

2016-2020 STRATEGIC PLAN DRAFT 2.0
DIVISION OF STUDENT AFFAIRS

INTRODUCTION

Transformative student learning at Oregon State University takes place not only inside classrooms and laboratories, but all across an interconnected, highly collaborative community that spans campus and beyond. Student success is impacted by a broad range of influences – from housing and dining to campus diversity and inclusion, from recreation and career path planning to health and wellness, from student safety and leadership development to opportunities for civic engagement and global awareness.

Achieving the ultimate in student success – *graduates who change the world for the better* – takes an entire campus community, and the Division of Student Affairs is a leader in that community committed to advancing student success.

The people who make up the division take an innovative and holistic approach to providing a quality educational experience for *all* students at Oregon State. We inspire and embolden our community to seize opportunities and overcome challenges of a constantly evolving approach to higher education. We create a campus culture where everyone belongs and thrives.

We are also explorers, who understand that the course we chart must be energetic and adaptable to honor the discoveries we make along the way about our dynamic student population. No longer can we be static in our approach to students and our own practice, because to provide an environment where students can discover how they wish to change the world, we must also be willing to take bold risks and change ourselves.

This strategic plan outlines the geography of our current and future work, emphasizing deep, community-wide collaboration throughout the college experience that achieves holistic transformation in the students we serve. Our work and our deep commitment to student success are rooted in the realization of:

- an ever-changing context in higher education
- the changing demographics of our students, communities, and society
- the variations in funding models for our programs and services
- a need for an understanding and explanation of the value of a university education

Created in collaboration with student affairs and university partners, this strategic plan serves as our map and compass for the coming five years as we seek out and implement the innovations our students ask of us, and deserve. This plan is our guide, inspiring us to meet students where they are, and to help them get to where they want to go. We achieve this by working together along an educationally developmental arc in concert with in-class experiences across a student's career at Oregon State University.

Done right, the impact we create on student success lasts a lifetime, and our graduates go on to illuminate and transform the world in extraordinary ways.

This strategic plan is the result of a series of forums where student affairs members and key campus partners engaged in rich discussions and provided diverse perspectives, insights, and feedback at multiple phases of the one-year planning process, which had five overall objectives:

- Create a compelling vision to increase the impact of student affairs on student learning and success through the year 2020
- Create the conditions for excellence in our foundational programs and services in order to improve student success
- Inspire innovation to meet the rapidly changing needs of 21st-century students and to become a national leader in co-curricular impact on student success
- Maximize opportunities for integration, collaboration, and synergy between student affairs and other parts of Oregon State University's Strategic Plan 3.0 teaching and learning ecosystem

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MISSION, DOMAINS AND VALUES

Our Mission Statement

The Division of Student Affairs enhances learning and strengthens the educational experience of Oregon State University students. In five Domains of Learning and Service, we impact students' health and well-being, provide global experiences that develop empathy, guide students in their career exploration, and create leaders who are engaged citizens.

Student Affairs Domains of Learning and Service

Health and Well-Being

Our division provides students with safety, security, and a sense of belonging. Recognizing that wellness leads to deeper learning, we support student development of healthy habits. We help students engage with their community and reach beyond themselves to create change in the world.

Diversity and Global Consciousness

The diverse identities, perspectives, and experiences found on our global campus enhance student learning at Oregon State University. Students engage in activities that help them reflect on their own identities and cultures, develop empathy, and deepen their commitment to effect social change at OSU and beyond.

Career Discovery and Development

We guide students to identify their occupational strengths and interests, develop career readiness, and engage in professional relationships. The transferable skills that students gain through internships, campus employment, and other opportunities will enable them to navigate a future of change with confidence and adaptability.

Community and Civic Engagement

Our division provides opportunities for students to engage in service and reflect on issues of local and global concern. Students cultivate a commitment to the common good and contribute to a better world as engaged citizens and change agents.

Personal and Leadership Development

By exploring their own identities and building self-awareness, students become catalysts for change and ethical leaders of their generation. Our programming helps students strengthen their commitments, mobilize and engage their peers, and develop resiliency to thrive in the face of challenges.

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Organizational Values

Knowledge

We collaborate with teaching and learning partners to foster intellectual freedom, creativity, and the pursuit of knowledge. We recognize teaching and learning as the most important activities, and nurture an environment that supports lifelong learning.

Humanity

We are inclusive and compassionate – we honor and uphold diversity, civility, and dignity. Student affairs is empowered by the depth of our commonalities and strengthened by the affirmation of our individuality. We support respectful discourse and provide a safe environment for taking risks, where individuals and ideas can make a difference.

Integrity

We are dedicated to wholeness, honesty, and congruence with our stated values. We are truthful about our struggles, acknowledge conflict, confront obstacles, and provide an environment for dialogue, discovery, and individual growth.

