

OKLAHOMA STATE UNIVERSITY  
DIVISION OF STUDENT AFFAIRS

# Strategic Plan

2020-2025



DIVISION OF  
STUDENT AFFAIRS



# LETTER FROM THE VICE PRESIDENT



Dear Colleagues and Friends,

Students begin a journey of discovery when they arrive at Oklahoma State University, seeking to learn more about themselves, and how they will impact the world. This pathway of learning and transformation is at the center of the Division of Student Affairs new strategic plan, as we work with campus and community partners to make a difference in the lives of students, and further the land grant mission of Oklahoma State University.

To create this plan, we incorporated several voices, including those of students, faculty, staff, families, and community stakeholders. Input from town hall meetings and surveys was reviewed by various planning committees, to arrive at the final set of priorities. These priorities establish how we will best focus our energy and resources for the future.

Six strategic initiatives form the guiding direction of the plan. These include: Engagement, Leadership, Learning, Operational Effectiveness, Support, and, Wellness. These initiatives represent the role Student Affairs has to play in the lives of students, as we provide opportunities for connection, self-discovery, and preparation to become a contributing member of society. As the plan is brought to life, the goals and objectives within each strategic initiative will have metrics, allowing us to track and share our progress.

Working together, we have created a plan that demonstrates the hope and caring that define Student Affairs. Thank you for your role in developing this pathway that connects our actions to mission and values, and for being a part of carrying out this vision for our future.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Hallenbeck". The signature is fluid and cursive, with a large initial "D" and "H".

Douglas A. Hallenbeck, Ph.D.

Vice President for Student Affairs



# Strategic Plan

# 2020-2025

## INITIATIVES



### 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.



### 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.



### LEARNING

Investing in the programs, people, and spaces that lead to demonstrated student learning. Advancing transformative and integrative student learning experiences.



### 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 toward goals.



### 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.



### WELLNESS

Infusing wellness into everyday operations, business practices, and campus culture. Improving the health of the people who live, learn, work, and play on campus and in the community.

## 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
- Community
- Inclusivity
- Accountability
- Integrity
- Excellence



## DIVISION OF STUDENT AFFAIRS

- Career Services
- Housing and Residential Life
- Leadership and Campus Life
- Strategic Initiatives and Assessment
- Student Support and Conduct
- Student Union
- University Counseling Services
- University Dining Services
- University Health Services
- Wellness







## STUDENT AFFAIRS STRATEGIC INITIATIVES, GOALS, AND OBJECTIVES

Student Affairs strategic initiatives, goals, and objectives are founded on the mission, vision, and core goals of Oklahoma State University, and developed in the context of the purpose and functions of the departments of the Division. The mission, vision, and values of the Division inspire and focus the intention of program development, and the application of resources to achieve the goals of the strategic plan's six strategic initiatives.

The strategic initiatives of Engagement, Leadership, Learning, Operational Effectiveness, Support, and Wellness provide both the priorities and the framework of the plan. These initiatives are the expression of how the Division will support student learning, development, and success. In addition, the plan emphasizes the aspects of operational effectiveness that support the people, processes, and performance of the team members of Student Affairs. Within each initiative, specific goals articulate the primary means for achieving the aims of the initiative. The objectives associated with the goals reflect the actions that will support the accomplishment of that goal.

Each strategic initiative has a champion who is responsible for oversight of the progress of that initiative. A number of committees, task forces, and working groups will develop and operationalize the goals of the plan. Student Affairs works collaboratively with the campus and extended community, and representatives from these broader constituencies serve on many Division working groups.

Metrics are a key component in ascertaining the success of the plan. Under the leadership of the Vice President for Student Affairs, and in tandem with strategic initiative champions, metrics are identified for each goal, and regularly reported to the Student Affairs leadership team, as well as the Division. The work of Student Affairs departments fulfills the aims of the strategic plan's goals. Each department annually identifies the goals and objectives that support the elements of the strategic plan, as well as the assessment measures for that unit. The plan is intended to be a living document that may be updated or amended as best reflects the adaptability of a learning and agile team.





