



Student Affairs Fee Advisory Board

DIVISION OF STUDENT AFFAIRS

Funding Request Form FY2027

Department should complete one form for each individual request

Department:

Office of the Vice President for Student
Affairs

Program, Service or Operation Requested:

Division of Student Affairs Generalist Program: Assistant Director

General Description:

The Division of Student Affairs at Texas A&M University is hoping to launch a new Generalist Program, which involves the creation of three new staff positions: one Assistant Director, one Student Development Specialist (SDS) II, and one SDS I. This request is for the Assistant Director who would provide leadership for this initiative. This initiative addresses a common challenge within the division—managing workloads during periods of staff vacancies. To alleviate the strain on existing staff during such times, these generalist roles are designed to provide flexible support across departments during interim periods and times of high workload. Additionally, the program will enhance staff development efforts, with a dedicated leader focusing on initiatives to support professional growth. These positions, collectively, will allow us to respond to staffing shortages, enhance our professional development offerings to the division, and create a pipeline of trained staff into functional areas across the division.

Request Type:

☒ Full ☐ Increase ☐ One-Time ☐ Partial/Matching

Type of Funds Requested:

☒ UAF ☐ Other

General Questions***How does this address an important need and/or positively impact students?***

By ensuring that departments within the division are fully supported during staff vacancies and high-demand periods, students will benefit from consistent, high-quality services and resources. This initiative also allows for a greater focus on staff development, which means that students will interact with well-trained, motivated professionals dedicated to their success. Overall, the Generalist Program is a proactive step towards ensuring that all students receive the best possible support throughout their time at Texas A&M.

What department/Division strategic plan item does this support?

The Generalist Program is a strategic initiative that embodies the Division of Student Affairs' commitment to investing in its staff by establishing a pipeline of talent from generalist roles to specialized positions within the division. This approach not only nurtures the professional growth of staff members but also ensures that the division is equipped with versatile professionals who can seamlessly transition into more focused roles as their expertise develops. Additionally, the program aligns with the strategic priority of leveraging resources by creatively addressing multiple needs within the division—providing vacancy support, fostering professional development, and enhancing compliance efforts. Through this innovative approach, the Generalist Program maximizes the division's resources while strengthening its capacity to deliver consistent and high-quality support to students.

Please provide data, evidence, and/or input (student faculty, staff, other) you gathered to help you determine the need for additional resources.

The Generalist Program initiative emerged from a Division of Student Affairs Leadership Retreat in 2024, where directors and leaders across the division shared feedback on the challenges of managing workloads during staff vacancies. Responding to this feedback, the division developed the program to address these challenges while also enhancing staff development. This approach is supported by broader trends in the field of Student Affairs, where creating opportunities for staff to explore new functional areas has been shown to improve staff retention. Additionally, the program aligns with the prevailing trend of having a dedicated staff member focused on talent enhancement and professional development, ensuring that our division remains at the forefront of best practices in supporting and retaining top talent.

In review of the last two fiscal years there have been 48 staff who have received interim stipends totaling approximately \$190,000 in funding allocated to these stipends. This does not include situations in which staff were asked to pick up some work that did not warrant an interim stipend or programs that were paused or discontinued due to staff vacancies.

What actions have you implemented or discontinued internally to address the identified need?

To address the challenges that the Generalist Program aims to tackle, the Division of Student Affairs has previously invested in several strategies. We've focused on professional development opportunities, enabling staff to grow and expand their skills within the division. We've also explored staff exchange opportunities, allowing employees to gain experience in different functional areas, which not only broadens their expertise but also enhances flexibility across departments. Additionally, we've often relied on interim appointments to fill gaps during vacancies, ensuring that essential services continue without interruption. While these approaches have provided valuable support, the Generalist Program represents a more comprehensive solution, offering dedicated, adaptable roles that can seamlessly address departmental needs while fostering ongoing professional growth.

If funding is granted, what metrics will you use to evaluate success of this program/service/operation?

If awarded funding, the success of the Generalist Program will be evaluated using several key metrics. First, we will track the career progression of the generalists themselves, focusing on retention rates and how many transition into long-term specialist or functional roles within the division. This will help us assess the program’s effectiveness in creating a pipeline of talent. Additionally, we will measure staff satisfaction with professional development offerings, analyzing whether the increased staffing leads to higher-quality professional development experiences. These metrics will provide a comprehensive evaluation of the initiative’s impact on both staff development and organizational effectiveness.

Have other sources of funding (fundraising, sponsorship, reserves, etc.) been considered? Please explain.

We have not explored alternative funding sources for the Generalist Program, as this initiative is intended to be a direct investment by the Division of Student Affairs in critical areas of support. Given that these are full-time staffing lines, securing sponsorships, fundraising, or other external support would be challenging. However, if the program proves successful and demonstrates significant impact, we may explore additional funding opportunities in the future, leveraging the data and outcomes from this initial investment to attract further resources.

Total Estimated Cost

Funding Description	Amount
Assistant Director, Generalist Program	\$123,000
<i>Less Estimated Partial/Matching Funds (if Applicable)</i>	
TOTAL INCREASE REQUESTED	\$123,000