities in Buffalo Sports Park. Outdoor classes including rock-climbing classes offered at different time through the year.

Strategy 3.1: As funds become available add picnic tables, barbeque grills, gazeboes, and bouldering areas to Buffalo Sports Park.

Strategy 3.2: Offer classes in a variety of outdoor areas including outdoor cooking and rock climbing on the bouldering walls.

Expected Outcomes

- Providing more opportunities for students to learn through worthy use of leisure time. We will be able to provide the students new and different opportunities of how to use their leisure time.

Person Responsible: Assistant Director of Recreational Sports/Outdoor Pursuits

(The above goal and strategies are related to University Imperative #1 and #2.)

Goal 4: New programming efforts to utilize the new facilities of Recreational Sports. This includes adding new activities and events.

Strategy 4.1: Seek input from student groups. What activities and events do students want to participate in? Questionnaires and feedback from the Intramural Advisory Council would be important in this area.

Expected Outcomes:

- Increased student participation in all Recreational Sports activities.

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Person Responsible: Director of Recreational Sports

(The above goal and strategies are related to University Imperative #1 and #2.)

Residential Living

Mission: The department of Residential Living is committed to providing a diverse interpersonal environment where academic and personal growth is integrated into residents' daily experiences, through student-focused programs and services.

Goal 1: Continue to update and repair residence halls while working toward goals associated with the Campus Master Plan.

Strategy 1.1: Department will work closely with Physical Plant as various projects are designed & completed, including new residence halls.

Strategy 1.2: Department will work with Physical Plant in coordination of facility improvement projects and ongoing maintenance in the halls.

Expected Outcomes

- Master Plan will provide a framework for future departmental facility planning and goals
- Plans will be used in the development of new facilities
- Both major and minor projects will be prioritized on an ongoing basis
- Facilities will receive ongoing updating and repairs as funds are made available

Person Responsible: Senior Director for Residential Living

(The above goal and strategies are related to University Imperatives #1 and #2.)

Goal 2: Proactively work to maintain safe and secure environment on campus and in residence halls.

Strategy 2.1: Department will explore the expansion of security cameras in additional locations as deemed necessary.

Strategy 2.2: Department will continue to develop "front-line" safety and security efforts that are specifically developed to meet the needs of individual halls.

Strategy 2.3: Department will review crisis management plan and specific crisis incidents throughout the year.

Expected Outcomes

- Increased awareness of safety and security practices in the halls

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- Use of cameras as an investigative tool
- Increased ability to control and monitor access in residence halls

Person Responsible: Senior Director for Residential Living

(The above goal and strategies relate to University Imperative #1)

Goal 3: Increase the percentage of full time undergraduate students that reside on campus.

Strategy 3.1: Department will continue to assess the needs/desires of students in an effort to provide the services necessary to retain students.

Strategy 3.2: Department will continue to update website and publications in an effort to improve marketing of residence halls.

Strategy 3.3: Department will continue to evaluate the exemption process.

Strategy 3.4: Department will continually review rules and practices in an attempt to meet the expectations of students and parents.

Strategy 3.5: Department will automate the assignment process, the housing agreement acceptance process, meal plan acceptance, and charges associated with “room pending” charges.

Expected Outcomes

- Increased on-campus population
- Increased retention of students
- Elimination of multiple manual processes resulting in significant time savings for department
- Improved exemption process

Person Responsible: Senior Director for Residential Living

(The above goal and strategies relate to University Imperative #1)

Goal 4: Develop additional opportunities to assist in the recruitment and retention of on campus residents.

Strategy 4.1: Seek opportunities to collaborate with other departments and inform students about services available to them on campus.

Strategy 4.2: Assist in recruitment process through participation in recruiting events and Admissions practices

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Expected Outcomes

- Increased awareness of services by residents
- Increased collaboration and sharing of resources with other departments
- Increased retention and engagement of on-campus students

Person Responsible: Senior Director for Residential Living

(The above goal and strategies are related to University Imperatives #1 and #2.)

Goal 5: Department will continue to seek opportunities to implement academic initiatives in the residence halls.

Strategy 5.1: Department will continue to look for opportunities to implement academic initiatives in the residence halls.

Expected Outcomes

- Appropriate educational information provided to residents to improve their “way of life”
- RL staff will seek opportunities to aid campus in retention efforts

Person Responsible: Senior Director for Residential Living

(The above goal and strategies relate to University Imperative #1)

Kids Kollege

Mission: The mission of Kids Kollege is to provide high quality childcare for children of students, faculty, staff and the surrounding communities by providing age appropriate learning in a safe and developmentally appropriate environment. In addition, Kids Kollege provides West Texas A&M University students who are in educational and various other fields the opportunity for hands on experience.

