Pursuing a Possibility-Rich Future:

A Strategic Plan for the Division of Student Affairs at Oregon State University

Division of Student Affairs
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, such behavior will enhance movement towards our aspiration to be a global educational community. Ensuring access also requires that we attend to understanding the unique life situations from which students come and that we 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 knowledgeable, caring and engaged faculty. Commitment to high-level achievement for students requires that we honor the wholeness of every student – acknowledging that the student brings his/her mind, body and spirit to the educational experience. We will vigorously pursue efforts to construct a rich campus community, as is implied in our mission and vision. In doing so, Student Affairs professional will build strong partnerships within and outside of the OSU community. We will nurture a campus environment that makes evident that members of the Division of Student Affairs honor the strategic commitments of our university, takes seriously the aspirations of our student affairs organization, and is dedicated to making possible the unrealized, but achievable, dreams of current and future Oregon State University students.

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.

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**Strategic Initiatives**

**Initiative 1**

The Division of Student Affairs will ensure a high level of support to address the needs of OSU students and their families.

Every OSU student brings unique needs, goals, and expectations to their university experience. As educational partners with students and their families we should be both anticipatory and responsive in providing the services, programs and supports necessary to promote student learning, growth and development. We should create mechanisms (information, relationships, coaching) to assist our broadly and deeply diverse student body in their transition through different phases in their personal, social, academic, and cultural experiences. It is essential that student affairs leaders assert their educational strengths and create powerful and purposeful learning environments.

**Possible Strategies**

1.1 One-stop shop (support and referral)
1.2 Mentoring Program
1.3 Comprehensive testing center
Initiative 2  The Division of Student Affairs will construct best practices in engagement and outreach to enhance student learning outcomes.

Learning is a life-giving and life-transforming activity. Student learning occurs in all domains of the university experience – physical, virtual, on and off-campus, and in and out-of-the classroom. The potential learning students can experience is enhanced when the learning environment is characterized by challenge, support, direction and intensity. It is imperative that we construct learning environments that are inclusive and accessible and that respond to the learning needs of students and achieve the desired learning outcomes of the Division of Student Affairs and Oregon State University. By creating such environments, we will nurture global citizens and make a meaningful contribution to the lives of students and the communities in which our students participate.

Possible Strategies
2.1 Develop a service-learning/experiential learning center
2.2 Develop specific curriculum related to multiculturalism, sustainability and leadership.
2.3 Sponsor global intercultural and cultural immersion experiences

Initiative 3  The Division of Student Affairs will establish and sustain necessary resources to advance Division priorities.

Student Affairs faculty and staff must assure that we are good stewards of the human, financial and facilities resources with which we are entrusted. At the same time it is essential that we build the necessary capacity within our organization to fuel our aspirations and fulfill the promise of our mission. We must build an organization with the necessary resources to deliver on our commitments, while also demonstrating that we are efficient, prudent, and thoughtful in the use of resources.

Possible Strategies
3.1 Establish a Student Affairs Development Council
3.2 Establish a Student Affairs development officer position to lead Division fundraising
Initiative 4  The Division of Student Affairs will develop communication strategies and infrastructures to engage and inform stakeholders.

The Division of Student Affairs has an array of tools at its disposal for communicating with its stakeholders. We must develop robust communications strategies through which to share information and engage with audiences that would benefit from our knowledge. Through an effective communications plan we can more effectively engage specific communities, provide necessary information in a more focused and proactive manner, and enable students and other constituents to better plan their engagement with university programs, services, and activities.

Possible Strategies

4.1  Create a campus welcome/visitors center
4.2  Create a charge a Communications Council
4.3  Develop and fund a student affairs marketing/communications position

Initiative 5  Division of Student Affairs employees will have the knowledge, awareness and skills to advance our mission and that of Oregon State University.

A skilled, knowledgeable and dedicated workforce is a crucial aspect of a successful educational institution. Because we recognize that members of the OSU community come from diverse and varied backgrounds and bring to their university experience culturally-influenced needs and ways of being, student affairs staff must be prepared to provide personally relevant and culturally respectful responses to student and professional colleagues. If our organization is to achieve multicultural proficiency, our members must have access to appropriate educational resources and be committed to an ethos of learning and self-improvement. The Division of Student Affairs is committed to modeling a culture of learning and to assuring its members have access to opportunities for on-going learning and development. We commit to our stakeholders that we will cultivate the necessary skills to meet their educational and service needs.
Possible Strategies

5.1 Develop an on-line and in-person curriculum of orientation and training (students, student affairs staff, and directors)
5.2 Develop an annual professional development plan for the Division of Student Affairs
5.3 Leverage resources to create a training center (for computer-based training)

Initiative 6  The Division of Student Affairs will build and sustain a robust culture of data-based decision-making and planning.

A responsible and conscientious organization engages in continuous improvement; it demonstrates the ability to execute its mission on a daily basis, while also planning for a more successful long-range future. Successful planning and daily effectiveness requires targeted assessment, focused research, rigorous evaluation, continuous learning, feedback mechanisms, strategic thinking, and data driven decision-making. The Division of Student Affairs is committed to not only performing well today, but also ensuring a promising and sustainable future. Such a commitment demands that we build the necessary organizational character to demonstrate we are willing to establish outcomes to which we are committed, hold ourselves accountable, measure and evaluate our efforts, and use resulting data to inform our future commitments and efforts.

Possible Strategies

6.1 Develop an assessment training program (increase awareness
6.2 Develop a stronger process for student exit surveys and data analysis
6.3 Establish a division level assessment plan for the strategic plan
6.4 Create and implement an exit survey for graduating seniors
6.5 Develop a central depository for division data
6.6 Create a research study recognition program

Initiative 7  The Division of Student Affairs will instill and deepen a sense of belonging, connectedness, affection/love of place and each other throughout the OSU community.
At Oregon State University we aspire to be a true community, a place where each person can feel cared for, supported, encouraged, nurtured, enriched, and energized. The community we envision will challenge each of us to perceive and engage with the world from a perspective broader than the narrow confines of our own personal experiences. Community, as we see it, can be magical – it can inspire, stimulate and sustain each of us. Through developing an ethos of care and an ethos of community we will foster a collective sense of place, where students, faculty, staff, alumni, and community partners will connected to our past, present, and future and will be anchored to the values and high ideals of OSU. By building a strong and enduring community we will cultivate deep and intense affection for Oregon State University and sincere support for the hopes our community members.

Possible Strategies

7.1 Distill University values and communicate those values at convocation, University Day and other campus gatherings
7.2 Create a student recognition program to acknowledge students who exemplify those values through campus and community leadership
7.3 Create experiential, extended orientation opportunities for new students during the time period between START and CONNECT
7.4 Provide strength-based professional development to student affairs staff