



DIVISION OF
STUDENT AFFAIRS

STRATEGIC PLAN

2026-2031



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Dear Colleagues, Students, Alumni and Friends,

It is my pleasure to introduce the Oklahoma State University Division of Student Affairs Strategic Plan for 2026-2031. This plan represents a shared vision for the future and reflects our commitment to supporting every student through an exceptional and transformative student experience.

At OSU, we believe student success extends far beyond the classroom. The Division of Student Affairs plays a vital role in fostering belonging, well-being, leadership development, engagement and career readiness. Through this strategic plan, we reaffirm our commitment to creating environments where all students can thrive academically, personally and professionally.

The goals and initiatives outlined in this plan were developed through a collaborative process that engaged staff, students and campus partners from across the university. Guided by data, informed by assessment and grounded in our mission, this roadmap positions Student Affairs to address evolving student needs while strengthening our organizational effectiveness and long-term sustainability.

Over the next five years, we will focus on five strategic priorities:

- Enhancing the student experience through intentional engagement, support and development opportunities.
- Advancing student well-being through a holistic culture of care and accessible resources.
- Strengthening assessment, innovation and partnerships to inform decision-making and demonstrate impact.
- Creating a premier destination workplace that attracts, develops and retains exceptional staff and graduate students.
- Building sustainable financial and facilities frameworks that support student success and operational excellence.

While this strategic plan provides direction, its true success will be measured by the collective efforts of our staff, students and partners who bring these priorities to life each day. Together, we will continue building a student-centered culture that empowers individuals, strengthens communities and advances OSU's mission.

Go Pokes!

A handwritten signature in black ink, appearing to read 'Brent Marsh', written in a fluid, cursive style.

Brent A. Marsh, PhD
Vice President for Student Affairs
Oklahoma State University

MISSION

We empower students to succeed personally, socially and academically through intentional experiences that promote belonging, engagement and support.

VISION

The Division of Student Affairs will be the model of excellence, inspiring a thriving student experience through innovation, engagement and inclusivity.

STRATEGIC VALUES

Collaboration: Sharing time, talent and resources to best support students and the community

Community: Connecting people to the institution, one another and shared purpose to build meaning and make a difference

Belonging: Creating the environment where all feel welcomed, accepted and respected

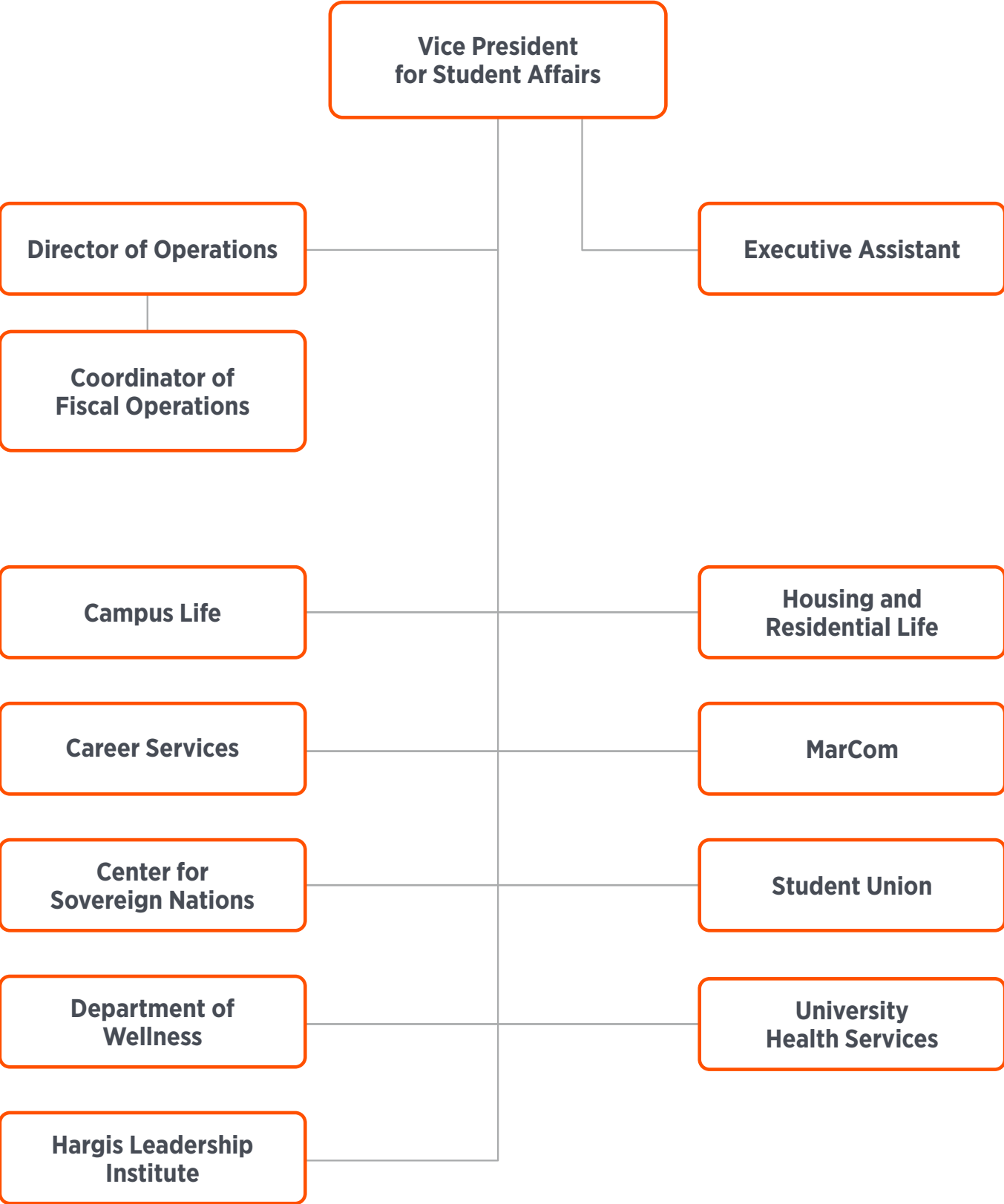
Accountability: Pursuing the solution to problems, driving fiscal innovation and providing evidence of results

