MISSION
To empower personal development and success through transformative experiences, services 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

Inclusivity
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 diverse pool of talents, strengths and expertise to the continual development of high-quality programs and services

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The OSU campus is once again lively and thriving. As we began the 2021-2022 year, we saw those traditions and experiences we value as part of the student experience come back in full force. Combined with the new technology and delivery systems developed over the past couple of years, we have worked to expand the transformative student experience. From move-in days in the residence halls and sorority and fraternity recruitment to year-end celebrations of student achievement, the Division of Student Affairs was there to support and connect with students to invite life and learning beyond the classroom.

I am particularly proud of our team members who are responsible for providing large-scale events and daily services, yet who are also there to connect with each and every student on an individual basis. The heart and care our team has shown through advising student organizations, imparting healthcare and serving meals in campus dining halls provides the foundation that enhances academic and career success.

There were several highlights of achievement throughout the past year which are presented in the pages of this Impact Report. In fulfilment of our strategic plan, we realized efforts such as the launch of the Pete’s Pantry food bank, the opening of the Remembrance Garden, and the expansion of mental health trainings and resources on campus. Simultaneously, our team members garnered many state and national honors and awards for their exemplary work and leadership.

As we celebrate another year of achievement and innovation, we are especially excited about the year to come. Working with our partners on and off campus, we are dedicated to collaborating and building new opportunities for students and the communities we serve.

— Douglas A. Hallenbeck, Ph.D.

THE STUDENT EXPERIENCE

Even before each student arrives at Oklahoma State, they are welcomed into the Cowboy Family through connection to the campus and its traditions.

The Division of Student Affairs offers every student many ways in which to find friends, develop personal potential and experience those things that enrich and equip them to take on the world after graduation.

So many events and moments throughout the year are the milestones that students will remember after earning a degree. From Camp Cowboy and fraternity and sorority Bid Day to decorating a new residence hall room and poming house decorations for Homecoming. Intramural games, pageants, volunteering. Stacks of Late-Night Café pancakes during finals week and career fairs where students find that first job. These are the experiences that define our memories.

Students are invited to work as a team in student organizations. They practice leadership in student government and get on-the-job experience from internships. Through a year-round schedule of programs and events, Student Affairs is dedicated to offering the experiences that contribute to graduation success, and that develop the citizens that will serve our communities both in the workplace and in society.
GREEK LIFE AT OSU

The fraternity and sorority community represents a large part of the OSU population. Through it, students are offered chances to network, take part in philanthropy, and become involved on campus, as well as within the Stillwater community.

Some long-standing fraternity and sorority traditions are Broadway-type shows such as Follies, Varsity Revue and Spring Sing.

"Each of them has a little bit of a different story with varying history, but they serve the same purpose," said Johnny Robinson, director of Fraternity and Sorority Affairs. "They provide students in the Greek community an opportunity to come together outside of the classroom and express their creative talents in the performing arts."

Varsity Revue is the oldest of the three, beginning in 1929, and was followed by Spring Sing and Follies in 1966 and 1970. Each show has a philanthropic aspect to it. In the Spring of 2022, the Greek community raised $60,000 for the United Way of Payne County.

"While they're fun traditions for the fraternities and sororities, I think giving back to our city and state is the most important part," said Robinson.

On average, fraternity and sorority students contribute 50,000 community service hours within the Stillwater community. Students volunteer at various organizations and events such as Habitat for Humanity, Our Daily Bread and Into the Streets.

The fraternity and sorority community also began Greeks Give Back in 2021. The event typically happens the first week of school and is an opportunity for Greek students to get involved with various non-profit organizations.

"We raise close to half a million dollars each year, not only through the shows but also for each chapter's national philanthropic causes," Robinson said. "We can’t emphasize enough the community service and philanthropy work our organizations give on behalf of OSU."

In addition to the endless leadership and service opportunities available through Greek Life, the campus community also offers students a sense of belonging which reflects a positive academic and social environment.

Students come to campus in hopes of finding a place where they feel they belong, and the Greek community is that very place for many students.

“They get connected with the fraternity and sorority community and they find a home away from home.” Robinson said. “They find a network of peers that are going to support them not only throughout these next four years but for a lifetime.”

Having this sort of connection to campus makes students more likely to persist and graduate. The Greek community has a first-year retention rate of more than 90% and a graduation rate of more than 77%.

Within the fraternity and sorority chapters, there are also several organizations which are a part of the National Pan-hellenic Council and the Multicultural Greek Council. These councils are represented by OSU’s culturally based fraternities and sororities.

The NPHC was founded in 1958 and is made up of the nine African American Greek organizations, also referred to as the Divine Nine. At OSU, eight of these organizations are chartered and six are currently active.

The MGC was established at OSU in 2002 and is a council for organizations of various cultures such as Hispanic, Asian American and Native American students. It is one of the newest councils on campus and has eight active organizations with the most recent organization joining in the Spring of 2022. Like other Greek organizations, the NPHC and MGC are involved in philanthropy and community service work.

“These councils help participating students find a sense of belonging," said Rashad Cockrell, coordinator of Fraternity and Sorority Affairs.

The NPHC is a small, close-knit community, and as the number of organizations represented at OSU grows, so does the opportunity for students of color to find a community of support.

"I am a very different person today than I was as a shy 18-year-old," Robinson said. "My fraternity experience helped mold me into the person I am today. Our goal is that the experience at OSU has a similar outcome for current students."
The concept of the E-Sports arena began to take shape in 2018 and the state-of-the-art facility was completed in 2021. Since then, OSU has become a destination for prospective students interested in gaming. Within the arena, 40 PCs are available to students as well as a Twitch station where students can broadcast E-sports tournaments through Twitch, YouTube and other social streaming platforms. Students are also able to participate as shout casters for the games. A shout caster is similar to a sports commentator and narrates video game competitions. These opportunities give students the chance to be on the production side of the tournaments while also developing competencies that easily transfer to the workplace.

This year, the Gamers of OSU hosted the Bedlam E-sports Tournament which always brings a different level of excitement to the competition. "Our club enjoys acting as tournament host, and it was great to showcase our new facility this last year," Noll said. The two teams add to the tournament intensity by aiming to schedule near the football rivalry. The Bedlam tournament as well as the Tulsa University tournament are hosted in-person. However, many tournaments can be hosted virtually. During the pandemic, this allowed the club to still be active in competitions.

During some E-sports tournaments, the hosting team chooses a charity for each team to donate to. The donations can be made by anyone, including players, advisors or even the players' families.

E-sports was recently approved to compete nationally at the high school level — a development that created a unique opportunity for a partnership with Stillwater High School and the Gamers of OSU Club. "They reached out to us looking for a partnership," Noll said. "Essentially we worked out a deal where they come into practice and compete using OSU’s arena and equipment."

