OSU Division of Student Affairs

Pursuing a Possibility-Rich Future

1. Student Affairs Mission, Vision, Goals

Mission: We create engaging environments for student growth and success.

Vision:

We will inspire learners and leaders to create positive change in the world through self-discovery, connection to community, commitment to action, and love of learning.

We will dedicate ourselves, individually and collectively, to student learning, community, citizenship, and success – through compassion, engagement, innovation, and action.

Student Affairs Goals: The Division of Student Affairs will focus our energy and resources on the following aspects of community development:

1. We will create environments that strengthen holistic personal development and well being of students.
2. We will cultivate to a positive, inclusive and engaging campus community where multiple perspectives are openly shared and can thrive
3. We will be a teaching and learning organization. We will enhance our own knowledge and the knowledge of others.
4. We will develop global citizens who are prepared and empowered to make meaningful contributions that are socially relevant.

2. Preamble:

The Division of Student Affairs at Oregon State University is on an unprecedented journey. Our vision for the future, which is supported by a powerful strategic plan, calls for us to demonstrate bold leadership, implement innovative programs and engage in high-level service delivery. The spirit and optimism of our organization is buoyed by the understanding that we are a lively and vital organization, one that is firmly aligned with the mission of Oregon State University and deeply committed to creating and sustaining a campus environment that manifests a belief in the infinite potential embodied in each student. Our dual commitment to the future of our university and success of OSU students provides the solid foundation from which the future of Student Affairs will be pursued.

Dynamic leadership focused on producing meaningful outcomes will characterize our future. For our organization no outcome is more important than ensuring that we provide access and pathways to success for all qualified students who desire an Oregon State University educational experience. Providing access demands that we are assertive in our outreach to and engagement with communities in our state, across the nation and around the world since we aspire to be a global educational community. Ensuring access also requires us to attend to understanding the unique life situations from which students come and to construct appropriate supports to mediate potential obstacles that may impede students’ ability to progress. Student success and progress is best facilitated by: engagement in high-impact learning experience; exposure to diverse peoples, ideas and experiences; access to a personal community that offers a sense of belonging; and powerful learning environments facilitated by

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knowledgeable, caring and engaged faculty. Commitment to high-level achievement for students requires that we honor the wholeness of every student – acknowledging the student brings their mind, body and spirit to the educational experience. We will vigorously pursue efforts to construct -rich campus community implied in our mission and vision. In doing so, Student Affairs professional will build strong partnership within and outside of the OSU community. We will nurture a campus environment that makes evident that members of the Division of Student Affairs honors the strategic commitments of our university, takes seriously the aspirations of our student affairs organization, and is dedicated to making possible the unrealized dreams of current and future Oregon State University students.

3. **The Conversation**

As you offer thoughts to enrich the Student Affairs strategic planning process please use the following points to frame your recommendations. The activities/initiatives should be:

- 3-5 years in scope
- Achievable, but bold
- Represent a “stretch”
- Engage more than one unit in activities/initiatives

Questions to consider:

1. **What activities/initiatives do you suggest we pursue to advance this particular Division of Student Affairs planning priority?**
   a. How do these activities/initiatives advance our priority?
   b. Who (what units or individuals) would be the major contributors?
   c. How do the activities specifically connect with the OSU strategic plan and the Division of Student Affairs planning priority below?
   d. What impact will the activities/initiatives have on the future need for financial resources, facilities and human resources?

2. **What activities/initiatives has your unit planned relative to this priority that you would define as strategic?**
   a. What are the activities/initiatives?
   b. What are the desired outcomes/impacts?
   c. How do the activities/initiatives specifically connect with the OSU strategic plan and the Division of Student Affairs planning priorities?
   d. What impact will the activities/initiatives have on the future need for financial resources, facilities and human resources?
**Enrollment and Retention (Strategic Statement #1)**

Student Affairs will increase outreach, opportunity, and access to higher education, reflecting the University’s enrollment, retention, graduation, and student success goals.

- Increase outreach, opportunity, and access to higher education.
  
  (Determine sources for increasing access to Financial Aid, Mental Health, Advising, Distance Education, Pre-College Programs, etc.; build mechanisms for improving course access; make changes to expand and sustain ADA needs; invest in technology to expand access to all facets of student affairs; and build a new campus Visitor’s Center)

- Achieve OSU’s enrollment, retention, and graduation goals.
  
