The Student Affairs Division utilizes several principles of good practice to support the academic and student-centered mission of the University. The Division has as its primary focus to retain students, to support student development, and to help students graduate from Texas State. We know that student retention and success occurs best for students in campus communities that values diversity, promotes social responsibility, encourages healthy discussion and debate, recognizes accomplishments, and fosters a sense of mattering and belonging among its members. It is a critical role for Student Affairs staff to encourage connections between students, faculty and staff to develop an optimal learning environment at Texas State. To increase the learning, retention and success of students, each department within Student Affairs strives to develop appropriate collaborations and partnerships with faculty and staff.

**Mission**

The Student Affairs Division educates and ensures the success of a diverse student population by creating and fostering a safe, welcoming and comprehensive learning community. The Division commits to excellence in the development and delivery of high quality programs and services to prepare responsible and contributing members for a global community.

**Goals**

I. Facilitate the retention, graduation and career development of a high quality, diverse student population.  
   *[University Goal 3]*

II. Create and deliver co-curricular programs and services through partnerships with faculty, staff, and external constituents to ensure the success of students.  
   *[University Goal 3]*

III. Guide students through the process of self-discovery and character development.  
    *[University Goal 3]*

IV. Foster an environment that is safe, responsive and supportive of a diverse community.  
    *[University Goal 4]*

V. Recruit, develop, support and retain high quality, diverse staff.  
   *[University Goal 4]*

VI. Develop and manage financial, physical and technological resources effectively and efficiently.  
    *[University Goal 5]*

Departments comprising Student Affairs include Campus Recreation, Career Services, Counseling Center, Dean of Students, Disability Services, Housing and Residential Life, LBJ Student Center, Multicultural Student Affairs, Retention Management & Planning,
2012-2017 STUDENT AFFAIRS DIVISIONAL PRIORITIES

1. Facilitate retention to graduation through collaboration with faculty and staff across university divisions.
   - Maintain current freshmen retention rate across ethnicities and strive to increase to 80 percent or more by the end of the strategic planning period.
   - Specifically focus retention to graduation efforts on targeted sub-populations including international students, veterans, foster care alumni, students in the Emerging Stars program, students on academic probation, students with disabilities, low-achieving male students, and underrepresented students.
   - Implement strategies to strengthen sophomore and transfer student retention and graduation rates.
   - Incorporate stronger collaboration and partnerships with parents and other family members.

2. Provide a developmental, educational and co-curricular collaborative learning environment to prepare students to work and live in a global community.
   - Collaborate with PACE by providing programs and services to successfully transition freshmen to campus.
   - Work with the colleges to implement the Career Services College Liaison Model which establishes a full time liaison for each of the colleges who will provide unique, collaborative efforts that best prepare their students for career success.
   - Provide internship opportunities for students in various Student Affairs departments for related academic majors.
   - Develop, expand and facilitate experiential learning activities and part-time employment on and off campus for students to hone and broaden their professional preparation, image and presentation.
   - Provide culturally diverse student programs and activities through work with Hispanic Serving Institution consortiums, through collaboration with academic and other divisional departments, and through networking with external agencies.
   - Increase collaboration with faculty and staff to provide leadership opportunities for students that will integrate ethics and integrity, social responsibility, empowerment, inclusivity, and civic engagement.
   - Work collaboratively with university divisions to provide educational programming and administrative services to students through increased use of technology resources.
3. **Deliver quality programs and administrative services to students with adequate staff equal to the average full time equivalency of four year public universities of Texas State enrollment size.**

   - Within the 2004-2012 strategic planning period, minimal staff positions were created throughout Student Affairs to address the growing demands for service. Therefore, we need to identify potential internal and external funding sources to make strategic staffing decisions to provide the critical services needed for our growing student population through this new strategic planning period.

4. **Develop and implement plans for expansion of office and support physical space to facilitate delivery of core and enhanced functions of Student Affairs service departments.**

   - Implement the Housing Master Plan and physically and environmentally improve on-campus residential facilities.
   - Utilize the results of the LBJ Student Center Feasibility Study to determine opportunities to restructure and/or expand facilities to meet Student Affairs department program and service needs, student organization meeting needs, and campus large function needs.
   - Increase and/or renovate recreational spaces to address user needs and university growth.
   - Explore the feasibility of adding a Health and Wellness building to expand services at the Student Health Center.
   - Identify adequate space to expand efforts and programs of the Retention Management & Planning Office.
   - Collaborate with university departments and the San Marcos community to promote mental health awareness through direct and indirect educational programs and services such as the Behavioral Assessment Team, utilization of UPD mental health officers, “Bobcats Reaching Back” Counseling Center program, Student Health Center psychiatric services and others.

5. **Create a healthy environment on campus that is safe and responsive to a diverse campus community.**

   - Further expand and develop emergency preparedness response protocols and training for the campus community.
   - Create a comprehensive review and response process for addressing reported student emergencies and university related concerns.
   - Enhance delivery of healthcare services to students by implementing private insurance billing, promoting healthy student behaviors and offering expanded medical services.
   - Collaborate with university departments and the San Marcos community to promote mental health awareness through direct and indirect educational programs and services such as the Behavioral Assessment Team, utilization of UPD mental health officers, “Bobcats Reaching Back” Counseling Center program, Student Health Center psychiatric services and others.
• Enhance the town-gown Achieving Community Together (ACT) collaborative partnership with the City of San Marcos to promote positive relations between permanent and student residents.