Goal 1: To facilitate effective teaching methods in the preschool classrooms.

Strategy 1.1: Require student teachers to attend more child care training conferences.

Strategy 1.2: Schedule more training sessions or workshops for student teachers within the child care facility.

Strategy 1.3: Provide student teachers with more pre-service training.

Expected Outcomes:

- Student teachers will learn to teach children at different levels of development.

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- Parents will gain knowledge from teachers on their child's development and ways to teach them.
- Children will benefit from more age appropriate individualized teaching.
- Teachers will be better prepared to plan and implement learning activities that are developmentally appropriate.
- Student teachers will gain new ways to manage behavioral challenges with young children, as well as gain control of the classrooms.
- Training will help teachers set up and facilitate an environment within their classrooms for the optimal learning for both the child and the caregiver.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1 and #2.)

Goal 2: To help student parents gain information about their child's development and to facilitate the learning process.

Strategy 2.1: To give student parents information on parenting and parenting conferences.

Strategy 2.2: Locating and providing information on support groups.

Strategy 2.3: Assess and review child's development with parents.

Expected Outcomes:

- Students will learn new ways to cope or redirect children's behaviors.
- Children will benefit from parents learning new parenting skills.
- Student parents can network with other parents and help each other with their children.
- Parents will have a clear understanding of their child's development.
- Periodic assessment of the children and conferences provide student parents with valuable developmental information for referral to Early Childhood Intervention.
- Both parents and students will know what developmental intervention programs are available and how to gain access to these programs.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1 and #2.)

Goal 3. To promote the general health and nutrition of the children within the child care facility.

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Strategy 3.1: To stress and teach the importance of proper hand washing techniques to children and teachers.

Strategy 3.2: To provide resource information on illness prevention, childhood disease, and allergies.

Strategy 3.3: To plan and implement health and safety activities into lesson plans.

Strategy 3.4: To plan and serve healthy nutritious meals and snacks for the children

Expected Outcomes:

- Illnesses will be reduced through proper hand washing by children and staff.
- Parents and teacher will be able to recognize and prevent the spread of childhood illnesses and disease.
- Children will learn the importance of washing hands to prevent illness.
- Parents and children will learn and be reminded from routines established through our daily schedules modeling hand washing.
- Student parents will see good healthy meals and snacks with fresh fruits and vegetables on a regular basis and be able to make better choices for their children.
- Teachers, parents and children will learn through the activities planned and implemented the importance of making healthy food choices.
- Information materials distributed to parents and teachers help understand more about different specific diseases and how to prevent them.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1 and #2.)

Goal 4: To provide opportunities for students, seeking a degree in education, to gain experience working with children.

Strategy 4.1: To provide opportunity for employment for students at our child care facility.

Strategy 4.2: To provide a place for students to do observation hours needed for their classes.

Strategy 4.3: To provide a place for students from the health care field to gain experience from providing certain healthcare assessments with children.

Expected Outcomes:

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- Education students will be able to apply knowledge gained through instruction, with children.
- Students will observe children, noting the differences and similarities in development, temperament, and ability.
- Healthcare students will learn how to approach children, gain their trust, and work with them.
- Students will learn how to perform the various screenings, provide feedback to parents, and work with school or daycare staff.
- Graduate students from the Speech and Communications Disorders Department will gain clinical hours toward certification for screenings performed.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1 and #2.)

Goal 5: To promote healthy cognitive, emotional, and physical development for children.

Strategy 5.1: Teachers will provide problem-solving activities to enrich cognitive development.

Strategy 5.2: To provide a safe nurturing environment for children to express feelings.

Strategy 5.3: To plan and implement activities that provides opportunities for children to exercise, run, or maneuver toys and equipment.

Strategy 5.4: To recognize and respond to early warning signs of child abuse and neglect.

Expected Outcomes:

- Children will benefit from problem solving activities, and become more self-assured and independent.
- Strong bonds or attachments will be formed between children and teachers allowing the children to feel secure to explore and learn.
- The children will become physically stronger; more coordinated, and gain new skills through physical activity.
- Teachers will model nonviolent ways of disciplining children.
- Student teachers will build communication skills between parents and children across a range of issues, including: emotions, challenging behavior, and resolving differences.
- Teachers will develop good emotional skills within themselves and the children.