For OSU, this partnership is a recruitment opportunity as well as a way to bridge the gap between the university and community. Noll has met with many recruitment counselors on campus to educate them on the club and what the arena has to offer prospective students. "We wanted to make sure they were equipped to tell our story," Noll said. "That has been tremendous for us because their outreach has been so great."

Many students come to college not knowing anyone, but student organizations like the Gamers of OSU Club offers a place of belonging and can be a pivotal experience in a student’s life on campus.

"In order for us to be able to find motivation to pursue our goals," Loper said, "we must first feel like we belong somewhere or to something."
ENGAGEMENT BY THE NUMBERS

609,309
Student participations in programs, events and activities for the 2021-2022 academic year, an increase of 33% over the previous year

94%
Percentage of first-year, full-time freshmen who engaged in at least one campus-sponsored event or activity, a 2% increase from the previous year

97%
Persistence rate of students employed by departments within Student Affairs from Fall 2021 to Spring 2022

537
Student organizations that offered belonging and purpose to students

1,931
Students who resided in Greek neighborhoods on OSU’s campus

87%
Percentage of first-year, full-time freshmen who engaged in at least one event in the Department of Wellness, a 9% increase over the previous year

82%
Retention rate of students living in university housing, compared to a 77% rate of students not living on campus

4,252
Number of fraternity and sorority members affiliated with 47 Greek houses in the fall of 2021

1,186
Events that took place and were registered in the CampusLink portal

5,125
Number of students living in single student housing communities in the Fall of 2021

76%
The percentage of registered OSU students engaged in at least one campus-sponsored event, a 2% increase over the previous academic year

223,138
Total engagements across all Division of Student Affairs social media platforms

SUPPORT

As students balance academic and other life commitments, it is important that they feel a consistent foundation of physical, psychological and social support.

Student Affairs provides the people and programs to meet students’ needs, so that their studies can continue uninterrupted. The Division has developed resources to anticipate both unexpected and ongoing needs and deliver these to students in a timely manner.

New programs include the Case Managers team which provides a whole campus approach to student care as they connect students to resources and solutions for mental and physical health, social adjustment and other issues. The Cowboy Strong fund provides financial assistance whenever students have urgent expenses, and Pete’s Pantry joins other recently launched programs to provide students with food and basic needs. Special communities and organizations serve students with families, former foster youth attending OSU and non-traditional aged students, providing focused programs. The past academic year saw the implementation and expansion of Student Affairs’ culture of care.
Access to food is a societal issue with college students experiencing food insecurity at an even higher rate. So when one OSU graduate student found that 43% of students on OSU’s campus struggled to meet this basic need, the Cowboy family rallied together to find a solution.

Almost four years later, the initiative continues to grow with students and community members meeting this critical need through Pete’s Pantry.

A unique partnership involving Leadership and Campus Life, Our Daily Bread and Student Government Association, Pete’s Pantry is a free food and resource pantry curated for student needs. What began as an SGA pop-up pantry in the student body vice president’s office in 2019 expanded into the conference room as the pandemic moved classes online in 2020. As the collected goods grew to meet students’ needs, it evolved into a resource center. Students donated coats during the ice storm in the Spring of 2021, and the Red Pantry Committee supplied the pantry with free menstrual hygiene products. Since its opening, the pantry has served more than 751 guests.

“I think it’s incredible how the pantry can morph to meet students’ needs,” said Lara Hays, SGA food insecurity director. “That’s our heart behind it, to meet students where they’re at.”

Meeting the needs of students at OSU includes giving them peace of mind about whether or not they can afford groceries — a concern that keeps many from focusing on their studies.

“If students, faculty, or staff are food insecure, they will likely struggle to be successful in the classroom or at their job,” said Brian Blevins, Student Activist Officer in Leadership and Campus Life. “OSU is a community that cares, and Pete’s Pantry is a perfect example of the way our community comes together to provide care and support for the Cowboy family.”

Along with supporting the pantry, the Basic Needs Task Force collaborated with Our Daily Bread to schedule OSU Nights at Our Daily Bread the third Thursday of each month and visits from the Our Daily Bread mobile market at the OSU Family Resource Center. This year, during OSU Nights at Our Daily Bread, 394 individuals were served, and 991 individuals were served at Our Daily Bread’s mobile market.

Rachael Condley, director of Our Daily Bread, said the partnership encapsulates both ODB and OSU goals: to meet the needs of students and empower them to choose what they want to eat by offering more of a shopping experience.

“As the Basic Needs Task Force and Our Daily Bread dreams and goals collided, we were able to share each other’s strengths and meet students’ food needs,” Condley said. “We want to make sure that people are empowered to choose what they eat; that’s our heart for ODB; mobile market and our partnership with Pete’s Pantry, too. It’s such a fantastic initiative and I know we are all working hard to find what are the exact needs of the students and how we best meet those.”

Now, through the tireless efforts of the Basic Needs Task Force, SGA and ODB, the initiative is continuing to grow. In the Spring of 2022, Pete’s Pantry celebrated the grand opening of its new location in the basement of the Student Union. The re-envisioned space is equipped with refrigeration and freezers, more stocking options and continued space for the Red Pantry health and hygiene products.

WELCOME TO PETE’S PANTRY

The Pete’s Pantry expansion will impact many students in the OSU community who suffer from food insecurity. While the issue of food insecurity is one that may not be associated with a college campus, this need can occur anywhere.

Hays said she’s excited for this expansion and the opportunity for more students to be impacted and involved.

“There are hungry kids in your hometown, too,” Hays said. “Being a part of these initiatives is something simple that you can do to have a positive impact on the people immediately surrounding you.”
Q&A with a Case Manager

Jessica Ley, OSU Case Management Specialist

Q: What is Student Support and Conduct’s role on campus?
A: The Student Support and Conduct office consists of three parts working together to provide holistic student care. Part of our team meets with students to assess situations of possible non-academic misconduct as outlined in the Student Code of Conduct. They provide education and support to students who may be struggling with behavioral issues.

Another part of our team provides sexual violence prevention and response through the 1-2-Many program. They provide victim services, investigate allegations of sexual violence and lead prevention efforts.

Lastly, case management services work with students who are dealing with a wide range of personal situations which may be impairing their academic success or well-being.

Q: Can you give me an example of how a case manager assists students in need?
A: Students have the option to meet with us for a one-hour intake. In that intake, we have a conversation where we assess problems and strengths in various areas, including academics, emotional and physical health, support system, safety, ability to access basic needs and more. After the intake, the case manager creates a personalized Care Plan that outlines action steps and resources that the student can choose to use. We provide follow-up appointments as needed.

Q: What is a Care Report and how is it used?
A: Care Reports are available for anyone at OSU who is concerned that a student is in distress. Anyone in the campus community can submit a Care Report, including students themselves. Care Reports might be submitted because of mental health concerns, grief or loss, financial concerns, retention risk, substance use or various other issues.

After a Care Report is submitted, that student is assigned to a case manager, who then provides outreach for the student, offers case management services, and assesses the student’s risk of harm to self or others as needed. We are then available to meet with a student for an intake and to provide services post-intake as needed.