# 1

## 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 an awareness of one's own values, ethics, and purpose
- b. Foster effective advocacy and civil discourse skills

# 2







# 3

## 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

- a. Develop Key Performance Indicators (KPIs) for program effectiveness for the Division
- b. Develop divisional document to report impacts of performance indicators

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

- a. Devise process to review staffing needs, and formulate solutions through position prioritization, reallocation of resources, or acquisition of additional resources
- b. Conduct a staff talent inventory
- 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





# 5

## 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



# STRATEGIC INITIATIVE 6: WELLNESS

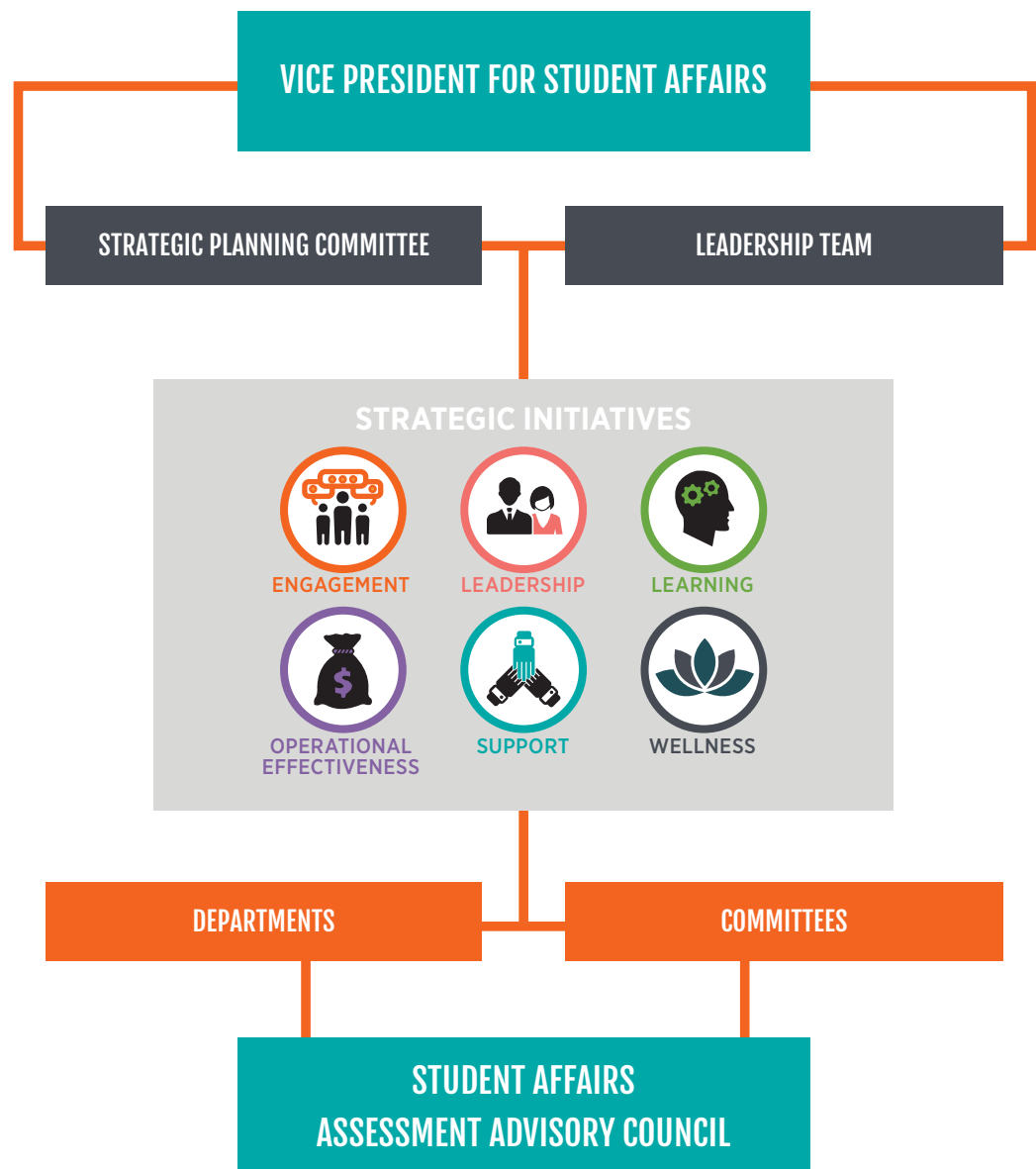
**Infusing wellness into everyday operations, business practices, and campus culture. Improving the health of the people who live, learn, work, and play on campus and in the community.**