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- Children will learn how to express themselves and advocate for their feelings and needs.
- Children will learn to understand and appreciate differences in people through the many opportunities provided by the teachers.
- Student teachers will be able to recognize, respond to, and report abuse or neglect.
- Through yearly training teachers will understand that it is their duty to report any suspected abuse or neglect.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1 and #2.)

Goal 6: To better promote the CCAMPIS (Child Care Access Means Parents In School) Grant program.

Strategy 6.1: To provide applications to student parents through enrollment packets.

Strategy 6.2: CCAMPIS eligibility will be rechecked each semester for each student.

Strategy 6.3: All graduate students and international students will be encouraged to apply for this grant.

Expected Outcomes:

- Parents will receive tuition subsidy to allow them to keep their child in a quality child care program.
- Student parents will be able to stay enrolled in classes.
- Parents will be able to obtain a degree or pursue advanced degrees.
- Student parents will be emotional encouraged and supported to stay in class to finish their degree.
- Current and former CCAMPIS participants help promote the program by telling others.
- The number of CCAMPIS participants will increase, allowing more students to receive childcare subsidies.

Person Responsible: Director of Kids Kollege

(The above goal and strategies relate to University Imperatives #1, #2, and #5.)

Career Services

Mission: To support the mission of WTAMU by enhancing student learning, student development, and overall education experiences. Accordingly, we are committed to:

1. Providing high quality services that assist students and alumni through all phases of their career development.
2. Providing high quality career counseling services that assist student s to define and accomplish personal, academic and career goals.
3. Facilitating links with the business and campus communities which provide students with opportunities to further develop skills and choose career options.
4. Providing consultation services and outcomes assessments for the University where related to the mission of Career Services.

Goal 1: To assist students and alumni through all phases of their career development.

Strategy 1.1: To help students to gain experience through student employment, internships and other opportunities.

Expected Outcomes:

- 3,000 students annually will utilize the SES database to identify part-time employment opportunities.
- 20 volunteer opportunities will be available annually for students to participate in service learning.
- Coordinate 100 mock interviews annually where students can practice their interview techniques and gain valuable feedback on the strengths and weaknesses of their interview.
- Students will learn the professional competencies necessary to be successful in their chosen career through participation in the EE Program.
- Students will become more aware of the scope of career opportunities in their particular area of study through participation in the EE Program.
- Students participating in the EE Program will articulate an understanding of how their academic learning integrates with their particular chosen career.
- 60 students annually gain valuable career related insights into career fields they are interested in through participating in formal internships.
- Student will gain career information and/or job leads from participating in the career fairs.
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Strategy 1.2: To help students to prepare for finding suitable employment by developing job-search skills, effective candidate presentation skills, and an understanding of the fit between their competencies and both occupational and job requirements.

Expected Outcomes:

- 200 students annually will use career counseling to choose majors and career fields.

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- 2,000 students will utilize the free career assessment.
- 2,000 students annually utilize résumé development resources available through CS.
- 60 students annually gain valuable career related insights into career fields they are interested in through participating in formal internships.
- Students will gain career/grad school information and job leads from participating in the career fairs.
- Facilitate and host 90 classroom presentations annually.
- Increase in the number of students that actively utilize CS services.
- Students will learn the professional competencies necessary to be successful in their chosen career.
- Seniors and graduate students will learn how to use key services offered by CS.

Strategy 1.3: To strengthen and broaden the pool of potential employers who recruit WTAMU graduates for full time jobs, underclassman for internships and part time jobs.

Expected Outcomes:

- Increase employer contact by 3% annually.
- Increase job postings by 3% annually.
- Increase employers at general job fairs to between 85-100.
- Maintain between 100-125 schools at annual Educators' Expos.
- Increase employers at annual Nursing Expo to 35-40.
- Maintain between 25-30 total employers at annual Part-Time and Summer Job Fair.
- Attend 12 civic functions annually.
- Make 15-20 media appearances annually.
- Make 12 class presentations annually.
- Host 12 Mock Interview Nights for students to hone interviewing skills with external employers.
- Staff will make appearances on television and radio PSA spots to promote Career Services as a source for businesses' hiring needs.
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Person Responsible: Director of Career Services

(The above goal and strategies relate to University Imperative # 1 and #2.)

Goal 2: To utilize the latest technology to assist students in their career development and employers in meeting their human resource needs.

Strategy 2.1: To provide comprehensive Internet resources for students and employers.