Q: What is a case manager? What do they do?
A: Case managers work with students to assess the student’s situation, identify problems, strengths and barriers, and work with the student to explore possible solutions and connect with appropriate resources. We provide services to undergraduate and graduate students in all colleges on campus.

We also assess students’ safety when there is a concern that a student might be experiencing suicidality, self-injury or intent to harm others. In these cases, we provide interventions and resources to help ensure individual and community welfare.

We are non-clinical case managers; therefore, we don’t diagnose or provide therapeutic treatment. Many of the students who see us end up deciding counseling is a great option for them, and we assist them in beginning that process.

Q: There has recently been an increase in the amount of case managers at OSU. Why is that?
A: We are adding case managers to our team because of the high volume of Care Reports we receive. We currently have two case managers, plus our assistant director who also takes on cases as needed. Considering that we serve undergraduate and graduate students in all colleges, we are providing outreach and services to a lot of people.

We have also recently moved to an embedded model of case management, meaning that several of the academic colleges are providing office space for a case manager. That case manager works within that college and almost all students within that college are assigned to that specific case manager.
SUPPORT BY THE NUMBERS

4,145
Meals served through the Pete's Eats food recovery program

751
Individuals provided groceries through Pete's Pantry

991
Individuals served by Our Daily Bread Mobile Market

394
People served during Our Daily Bread Night at OSU

$130,000
Cowboy Strong emergency funds provided to 292 students experiencing unforeseen hardship

$1,128
Proceeds netted from the sale of H2OSU bottled water to support the OSU Basic Needs Fund

$1,500
Urgent funding provided to former foster youth attending OSU through the Daybreak Fund

331
Students supported by the Care Team and an additional 63 people supported through the Behavioral Consultation Team

CAREER READINESS

Every student comes to OSU with a dream for their future. Along the way there are Student Affairs professionals who work with students as they walk the path of career discovery and preparation.

The dedicated OSU Career Services team counsels students as they decide on a major. Through a year-round schedule of leadership, service and project management experiences, students are provided the opportunity to acquire the competencies that employers seek in the workplace. Seminars and one-on-one sessions ready students for the job search, from resume writing to interview preparation.

Career fairs and on-campus interviews offer students the venue to locate internships and employment after graduation. The Student Affairs team continues to work with OSU graduates after graduation, offering services to alumni throughout their worklife. The dedicated team in Student Affairs works with students and alumni as they discover how to secure meaningful and purposeful careers.
Students, staff and faculty work together to form graduates that are ready for the workforce. Thanks to OSU Career Services, students have an abundance of resources and opportunities available to them to prepare for life after college.

“Our resources seem like an endless list,” said Kellie Ebert, director of OSU Career Services. “What makes career services at OSU so effective is that all the tools and resources we offer are customizable to any student.”

Career Services offers a variety of assessment tools, guides, videos and trainings but the key to all of it are the career coaches. Career coaches help a student identify what questions they have about major and career options and help establish a plan to prepare for the student’s next steps.

Career coaches also provide seminars, speak to classes and help create tools for each specific college or population they serve.

Additional online resources, such as assessment tools, guides and trainings can be found through the HireOSUGrads website.

The website is host to six different assessments, three of which are free to students, while the remaining three have a minimal fee. These assessment tools address a student’s interest, skills, abilities, personality and work value to gain clarity on a desired career path.

Students are also given the opportunity to gain exposure and professional interactions at the multiple career fairs hosted by the Career Services team.

While many of these resources are more commonly accessed by junior or senior level students, Career Services is working to place a stronger emphasis on how these resources can also benefit students earlier in their college years.

Need help building a resume? Career Services can help with that. Looking for the right major? Advice is available for that too. The Career Services team is available to help students from the moment they join the Cowboy Family as freshmen to their first day on the job.

Recently, Career Services has developed a new program for students: InternOSU. The mission of InternOSU is to create and support internship opportunities on campus. Career Services partners with host sites across campus and helps those sites develop and post an internship position.

Career Services also assists in funding the interns’ wages. The department has set up tools and resources for supervisors to work with their assigned interns to set goals, develop competencies, build skills, reflect on the their experience and articulate what they have gained from the internship. The goal moving forward is to create 125+ internship opportunities on campus in the next four years.

With all Career Services offers, the impact on students is undeniable. The more a student puts into their career development journey, the more they get out of it.

“The more intentional a student is with their time at OSU, the better prepared they’ll be to become successful in their career,” Ebert said. “It is truly a journey of development, and the earlier we can start supporting those students, the more we can help them realize what they can be doing to prepare themselves.”

Career Services encourages students to recognize everything they do in and out of the classroom as a steppingstone to their growth and development as a professional.

Ebert said Career Services is anticipating continued growth in its future as they continue to improve on serving both employers and OSU students.

“It’s important that we’re giving students a great opportunity at success in their future careers,” Ebert said. “We take that responsibility very seriously.”
CAREER SERVICES
BY THE NUMBERS

6,300
Total student attendance across 11 career fairs hosted on-campus and virtually

123
Workshops conducted over career development and preparing for future careers

11
Career fairs hosted for students looking for internships and full-time jobs

1,113
Employers who registered and attended career fairs on campus

2,964
Total student attendance at class presentations, workshops and student organization meetings

8,844
Career assessments completed including Kuder Career Search, Myers Briggs and Clifton Strengths

11,541
Jobs posted to the OSU Hire System including 6,441 full-time postings, 1,473 internship postings and 1,400 part-time and work-study position postings

100
Class presentations to students about Career Services and the Hire System

In fulfilling OSU’s Land-Grant mission, it is imperative that today’s students prepare to become tomorrow’s leaders. This begins with students understanding their particular gifts and applying them in real-world settings.

Leadership education and community engagement, students find ways to understand more about themselves and others as they discover how to contribute in solving the challenges of tomorrow. Service projects, philanthropic events, and leadership roles are the laboratory in which leaders are forged.

Students learn that making a difference can happen in one’s neighborhood or on the global stage. At Oklahoma State University, learning turns into leadership.
THE IMPACT OF A LIFETIME: PRESIDENT’S LEADERSHIP COUNCIL EXPERIENCES ZIMBABWE

The Hargis Leadership Institute recently celebrated its first year as a program on campus, and this past summer, the Institute took eight President’s Leadership Council students to study abroad in Zimbabwe.

While in Zimbabwe, the students learned from Tererai Trent, Zimbabwean native and OSU alumna.

“Dr. Trent loves OSU and wanted to meet the students, so she gave us this experience to stay with and learn from her for a few weeks,” said Josh Taylor, director of the Hargis Leadership Institute.

Trent—a worldwide humanitarian—grew up in rural Zimbabwe where she did not have access to an education. She taught herself how to read and write by doing her brother’s homework and eventually earned her GED. Despite her lack of formal education, through determination and hard work, Trent came to the U.S. and earned her bachelor’s and master’s degrees right here at OSU, and later her doctorate from Western Michigan University.