Integrity: Adhering to the highest ethical and professional standards

Excellence: Applying a pool of talents, strengths and expertise to the continual development of high-quality programs and services



ORGANIZATIONAL CHART AND BREAKDOWN OF DIVISION



Campus Life

- Fraternity and Sorority Affairs
- Student Organizations
- Student Government Association
- Student Union Activities Board
- Volunteer Center
- Student Support
- Student Conduct
- Non-Traditional and Transfer Students
- Basic Needs
- Family Connections
- Camp Cowboy
- Student Veteran Success
- 1 is 2 Many
- Former Foster Youth Students
- Off Campus Student Services

Career Services

- Claudia’s Career Closet
- Student and Alumni Services
- Employer Engagement
- Operations
- Student Experience
- College Career Consultants

Center for Sovereign Nations

- Academic Success
- Event Programming
- Grants and Initiatives
- “Home Base”
- NASA Advising
- Native Student Org Support
- Media and Marketing
- Operations and Infrastructure
- Outreach and Engagement
- Partnerships (Tribal Nations and OSU)
- Peer Mentoring
- Professional Development
- Resource Connection
- Sovereignty Speaks series
- Student Leadership and Development

- Student Leader Ambassadors
- Student Support and Advocacy
- Tribal Nation Sovereignty Education and Awareness
- Workforce Preparation

Department of Wellness

- Business Operations
- Marketing
- Student Accessibility Services
- Community Wellness
- University Counseling Services
- Campus Wellness
- Campus Recreation
- Student/Staff Wellness
- Sponsored Programs

Hargis Leadership Institute

- President’s Leadership Council
- McKnight Scholars Leadership Program
- Certificate in Ethical Leadership
- Lead4Success (Training Program)
- Leadership Development Series (Workshop Series)
- #LeadOrange

Housing and Residential Life

- Business Operations
- Family Graduate Student Housing
- Family Resource Center
- Residential Living and Learning
- Meeting and Conference Services
- Marketing
- Informational Technology
- Facilities Management

MarCom

- Social Media
- Content Creation
- Graphic Design
- Video Production
- Website Updates
- Marketing Support
- Project Management
- Strategic Promotion
- Event Marketing
- Brand Messaging
- Creative Services
- Cross-Team Collaboration
- Communications Support
- Digital Presence
- Audience Engagement

Student Union

- University Dining Services
- Marketing
- Informational Technology
- Business Operations
- University Store
- Building Operations
- Meeting and Conference Services

University Health Services

- Student Health
- Employee Health
- Pharmacy
- Immunizations
- ADHD Medication Management
- Women’s Clinic
- Lab and Radiology
- Travel Immunizations
- Mental Health
- Employee Psychologist
- Insurance Services
- Allergy Injections

Strategic Plan Overview

The Division of Student Affairs Strategic Plan aligns with and supports the OSU Strategic Plan by providing a comprehensive, student-centered roadmap that advances engagement, belonging, well-being and success while strengthening organizational effectiveness and long-term sustainability. Grounded in intentional collaboration, data-informed decision-making and continuous improvement, the plan prioritizes an integrated student experience; holistic well-being; and a strong culture of assessment, innovation and strategic storytelling.

It also focuses on making Student Affairs a destination workplace by enhancing recruitment, onboarding, professional growth and career readiness for staff and graduate students, while advancing financial sustainability and intentional facility planning to support evolving student and programmatic needs.

