

DIVISION OF STUDENT AFFAIRS

SPRING 2021

UPDATE ON THE 2018 STRATEGIC PLAN

Built with a shared vision and renewed energy for the future of Ohio University student support services, the Division of Student Affairs Strategic Plan is a united commitment to maximize the potential of each department. The plan is a blueprint that guides decision-making, informs investments and directs the work undertaken on a daily basis.



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DIVISION OF STUDENT AFFAIRS

A LETTER FROM THE DIRECTOR OF STRATEGIC PLANNING AND ASSESSMENT



The Division of Student Affairs undertook a strategic planning process in 2017 to maximize the support services provided to Ohio University students. By identifying a common vision, shared values and key objectives, we sought to unite staff, highlight our collective strength and promote a culture of care for our students and for one another.

Through a ten-month planning period, the division engaged with students, faculty, staff and community partners to prioritize specific needs of OHIO students and to redefine the scope of student services.

The 2018 Strategic Plan was just the beginning. The blueprint has continued to adapt and adjust to our ever-changing environment. It has guided decision making, informed investments and directed our daily work.

This report highlights the progress made toward achieving the strategic plan goals. The data and stories included represent the impact the Division of Student Affairs has on our students at Ohio University and showcase some of our best examples of learning through experience.

I would like to thank the many voices involved in both creating the plan and seeing it through, especially the leaders of the committees, those who volunteered their time as committee members, and all those in the division that brought the plan to fruition. The Bobcat experience is better because of your commitment to equity and social justice, assessment of student learning, and improving the retention and graduation of our students.

Go Bobcats!

Cindy Cogswell, Ph.D., Director of Strategic Planning and Assessment

“Though my role in the division has changed over time, it has been incredible to watch our departments and the work they are doing for our students grow and progress from a multitude of perspectives. This drive to keep learning how we can do better for our Bobcats is what makes the student life experience at OHIO so special and provides the resources our students truly need.” – Jenny Hall-Jones, Ph.D., Interim Vice President for Student Affairs

BREAKTHROUGH OBJECTIVES

Through the strategic planning process, the Division of Student Affairs defined a mission, vision and values to guide its role within OHIO, and identified three breakthrough objectives to further refine department priorities.

EQUITY AND SOCIAL JUSTICE

OBJECTIVE: *Ensure that a framework of equity and social justice is embedded into day-to-day work.*

Key Results:

- 1A: We will be the kind of division that values growth, strives for inclusion and cultivates community.
- 1B: Cultural competency will be built into the job descriptions of all DOSA employees, and the skills/cultural competence of its staff will be evaluated annually.
- 1C: Every employee will have a personal professional development goal around equity and social justice; each department will develop and implement a yearly service growth and improvement plan around equity and social justice.
- 1D: Every employee will be provided quality equity and social justice training annually by the division.

LEARNING GOALS

OBJECTIVE: *Create, measure and improve upon common student learning goals across departments.*

Key Results:

- 2A: Conduct a learning goal audit to see what is already being done to meet our DOSA learning goals of the eight core competencies. This audit will determine which goals fit within the mission and scope of each department.
- 2B: Compile departmental competencies and skills for all learning goals across the entire division. Identify divisional gaps in the delivery of the goals. In collaboration with this committee, each department will examine the effectiveness of the assessment tools used to measure learning goals, and communicate results with division.

RETENTION AND GRADUATION

OBJECTIVE: *Engage all students in meaningful programs, services and activities to increase retention and graduation rates.*

Key Results:

- 3A: DOSA will identify and enhance programs and services that help students build community.
- 3B: Engagement between DOSA staff and at-risk students will increase.
- 3C: DOSA will expand the OHIO Basic Needs Initiative.

MISSION

We care. We educate and empower. We foster inclusive communities. We make OHIO strong.

VISION

Every Bobcat discovers their potential and makes a meaningful impact.