Trent has returned to her homestead in rural Zimbabwe and works to improve local school systems and ensure that young girls have access to education. She taught herself how to read and write by doing her brother’s homework and eventually earned her GED. Despite her lack of formal education, through determination and hard work, Trent came to the U.S. and earned her bachelor’s and master’s degrees right here at OSU, and later her doctorate from Western Michigan University.

Trent has returned to her homestead in rural Zimbabwe and works to improve local school systems and ensure that young girls have access to education.

LESSONS LEARNED

The PLC students learned a lot from Trent while studying abroad in Zimbabwe, but the emphasis was on sustainability and the value of education.

“We were able to see the way she leads her partners firsthand when we went to the schools,” said Andrew McGee, manager of President’s Leadership Council.

In Zimbabwe, education is not funded by the government. Students must pay $10 per trimester to stay enrolled, and unfortunately many families are unable to afford an education for all their children. This leads to parents having to select which of their children will be educated, and in the Zimbabwean society, it will almost always be a male child.

One morning while students were enjoying breakfast and coffee at Trent’s homestead, they were able to participate in a board meeting between Trent and a few women who were working to raise money for a school system in their village.

“We were all just eating and drinking our coffee when we realized, ‘Oh we’re in a board meeting,’” Taylor said.

Trent asked the women to budget how much money in scholarships they would need for their school per year and to pitch a plan to her on how they would raise the money. During the meeting, Trent also invited ideas and asked the opinions of the PLC students.

OSU’s PLC group is made up of students from multiple majors and backgrounds, so the students were able to offer the women unique points of view from areas of agriculture and the business world.

“It was an incredible experience,” Taylor said. “Our students played an articulate part in shaping these ideas and helping these women develop a plan.”

For OSU student Jacob Gray, seeing how Dr. Trent interacted with the female leaders in the village was inspiring.

“To see the way Dr. Trent empowered them to be sustainable and create change, even if it’s a small-scale change, truly inspired me,” Gray said. “This experience is something I will take with me for the rest of my life.”

The students also visited several Zimbabwe schools, including the school the Women for OSU had previously donated to in 2020. Because of the Women for OSU donation, the school was able to install a water well that completely transformed and brought life to the community.

In previous years, the school had been unable to offer fresh water to the children who caused many waterborne illnesses that resulted in loss of life, but with the new water well, the school was able to offer students drinkable water—something many of them do not have access to at home.

Indeed, an impact these OSU students will not soon forget. To the PLC students’ surprise, the villagers gifted the students a turkey in gratitude for OSU’s generosity. In return, the students gifted the turkey to the children of the village.

“I think it’s so cool that our students were able to see this whole other culture and most importantly that these people still have joy despite lacking some resources,” McGee said.

THE IMPACT

The impact this trip to Zimbabwe had on these PLC students will undoubtedly last a lifetime. Many students came back with ideas, questions and even new career paths.

For PLC student Karlene Stelling, the study abroad trip affirmed her choice to pursue a degree at OSU was the perfect career decision for her future.

“I knew I wanted to change the world—every little kid dreams of that,” Stelling said. “To learn from Dr. Trent, who went to the same university I’m going to, and to see her changing the world is inspirational. Now I get to take what OSU is teaching me and share it with the world, and that is such a beautiful thing.”
Q&A with Melisa Echols, Student Government Association Advisor

SERVANT LEADERSHIP

The OSU Student Government Association plays a significant role in the events and interactions of student organizations on campus. SGA offers students a variety of opportunities for leadership and service on campus and within the community. We sat down to talk with Melisa Echols, coordinator of Student Government Programs, about service events offered through the SGA on campus and how OSU SGA combines leadership with service.

Q: What are some of the signature events hosted by the Student Government Association?
A: The Student Government Association is made up of three branches: executive, legislative and judicial, as well as the programming arms. Most work on the executive side but others work very autonomously. Events such as Lights on Stillwater, Into the Streets, CowboyThon and Speaker’s Board are all within the executive cabinet. Organizations that operate more autonomously but that still fit within our governing structure would be The Paddle People or The Rowdy!

Q: Into the Streets and CowboyThon are two of OSU’s biggest student service events. What is SGA’s role in the planning and execution of the two?
A: They are both a part of our executive cabinet in that their directors are members of the cabinet. They report back to the student body president and student body vice president via bi-weekly cabinet meetings with their organizational updates. They do have their own internal teams and operate those through their own governing structure. CowboyThon does receive a portion of SGA’s budget each year. Into the Streets, on the other hand, receives outside sponsorships through the OSU Foundation.

Q: Does SGA partner with any other student organizations for their events?
A: Yes! Oftentimes other organizations seek funding from SGA through Senate Co-sponsorship, the Multicultural Affairs Committee or Activity Fee Allocation process and that partnership happens naturally in those funding relationships. However, through our programming events put on by any of our branches, we make it a point to partner with not only other organizations but also with faculty and administration as well.

Q: Are a majority of your events targeted towards OSU students or the Stillwater Community?
A: Many of our programs focus on OSU students, but we do try to introduce them to all that the Stillwater community has to offer them. I would say programmatically, our Into the Streets and Lights on Stillwater events engage the Stillwater Community heavily.

SUMMER CAMPS

Student Affairs is a connector between prospective and current students, as well as campus and community. One way that potential students get to know OSU is through attending various athletic, academic or special interest summer camps.

Campus housing provides a home away from home for those who get to check out life as a Cowboy while participating in camp activities. The Division welcomed 30 separate groups for summer camps and conference, which represents more than 4,200 guests in the summer months.

- OSU Upward Bound Trio (65)
- Wrestling Hall of Fame Honors Weekend (11)
- SE Talent Search Camp (100)
- Soccer Coaches (3)
- Varsity Cheer Camp (9)
- Livestock Judging Camp I (198)
- OK Outlaws 14U Wrestling Camp (57)
- Camp Colvin (104)
- 4H Leadership Retreat (49)
- EPOS Sports Experience (1,200+)
- Future Agriculture Education Teaching Academy (28)
- Grandparent University (729)
LEADERSHIP + SERVICE

BY THE NUMBERS

LEADERSHIP

2,000
High school students contacted through outreach programs

265
High school students participated in campus leadership conferences

197
Students recognized at President’s Celebration of Leadership

01
New academic certificate in Leadership launched

20+
Distinct leadership programs offered

775
OSU students received leadership training

SERVICE

46,133
Service hours reported last year to the Student Volunteer Center by 4,716 volunteers

27,350
Hours of service completed by students in fraternities and sororities

2,000
Volunteers for Into the Streets across 220 job sites

23
C.O.R.D.s awarded for distinguished student volunteer service

$62,000
Raised during CowboyThon for the Children’s Miracle Network

$379,764
Philanthropic dollars raised by fraternity and sorority members

WELLNESS

The wellness approach in Student Affairs involves making a connection between health, learning and student well-being.