This process involved leadership from a steering committee with representation from every department as well as working groups with broad representation. Data were collected from staff open forums, student focus groups and campus-wide surveys.

Together, these initiatives align people, programs and processes to ensure coordinated support for students, foster resilience and leadership, and position Student Affairs to adapt and thrive in support of Oklahoma State University’s mission now and into the future.

COMMITTEE CO-CHAIRS
Josh Taylor and Vedda Hsu

COMMUNICATIONS SUPPORT
Natalie Cox and Sara Braun

COMMITTEE MEMBERS
Adam Barnes
Casey Domnick
Emmanuel Intsiful
Lindsay Vallaster
Ryane Draper
Amber Manning-Oullette
Catelyn Pon-Jackson
Kari Pratt
Matt Beck
Shawna Goodwin
Angelia Barrera-Taylor
Caylie Donae Vierling
Kim Howerton
Melisa Echols
Tracie Brown

Initiatives

- Student Experience
- Student Well-Being
- Assessment, Innovation and Partnerships
- Destination for Student Affairs Staff and Graduate Students
- Finances and Facilities



Student Experience

Initiative:

Design and sustain an integrated, data-informed student experience that fosters belonging for the life-cycle of the student, strengthens student support systems and promotes engagement, career readiness and student success.

GOAL 1.1

Design an integrated and intentional student experience that promotes development and belonging and refines systems to ensure alignment with student needs.

Objectives:

- A. Create an intentional student experience map.
- B. Measure students’ belonging and resilience.
- C. Collaborate with students and employees to review and enhance student-related processes.

GOAL 1.2

Integrate experiential learning to enhance student development.

Objectives:

- A. Create opportunities for students to reflect on, integrate and articulate their co-curricular and experiential learning activities in ways that connect to their personal, academic and career development.
- B. Utilize experiential learning to advance student development in the five core competencies (professional preparedness, ethical leadership, personal responsibility, engaged citizenship and emerging technology fluency).
- C. Develop a vibrant and purposeful alumni mentoring program that enhances student career readiness.

GOAL 1.3

Strengthen a holistic support system that empowers all students, engages families and develops student leadership to enhance overall student success and belonging.

Objectives:

- A. Expand and integrate accessible, student-centered support services that address academic success, mental health, career readiness and financial needs for all students.
- B. Enhance family engagement and support networks through intentional communication, education and involvement opportunities.
- C. Elevate student leadership development opportunities that foster learning in the five core competencies (professional preparedness, ethical leadership, personal responsibility, engaged citizenship and emerging technology fluency).

**For the purposes of this initiative, “students” is intended to be inclusive of all student populations served by the Division of Student Affairs, including but not limited to undergraduate, graduate, professional, online, transfer, international, part-time and non-traditional students, regardless of enrollment status or modality.*





Student Well-Being

Initiative:

Advance a holistic culture of care through the Cowboys Care initiative, accessible services, data-driven programming and intentional marketing and communications.

GOAL 2.1

Implement a well-being framework.

Objectives:

- A. Ensure timely, seamless access to health and well being resources for all students.
- B. Align campus practices with the well-being framework.
- C. Enhance well-being support and services.

GOAL 2.2

Develop a campuswide understanding of resilience, healthy values and behaviors that support student success and thriving.

Objectives:

- A. Integrate resilience and mental health strategies through the Cowboys Care initiative.
- B. Enhance harm-reduction programs and conflict resolution education.
- C. Measure and report on student resilience.

GOAL 2.3

Analyze how departments within Student Affairs impact student well-being to identify strengths and areas for improvement.

Objectives:

- A. Define well-being functions by examining department-specific programs, services and resources.
- B. Using the well-being framework, analyze how Student Affairs services influence students.
- C. Improve student well-being by implementing data-driven processes that create greater access to resources through research, collaboration and continuing education for faculty and staff.



Assessment, Innovation and Partnerships

Initiative:

Advance a culture of evidence-informed practices by integrating meaningful assessments, reflective processes and innovative initiatives while investing in strategic partnerships.

GOAL 3.1

Establish leadership infrastructure and sustainable systems for consistent, meaningful assessments.

Objectives:

- A. Create a position that is responsible for an overarching assessment plan.
- B. Develop an assessment framework that aligns with HLC criteria.
- C. Utilize a Student Affairs assessment dashboard.
- D. Strengthen data informed decision making by ensuring departments use the complete assessment cycle – including data analysis, reflection and iteration – to annually document at least one program or initiative improvement, innovation, program sunseting or resource reallocation.
- E. Operationalize divisionwide assessment and innovation recognition and development mechanisms, including annual assessment awards, internal showcases or presentations, and incentivized research or professional dissemination opportunities.

GOAL 3.2

Strengthen strategic storytelling and accountability.