- 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 for 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, and students and community organizations that advance the knowledge base of the respective areas

# 6



# STUDENT AFFAIRS PLANNING AND ASSESSMENT STRUCTURE





## MISSION

Building on its land-grant heritage, Oklahoma State University promotes learning, advances knowledge, enriches lives, and stimulates economic development through teaching, research, extension, outreach, and creative activities.

## VISION

Oklahoma State University will lead in the creation of a better Oklahoma, nation, and world by advancing the quality of life for all, and will fulfill the obligations of a first-class, land-grant educational institution.

## CORE GOALS


**I. ACADEMIC EXCELLENCE:** Achieve academic excellence at the highest levels of teaching, research, scholarship, and creative activities through the creation, acquisition, and application of knowledge.

### **Strategic and tactical goals in support of academic excellence:**

1. Provide support for effective approaches in the teaching of undergraduate, graduate, and professional students
2. Provide support for research, scholarship, and creative activities
3. Effectively assess student learning and provide resources for improving outcomes at the undergraduate, graduate, and professional levels
4. Garner external resources to support academic initiatives and priorities







**II. STUDENT SUCCESS:** Recruit, retain, and graduate diverse students in a supportive environment that promotes scholarship, creativity, ethical leadership, meaningful service and civic engagement; encourages excellence and innovation; empowers health and wellbeing; prepares students for purposeful careers; enriches personal growth; and fosters discovery of knowledge.

**Strategic and tactical goals in support of student success:**

1. Continue programs to enhance learning, increase retention, and improve graduation rates
2. Identify, recruit, develop, and mentor potential scholars and emerging leaders
3. Recruit and retain diverse students, faculty, staff, and administrators
4. Advocate and utilize a student development model that enhances academic success, leadership, service, and civic engagement; helps students discover their purpose and passions; broadens their horizons through art, music, cultural exploration, and international travel, service, and study; and strengthens wellness
5. Create and nurture a climate of acceptance, respect, trust, and comfort that fosters the success of individuals





**III. COMMUNITY ENGAGEMENT:** Engage external individuals and organizations through collaboration, outreach, and extension that enhances the quality of life in Oklahoma, the nation, and the world by contributing to the human, economic, and cultural development of our citizens.

**Strategic and tactical goals in support of community engagement:**

1. Continue needs assessment for the people and groups that the University serves and proceed with plans for meeting those needs
2. Cultivate the organizational structure to provide easy mechanisms for external partners to collaborate with and gain access to the University
3. Utilize the University's resources to serve Oklahoma's economic development goals
4. Develop, support, and promote the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity
5. Proudly message OSU achievements and innovations, as well as contributions made locally and globally through service and innovation