Care is taken to address students’ most pressing wellness issues. Classes on stress management and sleep are available online or in person. Personal, group and virtual counseling services provide round-the-clock access to mental health resources. Whether working out in the Colvin Center or speaking to a personal dietician in University Dining Services, students’ needs in developing and maintaining well-being are at the forefront.

The reach of programming extends to OSU faculty and staff, improving the culture of wellness through initiatives like Certified Healthy Departments and wellness workshops. In keeping with OSU’s Land-Grant mission, the Department of Wellness sponsors programs to communities throughout Oklahoma on topics such as healthy living and substance abuse prevention.

Through numerous grants and contracts, thousands of citizens with disabilities are provided with adaptive technology and advocacy for education and employment. Creating the conditions for people and communities to thrive through healthy living is at the heart of Student Affairs’ wellness goals.
MENTAL HEALTH MATTERS

In 2020, it felt like the world came to an abrupt halt and campus life was not exempt from the disruptions caused by a global pandemic. Mental health became a prominent part of many planning conversations, and OSU mental health experts went to the drawing board to see what they could do to best serve students. At a time of distress, OSU students simultaneously found a sort of empowerment and a voice of advocacy for their own well-being.

“Students let us know they needed more,” said Kari Pratt, assistant director of health education in the Department of Wellness. “Mental health has always been a very real thing for students but throw in isolation and the upheaval of the last few years and people really struggled to cope.”

Their voice was the needed push for a revamp of mental health services on campus and funding has since been prioritized in this area. The goal was to raise awareness of the resources available and increase accessibility.

Student Affairs offers a large variety of mental health support for students including educational programming, counseling services and trainings. They also run several awareness campaigns throughout the year including the Talk About It Tuesday video series and the Mental Health Moment Instagram series.

In response to the world going virtual, departments within the Division of Student Affairs created a library of online resources for OSU students and have since continued and expanded the virtual programs.

“Now that life has somewhat returned to normal, we have absolutely kept up with both face-to-face and virtual programming,” Pratt said. “We think it’s really important to offer both options for students who appreciate the in-person experiences but also to accommodate students who may have a lifestyle where virtual resources are more easily attainable.”

In University Counseling Services, tele-health became essential. It was used exclusively at the start of the pandemic but has now transitioned into a hybrid model, giving students the option of how they prefer to get counseling, whether online or in person.

Counseling services also offers an assortment of individual group and crisis counseling. Many group counseling sessions vary in topics from grief, substance abuse, eating disorders or support groups. Joseph Dunegan, associate director of University Counseling Services, said the goal is a total wellness approach.

“With counseling we really try and look at the whole person,” Dunegan said. “We strive to help students navigate life’s challenges and prepare them to leave ready for the world.”

When students come to campus, they can be experiencing a number of emotions and challenging situations, whether academic stress or family and relationship concerns, but the Division of Student Affairs has made it a priority for all students to know they are supported at OSU.

“Having mental health support for the wide variety of students we have is vital,” Pratt said. “We want them to understand there are resources here that they can access to help them through whatever concerns or issues they’re having, and by doing so, it helps increase their overall academic success.”

The Division’s goal is simple: mental health resources should be numerous, timely and accessible.

“Mental health concerns are not a one-size fits all or a one-stop shop,” Pratt said. “We have to have trainings that are applicable and services that are readily available to students as much as possible.”

OSU’s mental health services are built around immediacy. Crises happen for college students, and response to them is crucial. In addition to crisis counselors on staff, OSU works with Mercy Hospital to provide an after-hours lifeline for students.

For students in non-crisis situations, University Counseling Services works to minimize the wait-time to two to three weeks at the most—a far shorter wait time than most patients experience when seeking care outside the university system.

“We prioritize when students are in acute distress, and we will work them in sooner,” Dunegan said. “Even though we might have a short wait for ongoing services, we make it a point that students can be seen immediately in crisis.”

The Division of Student Affairs also recently adopted a Circle of Care model to demonstrate their approach and strategy toward mental health on campus. It is a three-pronged framework that includes prevention, intervention and postvention. The vision behind the concept was to easily describe all that OSU is doing for students on campus when it comes to mental health.

“This is really a time when college students are learning to be their own person and develop their adult personalities,” said Pratt. “It’s important for us to engrain that it’s okay to seek help and talk about mental health.”

Improving mental health is an ongoing process, and OSU is continuing to improve and expand services, training and funding dedicated to the well-being of the student body.
At OSU, the Department of Wellness Sponsored Programs strives to create equity for Oklahomans statewide through grant- and contract-funded programs and research.

Community Wellness Programs make up the community outreach component of the Department of Wellness by supporting healthy living in local Oklahoma communities. First and foremost, CWP staff engage as vital members of Oklahoma communities in targeted service areas. CWP’s initiatives rely on the active participation of community-based coalitions and alliances. These collaborations identify key community stakeholders who are passionate about confronting the holistic health challenges their communities face. CWP works side-by-side with these community stakeholders, community agencies, schools, city and tribal governments, and businesses to provide data, training, and technical assistance that enable communities to develop data-driven, evidence-based interventions for their respective locales and populations.

CWP strives to create long-term sustainable change in the environment by promoting the adoption of health-positive policies and practices in local communities. CWP addresses a wide range of identified societal problems, ranging from substance misuse and abuse to the prevention of chronic disease including heart disease and obesity. Staff are actively involved in guiding communities to more effective and efficient processes for improvement.

The projects and goals of CWP highlight a focus on improving the health of Oklahomans throughout the state. By empowering local people to solve local problems, CWP contributes to improved, sustainable health outcomes for Oklahoma communities. Healthier communities, free from disease and addiction, have more productive workforces. This increases economic prospects, holistic community development and health, creating a higher quality of life for all current and future Oklahomans.

Accessibility Programs serve individuals with disabilities statewide, as well as the families and professionals who support them. OSU is the lead agency for Oklahoma’s Assistive Technology Act Program, Oklahoma ABELE Tech, as well as the Oklahoma Rehabilitation Council and Special Education Resolution Center.

Through additional contracts with outside agencies, including the Oklahoma Department of Education, Oklahoma Rehabilitation Services, and the Oklahoma Health Care Authority, Sponsored Programs staff are equipped with needed infrastructure and resources to provide services to individuals with disabilities of all ages, in all environments of education, employment and the community.