Expected Outcomes:

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- Students have immediate access to currently posted jobs 24/7.
- Functional and current web site that contains necessary information for internships for both students and employers.
- Employers will interact with BuffJobs and the SES databases whenever they have the need.

Strategy 2.2: To utilize electronic tools that aid in gathering and reporting data, streamline office processes, and create value in their use for CS.

Expected Outcomes:

- Detailed demographic data will be available for each of the services offered by CS to use to improve marketing and reporting efforts.

Person Responsible: Director of Career Services

(The above goal and strategies relate to University Imperative # 1 and #2.)

Goal 3: To provide high quality career counseling, educational programming and consultative services.

Strategy 3.1: To assist students and alumni to engage in career exploration and decision-making.

Expected Outcomes:

- 200 students annually use career counseling to choose majors and career fields. 2,000 students will utilize the free career assessment.
- Active links to WTAMU key web sites and occupational research web sites are available from CS web site.
- Students will be referred to appropriate academic departments based on the career fields they select during career counseling.

Person Responsible: Director of Career Services

Student Counseling Services

Mission: To provide confidential, non-judgmental, professional resources for WTAMU students whose educational pursuit is being hindered by emotional, behavioral, and/or relationship struggles.

Goal 1: To maintain a staff of licensed qualified mental health professionals.

Strategy 1.1: Provide time off and financial support for licensed staff to attend Continuing Education Courses.

Strategy 1.2: Monitor all therapists' current licensing status during annual performance appraisals.

Strategy 1.3: Provide certified supervisors for all non-supervisory licensed staff.

Expected Outcomes:

- State of the art and evidence-based practice by licensed staff will be delivered.
- Licensed staff with high levels of confidence in their competence will be maintained.

Person Responsible: Director of Counseling Services

(The above goal and strategies relate to University Imperatives #3 & #4).

Goal 2: To provide counseling therapy services to WTAMU students using evidence-based therapy techniques.

Strategy 2.1: Conduct weekly staffing meetings to include discussion of clinical approaches based upon bio-psycho-social-spiritual information presented by the client.

Expected Outcome:

- A continuation of high student/client satisfaction with their counseling experience as reflected in the annual Client Satisfaction Survey.

Person Responsible: Director of Counseling Services

(The above goal and strategy relates to University Imperatives # 1, #3 and #4).

Goal 3: To serve as a professional training site providing field placement, practicum, and intern experiences for graduate students from selected university programs.

Strategy 3.1: Recruit and maintain licensed Qualified Mental Health Professionals in all paid professional positions.

Strategy 3.2: Maintain open communications with academic departments such as psychology, social work, and education regarding Student Counseling Services and staff credentials.

Expected Outcomes:

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- Augmentation of the quality of clinical academic programs here at WTAMU.
- Provision of high quality behavioral health graduates from WTAMU for professional counseling positions in the Texas panhandle and beyond.

Person Responsible: Director of Counseling Services

(The above goal and strategies relate to University Imperatives # 1 & #2).

Goal 4: To provide educational presentations and consultative services related to mental, emotional, and/or behavioral health issues to the WTAMU community.

Strategy 4.1: Prepare seminars, workshops, lectures, and stage presentations regarding mental/emotional/behavioral health topics for students, faculty, and staff.

Strategy 4.2: Inform the WTAMU community of our services via brochures, advertisements, kiosks, and word of mouth.

Expected Outcome:

- Increased sensitivity of all WTAMU community members regarding the emotional and behavioral essentials of a supportive learning environment.

Person Responsible: Director of Counseling Services

(The above goal and strategies relate to University Imperative #4).

Student Medical Services

Mission: Student Medical Services provides high quality, confidential, holistic health care services to our diverse student population while minimizing costs. We are committed to maintain the physical and mental well being of our students to enhance educational experience and overall academic success.

Goal 1: To continue providing services specific to the health needs of our diverse Student population.

Strategy 1.1: Identify veterans and any health needs

Strategy 1.2: Determine areas that show increased medical attention (i.e. STI, depression, women's health, etc.)