# APPENDIX B: STUDENT AFFAIRS STRATEGIC PLANNING TIMELINE



Planning Process and Timeline	Actions and Methods
<b>Initial Agreement and Plan Launch</b> <b>April, 2019</b>	<ul style="list-style-type: none"> <li>■ Consensus is reached to utilize the OSU Strategic Plan as the foundation and starting point for the Student Affairs plan</li> <li>■ The Vice President for Student Affairs (VPSA) calls for departmental and associated representatives for the Steering Committee</li> <li>■ Launch of plan is announced to OSU campus community, with timeline and process, on April 30, 2019</li> </ul>
<b>Mission, Vision and Values</b> <b>April-July, 2019</b>	<ul style="list-style-type: none"> <li>■ Input on Mission, Vision, and Values is collected through town hall meetings and survey displayed on Student Affairs strategic planning website. Feedback from students, parents, and other key stakeholders as identified by Steering Committee gathered to guide development of the plan.</li> <li>■ Town hall meetings held for students and staff, and survey made available to OSU staff community; results coded; report compiled</li> <li>■ Student Affairs leadership team reviews draft of Mission, Vision, and Values statements at Strategic Planning Retreat (June, 2019)</li> <li>■ Student Affairs leadership team endorses final Mission, Vision, and Values statements (July, 2019)</li> </ul>
<b>Stakeholder Assessments</b> <b>April-May, 2019</b>	<ul style="list-style-type: none"> <li>■ Town hall meetings held for Student Affairs and other OSU staff/faculty (not including VPSA and Directors) and students, and survey made available to all OSU students, faculty, staff, and other key stakeholders, to identify Strengths, Weaknesses, Opportunities, and Challenges of the Division</li> <li>■ Other stakeholder (executive, other) input gathered in appropriate manner, as identified by VPSA or Student Affairs leadership team or Steering Committee</li> </ul>
<b>Data Analysis</b> <b>June, 2019</b>	<ul style="list-style-type: none"> <li>■ The Steering Committee aggregates survey, town hall, interview, and other data to use in the formulation of goals, initiatives, and metrics unique to Student Affairs, and identifies trends inherent in the data. A report, with findings from data, provided to Student Affairs leadership team. A draft statement of Mission, Vision, and Values is provided to the Student Affairs leadership team.</li> </ul>
<b>Strategic Planning Retreat</b> <b>June, 2019</b>	<ul style="list-style-type: none"> <li>■ The Student Affairs leadership team meets to review Mission, Vision, and Values statements</li> <li>■ The Student Affairs leadership team undergoes a Strengths, Weaknesses, Opportunities, and Challenges (SWOC) exercise, with review of input from SWOC results from stakeholders</li> <li>■ The Student Affairs leadership team identifies strategic priorities and goals.</li> </ul>



## Planning Process and Timeline

## Actions and Methods

### Strategic Plan Development July, 2019

- The Steering Committee reviews the strategic priorities list identified at the strategic planning retreat. All elements of the Student Affairs Strategic Plan are pulled together into a single document by the Steering Committee.

### Phase II Plan Development October-November, 2019

- Task forces are formed, or existing committees identified for each strategic initiative, to review and adapt goals

### Plan Review and Adoption November, 2019

- The Student Affairs leadership team reconvenes to review final drafts of strategic priorities and goals. Final approval is granted. The document is then distributed. Student Affairs units use the plan as the foundation for the development of departmental strategic plans.

### Unit-Specific Plans and Metrics January, 2020

- Individual departments use the Student Affairs Strategic Plan as the foundation for developing unit-specific plans and metrics

### Metrics Collected and Reported

- The Student Affairs Assessment Advisory Council collects, monitors, and reports key metrics both mid-year, and end-of-year



**The steering committee was composed of a variety of departments and Divisions across campus.**

- Kathryn Gage, Office of the Vice President for Student Affairs, Chair
- Adam Barnes, Student Union
- Chris Barlow, University Counseling Services/  
University Health Services
- Matt Beck, Department of Wellness
- Elizabeth Carver-Cyr, Housing and Residential Life
- Casey Domnick, Fraternity and Sorority Affairs
- Philip Goodwin, Career Services
- Vedda Hsu, University Dining Services
- Aleigha Mariott, Student Support and Conduct
- Robert Raab, First Year Success
- Pamela Stokes, University Health Services
- Marcia Sun, Office of Multicultural Affairs

Additional support: Robert Bailey, Student Union



## APPENDIX D: STUDENT AFFAIRS COMMITTEES, TASK FORCES AND WORKING GROUPS



Basic Needs Security Group  
Community Wellness Committee  
Development Task Force  
Employee Wellness Committee  
Engagement Committee  
Engagement Strategic Plan Working Group  
Facilities Committee  
Finance Committee  
Human Resources Prioritization Committee  
Joint Wellness Committee  
Key Performance Indicators Task Force  
Leadership Committee  
Marketing and Communications Committee  
Protocols and Procedures Working Group  
Service and Civic Engagement Committee  
Staff Development Training Plan and Programs Committee  
Staff Recognition and Awards Committee  
Staff Talent Inventory Working Group  
Student Affairs Assessment Advisory Council  
Student Support Committee  
Student Wellness Committee  
Wellness Research Advisory Committee





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