Oklahoma ABELE Tech staff extend their critical knowledge and expertise to provide Oklahomans with disabilities and their support systems the greatest opportunity to:

- Access and acquire needed assistive technology devices—any equipment, software, or product system that is used to increase, maintain, or improve the functional capabilities of persons with disabilities
- Access and acquire needed assistive technology services—support for individuals with disabilities in the selection, acquisition, and use of an AT device
- Receive training, consultation, information and assistance to increase skills, knowledge, and competencies on topics of AT devices and the services and funding of AT

Additionally, ABELE Tech staff provides training and technical assistance on topics of digital accessibility to state agencies, institutions of higher education, CareerTech centers and private entities to help them develop and improve accessibility services for all. Oklahoma ABELE Tech’s efforts to increase awareness of and access to assistive technology devices and services provide Oklahomans with disabilities and their families, caretakers and service providers the unique opportunity to improve their quality of life or independence with less financial risk and specialized guidance through device demonstrations and short-term loans, device re-utilization, financial loans and digital accessibility services.

All of these programs are driven by the Sponsored Programs staff who steward federal, state and private dollars effectively and efficiently, without waste. Oklahomans across the state experience true Cowboy Culture as they interact with the DOWSP staff who give their time, effort, and talents to impact communities, improve society, and serve the state and its people.

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**2021-2022 HIGHLIGHTS**

- **$4.6 MILLION**
  Annual total in grants received for Sponsored Programs and Community Wellness Programs

- **13,991**
  Individuals participated in 7,995 device demonstrations resulting in a statewide savings of $399,750

- **252,446**
  Oklahomans reside in counties served by Community Based Prevention Services grants

- **1,714**
  ABELE Tech device loans were made to help individuals make the decision about needing assistive technology

- **1,975**
  Oklahomans acquired 2,780 reutilized ABELE Tech devices for a total savings impact of $400,007

- **$10.7 MILLION**
  Estimated savings due to the Community Wellness services, according to a report by the National Institute on Drug Abuse
UNIVERSITY HEALTH SERVICES:
A CAMPUS AND COMMUNITY HERO

University Health Services has been a key component of the health, safety and well-being of OSU students for many years, but in 2020, the site became a stronghold for the Stillwater community as well.

In the fight against COVID-19, the UHS facility offered OSU students and the surrounding community testing, and its state-of-the-art facility was eventually used for storage and administration of the vaccine once it became available.

During the pandemic, UHS didn’t say no. The staff and administration stepped up to the plate daily to serve the university and the Stillwater community.

Patient care was everyone’s responsibility at UHS. Employees were not immune, and therefore, each person played a role on the frontlines.

“We moved mountains with the staff we had, and I am extraordinarily proud of the crew,” said Jack Henneha, director of University Health Services.

There were numerous days during the pandemic that UHS accepted overflow clients from the county, all while continuing to manage a general health care facility.

“I am hopeful that OSU students and parents knew they could still come here for standard care,” Henneha said. “We were here for them. We didn’t close.”

College students are at a critical developmental stage in life—a stage where they learn how to live on their own and make important life decisions. That’s what makes University Health Services so important on any college campus.

“We have a belief that a well student is a healthy student, and a healthy student is a productive student,” Henneha said. “We have had the ability for many years to have a health care facility available for students for both their physical health as well as mental health issues.”

While UHS is a health care facility, it plays a larger role in student success than many realize: Empowering students to manage their own health for the rest of their lives.

Making your own doctor’s appointments. Advocating for your health. Asking critical questions about things that affect your physical and mental health. Learning these foundational skills through programs and resources UHS offers are what helps to prepare a college student for life after OSU.

“There are teaching moments within what we do here at UHS,” Henneha said. “It goes a long way in putting a stamp of affirmation in students’ lives.”

UHS has also recently developed a partnership with the psychiatric department at the Center for Health Services in Tulsa. UHS has referred a number of students through this partnership which allows the university to help students outside of its mental health services scope. This partnership has allowed for easier and more efficient access to a level of care that previously would have taken months to accomplish. Now UHS, in partnership with the OSU Center for Health Sciences, has been able to shorten that process down to a few days.

UHS has worn the hero’s cape on campus the last few years, and even though the pandemic has moved to the endemic stage, the team continues to work diligently every day to strengthen and improve health care resources on campus.

SENSE OF PLACE

Place matters. The spaces in which students gather on campus help build community and memories.

As facilities are constructed or repurposed, Student Affairs develops the environment in which students can gather to work on a project, grab a meal, or make plans for the future. The community areas of residence halls are where students study for an exam or hear a guest lecture. Intramural fields, gyms and courts offer state-of-the-art spaces to encourage wellness and teamwork.

The intentional design of Student Affairs’ meeting and living spaces means that students are provided the ways in which to build meaningful connections with friends and to learn outside of the classroom.

One such space is Oklahoma State University’s Student Union, the largest in the world. It is in these walls at the heart of campus that students find the services, support and activities that provide a lifetime’s sense of place.
THE STUDENT UNION: LIVING ROOM OF CAMPUS

The OSU Student Union welcomes students, faculty and staff to meet, dine and hold conferences while providing a one-stop-shop to connect with support services. From game days to events in the iconic Student Union Theatre, the OSU facility is the largest in the U.S. and a place for all OSU Cowboys to find something of interest.

SHOWING SCHOOL SPIRIT

The University Store is the ultimate shopping destination for Cowboys near and far. An advantage of shopping in the University Store is that 100% of purchases benefit OSU and its students. Every purchase dollar stays on campus to fund programs and services, supporting student life at OSU.

The University Store had their biggest year ever in partnership with OSU Athletics at the stadium stores, generating more than $900,000 in revenue at football, men’s and women’s basketball, wrestling, baseball and softball games throughout the year—an increase of 102% over the previous year. The establishment also celebrated some of OSU’s biggest victories with special commemorative T-shirts for Bedlam football, the Fiesta Bowl, OSU Equestrian’s Big 12 and National Championships, and Cowgirl Softball’s trip to the Women’s College World Series.

In partnership with the OSU Alumni Association, the University Store supported the centennial edition of America’s Greatest Homecoming by selling more than 3,000 Centennial Homecoming shirts and other merchandise.

Partnerships with branch campuses are also a priority for the University Store. The store has operated textbook and general merchandise needs for students at OSU-Tulsa and the Center for Health Sciences through shopokstate.com, with free delivery via the Big Orange Bus. The University Store also began a partnership with the OSU College of Osteopathic Medicine to provide their doctoral regalia, announcements and diploma frames to their 100+ graduates each spring.

OrangeTech in the University Store sold 325 technology bundles and 734 computers and also provided technology recommendations for incoming freshmen across all colleges and disciplines, providing parents peace of mind and ensuring students had the equipment necessary to be academically successful.

NOTEWORTHY EVENTS

Cowboys for Veterans

The Student Union opened its doors for the Cowboys for Veterans bag packing event in the Starlight Terrace. The program, which provides individuals living in veterans affairs centers across the state with anything from clothing to toiletries, was embraced by the campus. Approximately 1,400 bags were distributed to seven VA centers across the state as well as the Homeless Military Veterans non-profit organization in Oklahoma City, veterans nursing homes in surrounding areas, and rural nursing homes in northeastern Oklahoma.

Bedlam Pep Rally

Student Union Meeting and Conference Services partnered with the Office of the President for its Bedlam Pep Rally. The popular event included the Cowboy Marching Band, Pistol Pete, OSU Spirit squad and other dignitaries.