Expected Outcomes

- Determine those students who are veterans.
- Collaborate with physicians at the VA to continue with plan of care
- Collaborate with the veterans office, counseling and/or disability
- Increase utilization of services by 10%
- Provide additional educational material and support for areas of concern related to scheduled appointments
- Improved evaluations

Goal 2: Increase awareness of web-based EMR system

Strategy 2.1: Continue to make students aware of making appointments and communicating through the secure web based EMR system

Expected outcomes:

- Increased confidentiality
- Students are able to fill out information online that expedites the check-in process
- Students can access their information related to lab results or other needs through the secure web
- Concerns can be expressed through communication of messages
- Less expense of calling long distance numbers
- Documentation noted when messages read by patient

Goal 3: Continue to enhance availability of medications through the pharmacy

Strategy 3.1: Monitor demands of monthly medication inventory

Expected outcomes:

- Medications are available at a reduced cost (lower than the pharmacy)
- Monthly inventory keeps medication available during peak times

Goal 4: Begin strategy for filing medical insurance claims for students

Strategy 4.1: Evaluate various methods available to file insurance claims

Expected Outcomes:

- Decrease financial burden for those students who have insurance
- Increase revenue for the clinic

Educational Services

Mission: The mission of Educational Services is to provide a comprehensive academic support system through testing, tutoring and Supplemental Instruction to enhance the retention, persistence, and graduation rates for all West Texas A&M students.

Goal 1: Increase the testing opportunities for students in all disciplines.

Strategy 1.1: Pursue opportunities for additional types of tests to be offered through Educational Services.

Strategy 1.2: Encourage the application and use of new and emerging technologies.

Expected Outcomes:

- Number of students tested will increase by 5% annually for 5 years.
- New equipment will be added to testing facilities and the number of new opportunities will be increased.

Person Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #1.)

Goal 2: Increase student participation in the SMARTHINKING Program.

Strategy 2.1: Promote the SMARTHINKING Program to more academic departments.

Strategy 2.2: Provide peer led training on the uses and benefits of SMARTHINKING

Expected Outcomes:

- Number of students participating in the SMARTHINKING Program will increase by 3% each year for the next five years.

Personal Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #2.)

Goal 3: Implement Supplemental Instruction offerings in new courses.

Strategy 3.1: Recruit new academic departments that will implement courses partnered with Supplemental Instruction.

Strategy 3.2: Seek and obtain increased funding to provide more academic departments with the opportunity to participate in Supplemental Instruction.

Expected Outcomes:

- Supplemental Instruction will show an increase in the number of courses where SI is offered annually for the next five years.

Person Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #2.)

Goal 4: Increase the number of students participating in the Tutoring program.

Strategy 4.1: Aggressively promote and market the Tutor Assistance program at the beginning of each semester.

Strategy 4.2: Streamline the hiring process so that the department works with academic departments in a more efficient manner.

Expected Outcomes:

- Number of students participating in the Tutoring program will increase by 8% each year over the next five years.

Person Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #2.)

Goal 5: Promote professional and personal development.

Strategy 5.1: To actively participate in the higher education testing organizations at the state and national level.

Strategy 5.2: To remain a member of the National Tutoring Association and actively participate in professional development opportunities.

Expected Outcomes:

- To be aware of national and state issues concerning testing and student assessment.
- To be able to serve the tutoring needs of the student body in a more efficient manner

Person Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #2.)

Goal 6: Implement a University wide Study Skills Program

Strategy 6.1: To aggressively promote the Study Skills Program to all students.

Strategy 6.2: Provide the resources needed to build a successful Study Skills Program.

Expected Outcomes:

- Students will become aware of the academic support that is available through this program.
- The development of a program that will help with academics that will help retain students from semester to semester.

Revised 12/15/15

Person Responsible: Director of Educational Services

(The above goal and strategies relate to University Imperative #2.)

Veterans Services

Mission: To provide services and programs which support the personal and academic successes of current and prospective student veterans, active military, and dependents.

Goal 1: Advance student veteran academic and co-curricular progress.

Strategy 1.1: Work with on-campus VA Certification Specialist to ensure student veteran has set academic goals as well as establish and maintain communication with the area Vocational Rehabilitation Specialist.

Strategy 1.2: Review student's academic record to make sure they are registered for the correct courses in order to achieve their educational goals.

Strategy 1.3: Work with Veterans Network student organization to maintain contact with student veterans and disseminate information as well as serve in a co-advisory role to represent them when necessary.

Strategy 1.4: Attend WTAMU Veteran Services Committee meetings when scheduled and share necessary information with student veterans through assorted means of communication including email, phone calls, and website postings.

Expected Outcomes:

- Increase in utilization of services by both current and prospective students.
- Improve eligibility certification efficiency.
- Improve relationships with student veterans, active military, and dependents.

(The above goal and strategies are related to University Imperatives #1 and #2.)