Objectives:

- A. Refine and implement a reporting process for an annual impact report.
- B. Collaborate with Brand Management, the OSU Foundation and the OSU Alumni Association to develop and share stories of students, alumni, families, partners, staff and other stakeholders impacted by the work of Student Affairs.
- C. Create a process and timeline for external reviews for each department on a rotating basis.

GOAL 3.3

Build divisionwide literacy and usage of emerging technologies.

Objectives:

- A. Expand staff data and AI literacy.
- B. Use emerging technologies to enhance assessment practices and encourage innovative practices.
- C. As an act of innovation, create opportunities to sunset programs based on data analysis and strategic decision-making.

GOAL 3.4

Enhance the student experience by expanding OSU, community and industry partnerships.

Objectives:

- A. Develop awareness within staff of current and potential partnerships.
- B. Assess the outcomes of current partnerships.
- C. Establish a Student Affairs storytelling campaign highlighting successful partnership and collaboration stories annually to increase internal and external partnerships.



Destination for Student Affairs Staff and Graduate Students

Initiative:

Make the Division of Student Affairs at OSU a premier destination workplace by valuing and developing current staff and attracting exceptional people to enrich the student experience.

GOAL 4.1

Support career readiness and professional growth by creating meaningful development opportunities, expanding pathways for advancement and equipping employees with transferable skills for long-term success.

Objectives:

- A. Provide structured professional development opportunities that build transferable skills and support growth for employees at all levels.
- B. Increase participation in development programs and involvement with professional organizations at all employment levels as appropriate.
- C. Equip supervisors to engage in ongoing, meaningful career development conversations and clearly communicate multiple pathways for growth, skill development and/or internal mobility.

GOAL 4.2

Enhance recruitment efforts to attract the right talent by increasing qualified applicant pools, reducing time-to-fill and improving first-year retention of new hires.

Objectives:

- A. Enact a targeted recruitment strategies by utilizing position-specific posting channels and incorporating consistent messaging that highlight Student Affairs culture and departmental impact.
- B. Develop, implement and maintain a divisionwide recruitment best practices guide to improve hiring efficiency and reduce time to fill.
- C. Execute a standardized onboarding framework across departments for staff, graduate assistants and student employees.

GOAL 4.3

Enhance the OSU Student Affairs culture through engagement, belonging and well-being.

Objectives:

- A. Increase employee engagement and connection to the Division by providing intentional opportunities through regular department tours, cross-department experiences and quarterly divisional events.
- B. Evaluate existing recognition and appreciation efforts across departments and develop a coordinated divisional approach that recognizes staff, graduate assistants and student employees.
- C. Improve awareness of divisional initiatives, accomplishments and opportunities through intentional internal communication strategies.
- D. Increase understanding of employee well-being resources.

GOAL 4.4

Align workforce structure, roles and compensation practices to support employee success and high-quality service delivery.

Objectives:

- A. Improve divisionwide consistency, transparency and alignment in classification and compensation practices.
- B. Align compensation structures and expectations to remain competitive within the division, across campus and with external labor markets to support continuity and institutional effectiveness.
- C. Clearly define roles, responsibilities and decision-making authority across the division to support collaboration, reduce inefficiencies and improve service delivery to students.
- D. Ensure workforce planning aligns with evolving service models, facilities changes and student demand, enabling consistent, high-quality delivery of student programs and services.



Finances and Facilities

Initiative:

Develop transparent, collaborative, data-informed and well-funded frameworks that align budgets and infrastructure investments to enhance facilities, strengthen service delivery and invest in student-centered initiatives that enhance the overall student experience.

GOAL 5.1

Strengthen financial planning and resource stewardship.

Objectives:

- A. Establish transparent, divisionwide financial planning and budgeting processes.
- B. Strengthen transparency around how financial resources are allocated.
- C. Develop sustainable funding strategies for facilities, scholarships and student initiatives.

GOAL 5.2

Enhance operational excellence through shared services.

Objectives:

- A. Implement an integrated shared services framework with clear governance and accountability.
- B. Standardize business processes to improve efficiency and reduce duplication.

GOAL 5.3

Advance facilities to support student success.

Objectives:

- A. Implement a data-informed facilities assessment and investment strategy.
- B. Optimize student-facing spaces to support engagement, collaboration and future growth.
- C. Strengthen partnerships and accountability with Facilities Management to improve service delivery.

GOAL 5.4

Strengthen alignment of student financial support to expand student opportunities.

Objectives:

- A. Enhance processes and communication related to scholarships to improve clarity, accessibility and student impact.
- B. Streamline funding request processes for student organizations and initiatives.
- C. Increase the number and award amount of scholarships.





DIVISION OF
**STUDENT
AFFAIRS**

405-744-5328 | vpsao@okstate.edu
studentaffairs.okstate.edu