Summer on the Plaza

The Student Union hosted five Summer on the Plaza events on Thursdays in May and June of 2022. Summer on the Plaza is a family event featuring live music, dining, water activities, shopping and more. The events is open to the public and well attended by the community.

DINING HIGHLIGHTS

From self-branded operations to nationally recognizable franchises, OSU students, faculty and staff have an array of choices when it comes to eating on campus. During the 2021-2022 academic year, dining concepts across campus served more than 697,740 chicken nuggets, 29,739 sandwiches, 36,723 burgers and 103,135 cups of coffee. That’s quite an impact when it comes to food on campus!

Sales at dining concepts throughout campus increased by 9% for a total of 1.6 million dining transactions. University Dining Services sold 9,811 contracted meal plans and 3,656 non-contracted meal plans during the 2021-2022 academic year. Late Night Café—a student favorite event where faculty and staff serve pancakes in the wee hours of the morning—made its comeback and served 1,476 students in its three-day finals week event.

University Dining Services is a vital partner in hosting athletes for the 2022 Special Olympics Oklahoma where staff and volunteers served 1,270 athletes for daily meals at three dining facilities during the annual event in May.

BY THE NUMBERS

1.2 MILLION

People visited the Student Union

369,366

Visits to the Student Union website

178,651

Guest cars parked in the Student Union Parking Garage

5,932

Events held in the Student Union

185,278

Patrons to the University Store
FACILITY UPDATES

WELLNESS

COLVIN RECREATION CENTER
- Completed the renovation of the Multi-Activity Center (MAC Gym) including the installation of new turf, curtain dividers and training equipment
- Completed the design proposal to renovate the Colvin Fields. This included the installation of artificial turf, decorative iron fencing, a walking/jogging trail, new restroom and storage facility, new lighting and expanded parking areas
- Renovated the beginner/intermediate strength and conditioning training space on the main level of the Colvin Recreation Center

HOUSING + RESIDENTIAL LIFE

COLVIN RECREATION CENTER
- Completed the build of the Griffith Community Center

STUDENT UNION

TRANSFER AND STUDENT VETERAN SUCCESS OFFICES
- Renovated 932 square feet of space in the basement of the Student Union for the Department of Transfer and Student Veteran Success offices

UNIVERSITY COUNSELING SERVICES

REBOOT CENTER + OFFICE SPACE
- Updated office space to house an expanded Walk-in Clinic
- Remodeled the Reboot Center with new light fixtures, paint and furniture

LEARNING

The Student Affairs team is dedicated to enriching OSU’s teaching and learning as it occurs outside of the classroom.

Experiential learning happens while students are leading student organizations, serving the causes they are passionate about through community service, or practicing their career skills in internships.

Seminars are offered year-round by all of the Division’s departments on topics ranging from career readiness to health and well-being. Workshops, conferences, and competitions allow students to learn more about themselves and strengthen the lessons of the lecture hall. Student Affairs’ learning curriculum connects to every new student entering OSU through the 1 is 2 Many campus well-being programs. Residence halls become learning laboratories through Living Learning Programs. Additional programs such as OSU GROW and InternOSU aim to make student employment a high impact learning experience.

Student Affairs provides learning resources whether practicum oversight, research projects, or classroom spaces. Partnerships with faculty result in certificates ranging from leadership to E-sports. Through coaching, counseling and mentoring, the Student Affairs team connects students with the competencies that will equip them for life.
For many students, the transition from home to college can be a large and sometimes intimidating step, but through OSU Housing and Residential Life, students have the opportunity to join Living and Learning Programs.

LLPs are unique living environments that provide students a chance to interact with peers of similar interest groups, academic colleges or experiences. They can help develop a community to make this new season of life a more successful experience.

"LLPs can give students a unique opportunity to develop interpersonal skills, build relationships and learn how to work through various conflicts," said Mumba Kithyake, assistant director of Residential Life. "They also give students the ability to dig deep into an academic area and access information, resources and support."

OSU currently has 10 active LLPs on campus, with the number of LLPs varying each year depending on student interest.

Housing and Residential Life collaborates with several different programs and colleges across campus to create LLPs. These LLP partners develop the program criteria and execute their LLP activities. No two LLPs are the same, which creates a unique experience for each participating student.

To become a part of an LLP on campus, students must apply upon admission. All LLPs have an initial application process; however, certain LLPs may require additional information from students.

Kithyake is often asked by parents, "Why should my child consider an LLP?" Her answer is simple: LLPs enhance the student experience.

Not only does an LLP have an immediate community to offer students, but it also has vast experiences and learning opportunities.

"Ideally, LLPs are not just for housing but also for faculty willing to partner with and create these connections with students," Kithyake said.

Research has shown that students participating in LLPs also produce higher retention rates and grade point averages—an added benefit that provides a high impact practice for students, Kithyake added. In certain academically focused LLPs, students have additional access to student mentors from their specific college as well as student study sessions.

"We do our best to contribute to their academic success by providing environments that support learning and remove some of those distractions," Kithyake said.

Through LLPs, Housing and Residential Life and their partners have fostered a positive and enriching environment for incoming students to begin their journey at OSU.

<table>
<thead>
<tr>
<th>On-Campus Residents</th>
<th>Off-Campus Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall GPA</td>
<td>3.04</td>
</tr>
<tr>
<td>Spring GPA</td>
<td>3.28</td>
</tr>
<tr>
<td>Retention Rate</td>
<td>82%</td>
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</table>
A SINCERE THANK YOU
The Division of Student Affairs appreciates the numerous gifts that were received in the past year from generous patrons. Both individual and corporate gifts were used to support student success and prepare students for their futures.

Continued support to the Cowboy Strong Fund allowed a distribution of over $120,000 to provide emergency support to those students with unexpected financial needs. Individual donors and civic groups were among those providing support to the new Pete’s Pantry food resource. Corporate sponsorship provided funding for the signature community service project “Into the Streets”. And many companies sponsored the scholarships and internships that allowed Career Services to build career ready graduates. Each gift was used to make a difference in students’ lives.

FEATURED FUND
The Daybreak Fund was established in 2018 to support the needs of former foster youth attending Oklahoma State University. Since its inception, the fund has assisted this community of students with urgent needs such as transportation, medical, and housing costs allowing them to continue to pursue their studies uninterrupted.
In 2020, the Division of Student Affairs embarked on a journey to expand the ways in which it served current and future students. Priorities of engaging students in the life of campus from their first day through graduation, supporting their well-being, and equipping them with the competencies needed to lead and serve in the workplace and their communities were identified as the foundation on which new initiatives and efforts would be focused. An emphasis on developing new ways to share work efficiently and sustainably joined the list of priorities as “operational effectiveness” to make strategic and sound use of resources.