Goal 2: Coordinate referral functions and opportunities for student veterans.

Strategy 2.1: Encourage students to utilize adjacent Student Success Center services as well as refer to other campus offices as needed.

Strategy 2.2: Maintain a current list of contacts for external agencies and organizations with which there is potential for student veteran interaction making referrals when necessary.

Strategy 2.3: Compose and distribute correspondence to other university departments or to external agencies as necessary.

Strategy 2.4: Work to establish regular on-campus visits by the area Vocational Rehabilitation Specialist in an effort to meet student needs and satisfy goals of vocational rehabilitation.

Expected Outcomes:

- Increase student utilization of services offered in WTAMU Student Success Center.
- Establish and maintain relationships with WTAMU staff and faculty.
- Increase student awareness of on and off campus services.

(The above goal and strategies are related to University Imperatives #1, #4, and #5.)

Goal 3: Participate in staff development opportunities regarding issues facing student veterans.

Strategy 3.1: Participate in System informational forums as well as take part in Trans Texas Video Network (TTVN) offerings as they come available to gather important new information regarding student veterans and active military.

Strategy 3.2: Monitor the TAMU military friendly listserv and attend the annual military friendly symposium to maintain links to veterans support organizations.

Strategy 3.3: Maintain active membership in and adherence to Service members Opportunity Colleges Consortium (SOC) Principles, Criteria, Institutional Operating Guidelines, and Standard of Good Practice for active duty service members.

Expected Outcomes:

- Increased knowledge of current issues affecting education as they relate to WTAMU student veterans, active military, and dependents.
- Increased academic program completion resulting in increased graduation rates.
- Maintain observed Military Friendly School status.
- Increased enrollment of veterans, active duty, and dependents at WTAMU.

(The above goal and strategies are related to University Imperatives #1 and #5.)

Goal 4: Establish a transition program for student veterans and active military students to facilitate a more effective transition into the WTAMU higher education community.

Strategy 4.1: Work in conjunction with the WTAMU First Year Experience coordinator in order to establish a veteran/military student orientation. This would

be aimed at familiarizing the student with the WTAMU campus as well as the facilities and student services offered campus wide.

Strategy 4.2: Survey students to find out what other services may be beneficial in their transition to higher education at WTAMU.

Expected Outcomes:

- Increase desire to seek higher education among veterans, active duty, and dependents.
- Increase awareness of other services which may be beneficial to students.

(The above goal and strategies are related to University Imperatives #1 and #4.)

Student Disability Services

Mission: The mission of Student Disability Services (SDS) is to provide eligible students with the accommodations and tools necessary to assist them with their academic success and to support them in their personal and educational growth.

Goal 1: Increase number of SDS students who are career-ready.

Strategy 1.1: Registered junior students will be contacted about career exploration and career counseling

Strategy 1.2: Registered senior students will be contacted about career exploration and resume development.

Expected Outcomes:

- Junior and Senior SDS Students will articulate a career goal and receive career services if needed.

Person Responsible: Director of Student Disability Services

(The above goal and strategies relate to University Imperative #2.)

Goal 2: Promote academic success and retention of SDS students.

Strategy 2.1: After six weeks of classes, SDS will pull a list of students who have picked up their Accommodations Request Form but have not returned it. Those students will be contacted; their progress discussed, and encouraged to complete the semester registration process.

Strategy 2.2: SDS staff will pull mid-term grades and identify those students who are struggling academically. SDS students who are struggling academically will be contacted by SDS staff and specific referrals to services such as tutoring, counseling and advising will be made.

Revised 12/15/15

Expected Outcomes:

- SDS students will demonstrate academic success by maintaining a 2.0 GPA and by receiving needed academic support services.

Person Responsible: Director of Student Disability Services

(The above goal and strategies relate to University Imperative # 1 and #2.)

University Strategic Plan Imperatives

University Imperative 1: Develop and maintain the processes, programs, and facilities necessary to provide our students with a superior, student-centered learning environment consistent with the university's mission and core values.

University Imperative 2: Recruit, retain, and develop increasing numbers of students who will graduate from our programs, assume leadership roles in society, and meet the workforce needs of the region and state.

University Imperative 3: Recruit, develop, and support a faculty and staff that embody the core values of the university and support its mission and Imperatives.

University Imperative 4: Create a safe, comfortable, effective learning and living environment for students.

University Imperative 5: Strengthen external relations and support of the university with its alumni, friends of the university, local and regional communities, and legislative and governmental entities.