VALUES

*Community | Character | Civility |
Citizenship | Commitment*

EQUITY AND SOCIAL JUSTICE

DEPARTMENT GOAL SETTING

In 2020 and 2021 these student service units set goals to improve services and advocacy for diverse populations:

- Campus Involvement Center
- Career and Leadership Development Center
- Well-Being and Recreation
- Community Standards and Student Responsibility
- Conference and Event Services
- Counseling and Psychological Services
- Culinary Services
- The Office of the Dean of Students
- Housing and Residence Life
- Survivor Advocacy Program
- The Office of the Vice President for Student Affairs
- Sorority and Fraternity Life
- Communication and Marketing
- Bobcat Depot

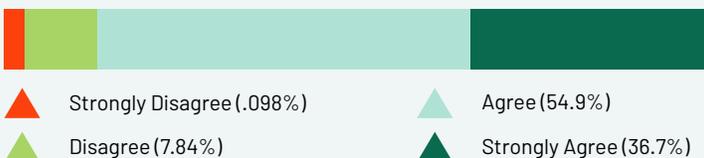
COMMITTEE ACCOMPLISHMENTS

- Created a shared definition of social justice.
- Common expectations and directions were created to begin updating all position descriptions to include social justice and equity language.
- Professional development forms were revised to include equity and social justice language. New forms were implemented in January 2019.
- Committed to providing quality equity and social justice training to every DOSA employee annually.
- Developed, distributed, analyzed and shared results of DOSA staff climate survey, which had 160 respondents.
- Selected and distributed 373 Diversity Awareness Profiles to help employees create equity and social justice personal goals.
- Offered 131 in-service opportunities for DOSA staff and communicated a new department-led tracking process to help DOSA employees fulfill equity and social justice in-service requirements.
- Facilitated conference-style professional development experience for all Bargaining Unit staff in January 2020 and a similar professional development workshop for all administrative staff in March 2021. During these programs, staff selected from sessions related to poverty, addiction, Appalachia and international students.
- Distributed clearer guidelines and expectations for annual departmental equity and social justice goals.

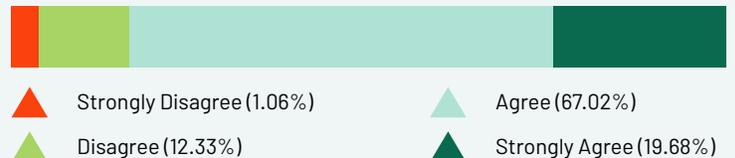
JOB DESCRIPTION UPDATES

By 2021, one hundred percent of job descriptions were updated to include equity and social justice language. Now, 334 individual staff members have renewed responsibilities to serve as advocates for diversity and inclusion.

I UNDERSTAND WHAT EQUITY AND SOCIAL JUSTICE LOOKS LIKE IN THE CORE FUNCTIONS OF MY JOB.



I HELP OTHERS LEARN ABOUT CONCEPTS RELATED TO EQUITY AND SOCIAL JUSTICE THROUGH MY WORK.



LEARNING GOALS

COMMITTEE ACCOMPLISHMENTS

- Revised terminology to align with academics and provide avenues for future collaboration on common goals for OHIO students.
- Conducted an audit with each department to collect baseline information on how students and student employees are engaging with the learning goals.
- Built resources and charged all departments with creating assessment plans in alignment with learning goals.
- Facilitated a DOSA Wednesday Workshop on assessment to department directors.
- Asked DOSA to complete Ohio University Leadership Endorsement Foundations level training to enhance DOSA's knowledge and fluency of the eight learning goals.
- Welcomed and engaged our second cohort of committee members.
- Supported 16 DOSA departments in developing and presenting assessment plans aligning with at least one of the learning goals.
- Hosted DOSA's first Data Gala with every department presenting data on how they impact OHIO students

LEARNING GOALS FOCUS AREAS

During the 2019-2020 academic year, departments prioritized these leadership skills:

ADAPTABILITY:

- Dean of Students
- Campus Involvement Center
- Bobcat Depot
- Culinary Services