During the past year, several actions led to the achievement of the goals and objectives laid out in the Division’s strategic plan. Among these:

- **3.2.a** — Student Affairs joined with Academic Affairs to take part in a quality initiative project with the Higher Learning Commission.
- **4.3.a** — A long-term comprehensive facilities plan was completed.
- **4.4.b** — An initial staff talent inventory to collect information on areas of expertise within the Division was conducted.
- **4.4.c** — A staff recognition plan was developed, with programs instituted to recognize years of service and exemplary service.
- **4.4.d** — The new student development series joined existing staff development seminars in assessment, sexual violence prevention and wellness.
- **4.5.a** — The Student Affairs communications team prepared a holistic approach for conveying impactful messages to internal and external audiences.
- **4.5.c** — A revitalized engagement committee invited new stakeholders into the design and implementation of Student Affairs engagement efforts.
- **5.2.b** — Human resources to manage messaging of student support resources were added.
- **5.2.d** — Departmental mechanisms for researching and providing education on high-risk topics were identified.
- **5.3.a** — The opening of a campus food pantry joined the other food provision programs added since the inception of the strategic plan.
- **5.3.b** — New web resources and application forms provided accessibility to emergency financial funds.
- **5.3.c** — Human resources to provide support of hidden populations were added.
- **5.3.d** — The new Remembrance Garden, academic commemoration of students and campus condolence messaging established the means to memorialize students.
- **6.1.b** — Key performance indicators and structures for promoting well-being systemically were instituted.
- **6.1.c** — A comprehensive slate of resources to provide primary, secondary and tertiary prevention messages were developed and deployed in partnership with OSU Brand Management.

### STRATEGIC INITIATIVE 1: ENGAGEMENT

**Providing the opportunity for students to connect to interests and involvement and feel valued.** Facilitating a culture of positive and inclusive relationships that promote student success.

1.1 **Goal:** Create a comprehensive divisional engagement plan.
   - **a.** Develop divisional strategies to engage students.
   - **b.** Identify opportunities to collaborate with campus and community partners.

1.2 **Goal:** Create a divisional diversity and inclusion plan.
   - **a.** Collaboratively develop diversity and inclusion programming.
   - **b.** Assess systemic barriers to engagement.

1.3 **Goal:** Expand student communication.
   - **a.** Leverage existing and new technology to communicate and connect with students and their communities.

### STRATEGIC INITIATIVE 2: LEADERSHIP

**Developing students as leaders who create positive change in their communities, their country and their world.** Increasing capacity for OSU faculty and staff to teach and model leadership and civic engagement.

2.1 **Goal:** Promote student leadership development.
   - **a.** Broaden leadership learning across campus.
   - **b.** Collaborate with campus and community partners to provide training for faculty and staff on effective leadership development.

2.2 **Goal:** Institutionalize service and civic engagement.
   - **a.** Provide opportunities for service and civic engagement.
   - **b.** Develop students as informed and engaged citizens of their communities.
   - **c.** Broaden and deepen the lessons students learn through service.

2.3 **Goal:** Develop positive change agents.
   - **a.** Cultivate awareness of one’s own values, ethics, and purpose.
   - **b.** Foster effective advocacy and civil discourse skills.
STRATEGIC INITIATIVE 3: LEARNING
Investing in the programs, people and spaces that lead to demonstrated student learning. Advancing transformative and integrative student learning experiences.

3.1 Goal: Establish student learning plan.
- a. Identify division-wide student learning priorities/common learning outcomes.
- b. Develop and implement assessment plan.
- c. Establish and deploy co-curricular map.
- d. Create framework to supplement in-class learning.
- e. Increase collaborations with graduate programs associated with the Division of Student Affairs.

3.2 Goal: Partner with Academic Affairs on the Higher Learning Commission Quality Initiative Project.
- a. Collaborate with Academic Affairs in the institutional quality initiative component of the accreditation process.

STRATEGIC INITIATIVE 4: OPERATIONAL EFFECTIVENESS
Providing effective and ethical stewardship of resources. Communicating opportunities and achievement to stakeholders. Quantifying vision-to-action by measuring divisional and departmental needs and assessing progress towards goals.

4.1 Goal: Institute divisional performance measurements.

4.2 Goal: Promote financial stability and sustainability.
- a. Develop a divisional financial and funding plan to include program and facility assessment.
- b. Strategically expand divisional revenues including an increase in gift and grant funding.

4.3 Goal: Create facilities plan.
- a. Create long-term comprehensive facilities plan.

4.4 Goal: Encourage human resource capacity and capability.
- c. Develop divisional staff recognition process and awards.
- d. Create staff development training plan and programs.

4.5 Goal: Coordinate divisional marketing and communications strategies.
- a. Develop a divisional marketing and communications plan to engage and inform stakeholders.
- b. Foster internal communication among staff and departments.
- c. Share knowledge and expertise in student engagement and student affairs across campus to increase understanding of the impact of Student Affairs.

STRATEGIC INITIATIVE 5: SUPPORT
Creating and sustaining the programs and services that drive student success. Fostering a University-wide collaboration to ensure alignment and continuous improvement in supporting students.

5.1 Goal: Expound upon response in supporting students in need.
- a. Standardize and communicate protocols and procedures related to student incidents.
- b. Appoint an office and staff to oversee students in need.

5.2 Goal: Enhance proactive avenues to support students.
- a. Develop a comprehensive depository of support options through a website and mobile accessible application.
- b. Develop and implement plan to market resources to students, campus community and parents.
- c. Complete a bi-annual student assessment of support services.
- d. Establish division-wide awareness and prevention efforts in high-risk issues.

5.3 Goal: Collaboratively evolve resources to address specific students’ needs.
- a. Develop a formalized plan to address issues of food insecurity.
- b. Identify and communicate already-established financial means to support students in need.
- c. Identify and address needs of various hidden populations.
- d. Research and develop an avenue to memorialize students.
6.1 Goal: Promote a dynamic culture of well-being across the OSU system and state of Oklahoma.
   a. Define the desired behaviors and values of a culture of well-being.
   b. Increase stakeholder ownership of the system-wide culture of well-being at all levels and in the community.
   c. In collaboration with OSU Brand Management, and within the overall Student Affairs marketing plan, create and implement a comprehensive and accessible health and well-being marketing and communications plan.

6.2 Goal: Implement sustainable, evidence-based wellness strategies on Oklahoma State University system campuses to improve student retention, academic success and overall quality of life.
   a. Utilize relevant data to develop and implement evidence-based programming and services.
   b. Leverage evidence-based research to improve student retention and academic success through health and wellness programs, services and facilities.
   c. Identify and propose grant funding and private donors to support sustainable campus and community wellness strategies and infrastructure.
   d. Deepen engagement of students, faculty, staff and community members in wellness programs and services.

6.3 Goal: Engage the broader academic community through integrated and collaborative research and scholarship.
   a. Develop and maintain collaborative data-driven projects between faculty, staff, students and community organizations that advance the knowledge base of the respective areas.