Responsibility

Our division is a network of relationships built upon shared responsibility and leadership, where we work toward common goals. We are stewards of our Oregon State University community and its human, intellectual, fiscal, and physical resources.

Community

We are a caring and responsible community whose members are engaged, nurtured, stimulated, and sustained.

OVERARCHING GOAL

Goal One

GOAL: Innovate and advance inclusive, transformative learning that promotes student success throughout the college career and prepares and inspires all graduates to thrive in a global society.

INTRODUCTORY TEXT: Oregon State University is committed to preparing our graduates to flourish in a world of increasing complexity through inclusive, transformative learning opportunities. Grounded in the Student Affairs Domains of Learning and Service, our division collaboratively innovates and implements inclusive, co-curricular opportunities that enrich student development, enhance transferable skills, and build cultural intelligence. These opportunities are defined by evidence-based practices and clear learning outcomes that drive student success.

STRATEGIES:

- Define key transferrable skills that students gain through aligned, division-wide programming that enhance professional development and personal enrichment.
- Design personalized student learning and services through the strategic use of innovative technologies.
- Develop co-curricular programming aligned throughout the division that is grounded in the Student Affairs Domains of Learning and Service and provides a path and trajectory for students to build skills incrementally and engage in cumulative, deep learning.
- Leverage data to promote access, inclusion, and strong student success outcomes.

SUPPORTING GOALS

Goal Two

GOAL: Foster an inclusive campus community that facilitates learning across identities and affinities and creates a shared sense of connection, belonging, and social responsibility.

INTRODUCTORY TEXT: The OSU community, like our broader global society, is increasingly diverse across multiple dimensions of culture and identity. Our students benefit from opportunities to actively engage across identities and affinities. This helps all of us understand how the construction of power, privilege, access, inclusion, and exclusion influence not only our campus community but communities worldwide. By advancing diversity, social justice, equity, and inclusion, our graduates are prepared to be engaged and ethical participants in a democratic society.

STRATEGIES:

- Create community-building campus traditions that are inclusive and advance civic engagement and social responsibility as our community ethos.
- Advance transformative student learning experiences throughout the division that build shared understandings and interactions between identities and affinities.
- Utilize technology in ways to build virtual communities or provide pathways to communities or affinities of interest.

Goal Three

GOAL: Advance programs and services that promote behaviors, attitudes, and environments that contribute to health and a culture of well-being at OSU.

INTRODUCTORY TEXT: Student health, safety, wellness, and well-being are integral to student success. Healthy behaviors are shaped by environmental factors, such as access to physical and mental healthcare, nutritious food, physical activity and recreation, affordable insurance, and wellness programs and services. Also needed are evidence-informed practices to prevent harm, such as high-risk substance use and violence. Effective health and wellness strategies intervene at the individual, group, and population levels and include both theory and effective assessment to ensure desired impacts are achieved.

STRATEGIES:

- Embed health and wellness into institutional policies, departmental operations, and business practices utilizing national benchmarks and standardized health assessment measures.
- Institutionalize evidence-informed prevention programs, practices, and services for high-risk substance use, violence, and suicide that impact students and their living and learning communities, and involve faculty, staff, and campus administration.

Goal Four

GOAL: Collectively contribute to responsible resource stewardship and the pursuit of new funding possibilities in order to increase access to programs and services that positively impact student success.

INTRODUCTORY TEXT: In a time of limited resources for higher education it has become an institutional and divisional imperative to ensure the highest degree of fiscal responsibility and resource management. It is the responsibility of everyone in the division to ensure that our decisions about resources, no matter how small, can be shown to impact student lives in ways that help prepare them for the future. While current resources might be limited – gained through state funding, tuition dollars, or student fees – as a division, we seek new funding opportunities to augment existing resources. We keep the student at the center of how any new resources are allocated and collectively utilize them to create opportunities for new and existing programs and services that respond to and serve the emerging needs of our students.

STRATEGIES:

- Increase regular assessment of programs and services to ensure expenditures are achieving the desired impact of advancing student success and are allowing for development of stronger cross-divisional alignments with the Domains of Learning and Service.
- Develop a comprehensive fundraising platform for the Division of Student Affairs.

Goal Five

GOAL: Provide professional learning opportunities that will inspire, empower, and prepare all Division of Student Affairs staff to contribute to the advancement of the strategic goals and the success of all graduates.

INTRODUCTORY TEXT: All student affairs staff need renewal and learning in our rapidly changing world. Professional development opportunities should be grounded in division values and operationalized within individual departments to provide a cohesive foundation upon which all student affairs staff can flourish and grow in order to better serve our students, our teams, and our division.

STRATEGIES:

- Provide the division with a professional development framework that incorporates evidence-based practices and embodies the spirit of inspiration and empowerment.
- Develop a dynamic division-wide learning agenda that prepares and supports staff to effectively advance the goals of the strategic plan.