TEAM DEVELOPMENT:

- Campus Involvement Center
- Conference & Event Services
- Well-Being & Recreation

PROBLEM SOLVING:

- Dean of Students
- Campus Involvement Center
- Counseling & Psychological Services
- Community Standards & Student Responsibility

INTERPERSONAL

COMMUNICATION:

- Dean of Students
- Housing & Residence Life
- Culinary Services

INNOVATION:

- Dean of Students

WELL-BEING:

- Dean of Students
- Campus Involvement Center
- Housing & Residence Life
- Sorority & Fraternity Life
- Well-Being & Recreation
- Career & Leadership Development Center
- Health Promotion
- Counseling & Psychological Services

SELF-AWARENESS:

- Community Standards & Student Responsibility

INTERCULTURAL

COMPETENCY:

- Housing & Residence Life

"In recent surveys provided to students going through the conduct process, 98% of students reported feeling as if the Community Standards and Student Responsibility staff member involved treated them with respect and 97% reported understanding how their behavior impacts others."
- Taylor Tackett, Assistant Dean of Students and Director of Community Standards and Student Responsibility

RETENTION & GRADUATION

ACKNOWLEDGEMENTS

COMMITTEE ACCOMPLISHMENTS

- Centralized basic needs programs and rebranded all services as “Bobcats Helping Bobcats.”
- Created a shared definition of “sense of belonging.”
- Conducted a sense of belonging audit within DOSA programs.
- Examined existing campus systems for engaging at-risk students.
- Moved food pantry to improved location and launched Meal Bank pilot program.
- Launched Emergency Microgrants program.
- Completed and distributed sense of belonging question bank.
- Developed, implemented and analyzed student employee sense of belonging survey to inform the creation of the student Employment Best Practices resource for the division.
- Created and completed well-being literature review.
- Completed benchmarking on financial wellness and made recommendations.
- Created and disseminated Basic Needs folder for campus community.
- Created resources on retention practices in student affairs.

EQUITY AND SOCIAL JUSTICE

Tammy Andrews
Tammy Babylon
Drew Banks
Dane Bennett
Tyrone Carr
Martha Compton
Jneanne Hacker
Mathew Hall
Jenny Hall-
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Micah McCarey
Kristyn Neckles
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Steven Pfeiffer
Christine
Reghetti-Feyler
Erin Robb
Dwan Robinson
Rich Schmaltz
Rachel Siegel
Joanna Stoltzfus
Brian Stover
Bridget Tasker
Ariel Tarosky
Jason Timpson
Megan Vogel
Lindsey Ward
Makayla
Westerfeld
Tamika Williams

LEARNING GOALS

Tammy Babylon
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Kathy Fahl
Nathan
Ferdinand
Kim Hoover
Johnna Matulja
Zach McGrain
Patti McSteen
Todd Myers
Rich Neumann
Dave Nguyen
Cimmeron
O'Connor
Caitlin Oiler
Brent Poynter
Jim Sand
Gwyn Scott
Yejin Sohn
Zach Swope
Taylor Tackett
Megan Vogel
Joni Wadley
Judd Walker
Regina Warfel
Evan Wilkof

RETENTION AND GRADUATION

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Tim Epley
Antonique Flood
Joseph
Goldblum
Josh Gruenke
Jenny Hall-
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Barb Harrison
Imants
Jaunarajs
Mary Kate
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Jenny Klein
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Jennifer Maskiel
Erin
Morgenstern
Jodi Pavol
Justine Reichley
Dustin Saunier
Kent Scott
Elizabeth
Stermer
Loralyn Taylor
Pete
Trentacoste
Kristin “KC”
Waltz
Barb Wharton
Brandon Wolfe
Lijing Yang

“I have had a lot of anxiety recently about money issues, and this is going to be such a huge help. I feel like a weight has been lifted off my shoulders. I cannot thank you and everyone enough and through this time, I really do feel like Bobcats have each other’s backs.” –Emergency Microgrant recipient



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