  (Define OSU’s enrollment, retention, and graduation goals through 2025; reassess current support structures to align with goals; prepare for a more diverse student population (in-state/out-of-state, international students; non-traditional students like veterans, students of color, first generation, students with disabilities, diverse age, faith and spiritual systems, sexual orientation, etc.; build intervention models; etc.)

- Increase student success in achieving academic and engagement goals.
  
  (Build an Early Alert Model; build a University-wide Portal; develop a strong Academic Advising infrastructure; re-conceptualize a student’s first year to integrate concepts of leadership and life-long appreciation of learning experiential opportunities and career exploration).
Student Learning, Leadership and Development

Student Learning, Leadership, and Development  (Strategic Statement #2)

Student Affairs will foster compelling learning environments that promote student leadership and development, to enhance the academic experience

- Creating high quality and high impact learning experiences that enhance diversity, pluralism and inclusion.
- Promoting an environment where the values of civic engagement, citizen leadership and sustainability are honored.
- Engaging and teaching students physical, social and psychological well-being.
- Constructing experiential education experiences and curriculum

Facilities and Infrastructure  (Strategic Statement #3)

Student Affairs will create and maintain sustainable, accessible facilities and infrastructures that inspire achievement, learning, health and wellness.

Universal design

Why:
As a future top 10 land grant institution our spaces will be inspirational and promotes achievement, success, learning, and health and wellness. Our environments will reflect:
- connection
- reflection
- inclusion
- welcomeness

We contribute to an OSU identity that attracts, recruits, retains, and instills pride.

Projects:
Cultural Centers, SHS/ CAPS, Visitors Center

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Budgets and Financial Resources  (Strategic Statement #4)

Student Affairs will purposefully plan for the financial and human resources that enable success across Student Affairs.

As our student population continues to increase, it is incumbent on us to be good stewards of financial resources as well as seeking entrepreneurial opportunities for growth.

As a Division, our financial decisions will be guided by our core values and informed by assessment.

With increased attention to our financial resources and external development, there will be increased opportunity to enhance the student experience.

A. Develop a long-term financial and operating model for Student Affairs.
   o Critically examine current budgeting models to search for efficiencies.
   o Engage in a human resources study that allows Student Affairs to map resources to the projected growth pattern of the institution
   o Engage in a program review to align our unit goals with Student Affairs strategic goals.
   o Conduct annual shared budgeting reviews to promote transparency and opportunities for feedback.
   o Establish a Student Affairs development team to begin strategizing external development and other financial planning for the Division.

B. Develop gift-based financial support for Student Affairs in conjunction with the OSU Foundation.
   o Expand alumni engagement in student life, thereby creating opportunities for future philanthropy
   o Develop database of student leaders (by involvement areas) for future development opportunities and alumni events
   o Identify sources of grant funding from government agencies and private foundations dedicated to Student Affairs.
   o Partner with faculty in academic departments to apply for grants.
   o Identify more opportunities for corporate participation in Student Affairs programs and services.

C. Build a diverse, talented and effective faculty and support staff to meet the goals of this plan.
   o Hire a development officer to address the needs within Student Affairs
   o Offer training opportunities in fund-raising, grant writing, and other development opportunities
   o Build a Multicultural Organizational Development plan (Robin Holmes)

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Create incentives to support the organization’s mission for hiring diverse staff and faculty
Create incentives to enhance professional development for staff and faculty in Student Affairs

**Communications/Marketing (Strategic Statement #5)**

Student Affairs will construct and communicate the principle elements of our values and services in order to inform, engage and energize the student experience

Parenthetical points

- To align messages and be consistent with the OSU strategic plan and the baccalaureate core revisions.
- Be pro-active to assist students at different levels of development in order to connect with appropriate opportunities.
- Position Student Affair’s unique expertise in the student learning experience.
- Help departments with university marketing standards.
- Manage internal and external communications.

Activities

- Create comprehensive communication and marketing plans that address the needs of specific communities.
- Align expertise and resources to support division-wide web presence, consistent messages in publications, and technology communication trends within Student Affairs.
- Collaborate across campus to support students through technology (i.e. OSU portal, e-campus).
- Create a lead Marketing & Communications specialist position within Student Affairs.
Assessment and Research (Strategic Statement #6)

Student Affairs will embed research and evaluation into the culture to verify the degree to which Student Affairs influences the student experience.

- Identifying FTE to support division-wide efforts
- Education and training around effective assessment
- Rigor of planning process informs rigor of assessment, which feeds back into planning.
- Focus efforts and inform decision-making
- Foster data-based decision-making and action
- Requires a culture shift in student affairs to take assessment to a division-wide level
- What are the questions we want to answer, at a division level?