



Strategic Plan for Ohio University's Division of Student Affairs



OHIO
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Division of Student Affairs

An Overview from the Vice President for Student Affairs



Jason B. Pina, Vice President for Student Affairs

In 2017, Ohio University's Division of Student Affairs embarked on a strategic planning process that will help to maximize the support services provided to OHIO students. By identifying a common vision, mission, values and objectives, we sought to unite staff, highlight our collective strength and promote a culture of care—care for students and for one another.

Over the past ten months, we have engaged with a broad range of students, faculty, staff and community partners to prioritize the needs of OHIO students and redefine the scope of student services at Ohio University. In an effort to foster collective ownership of the end product, we aimed to engender meaningful participation by all division employees in the planning process.

The 2018 Strategic Plan for Ohio University's Division of Student Affairs is the end-result of these efforts. In essence, this plan is a blueprint for the future of Student Affairs at Ohio University. It will guide our decision-making, inform our investments and direct the work that we undertake on a daily basis.

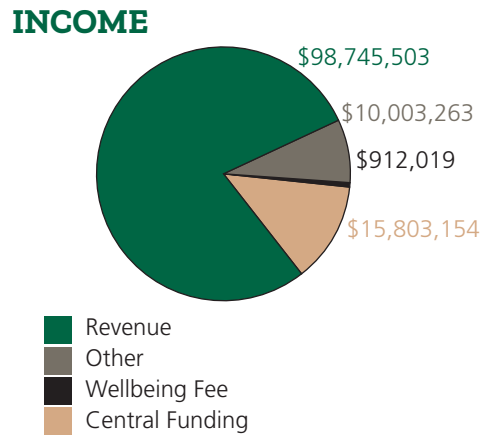
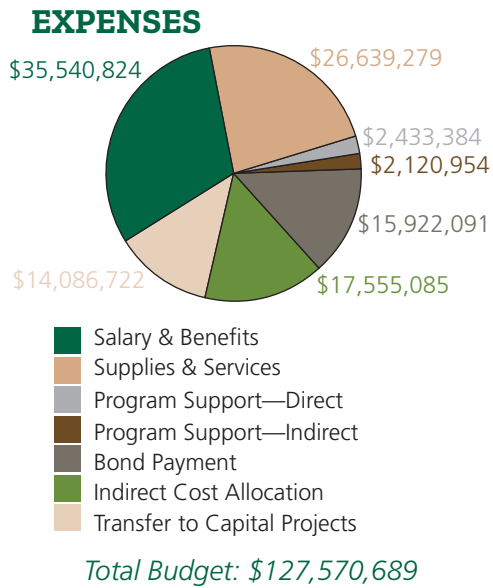
A strategic plan is meant to be a living, breathing document, one that infuses our day-to-day work with meaning and direction. It is my intention that the values and objectives contained herein will be integrated into every aspect of our operations in the years ahead. As we work to identify department-specific action items and assessments by which to gauge our progress, it is evident that the real work of strategic planning has only just begun. Ultimately, I hope that our programs and services, and perhaps even our students, will come to reflect the aspirations outlined in this plan.

I would like to express my sincere gratitude to the many voices that made this report a reality. Special thanks are owed to the Strategic Planning Work Group and Senior Associate Vice President for Student Affairs and Dean of Students Jenny Hall-Jones, whose leadership brought this plan to fruition. Last but not least, I thank the Division of Student Affairs: The Bobcat experience is a reflection of your tireless commitment, and I look forward to the ways in which this plan will strengthen our division and its contributions in the years ahead.

Jason B. Pina, Ed.D.
Vice President for Student Affairs

Student Affairs: Who are we?

DIVISION OF STUDENT AFFAIRS: AT A GLANCE



378
Full-time
EMPLOYEES

Administrative: 172
Classified: 206

3,401
Student
EMPLOYEES

Graduate Assistants: 50
Students: 3,351

DEPARTMENTAL OVERVIEWS

Office of the
**VICEPRESIDENT FOR
STUDENT AFFAIRS**

MISSION:

Advocate for students at the highest levels of the institution and provide support infrastructure to departments in the Division of Student Affairs in order to accomplish our collective mission.

BY THE NUMBERS:

Total budget: \$1,448,462 | Employees: 9 full-time and 28 students

Student Affairs: Who are we?



BOBCAT DEPOT

MISSION:

Proactively ensure exceptional, customer-focused services, proudly delivered by an engaged, dedicated team.

BY THE NUMBERS:

Total budget: \$5,494,500 | Employees: 3 full-time and 11-15 students

CAMPUS INVOLVEMENT CENTER

MISSION:

Provide meaningful, high quality out-of-class opportunities through programs and experiences that foster practical application of classroom learning, the development of healthy lifestyles including low risk choices, participation in student organizations and involvement and service in Athens and the greater community.

BY THE NUMBERS:

Total budget: \$1,961,901 | Employees: 12 full-time, 8 GAs and 41 students

CAMPUS RECREATION

MISSION:

Provide quality, inclusive recreation experiences designed to positively impact the intellectual and personal development of OHIO students and the vitality of the OHIO community.

BY THE NUMBERS:

Total budget: \$6,473,146 | Employees: 18 full-time, 15 GAs and 600 students

CAREER & LEADERSHIP DEVELOPMENT CENTER

MISSION:

Commit to holistic preparation of all Ohio University students and alumni for active development and implementation of career and leadership skills necessary in our global community.

BY THE NUMBERS:

Total budget: \$1,025,091 | Employees: 12 full-time, 5 GAs and 19 students

COMMUNITY STANDARDS & STUDENT RESPONSIBILITY

MISSION:

Advance the educational mission of Ohio University and the Division of Student Affairs by providing meaningful opportunities for students to learn what it means to be a member of the Ohio University community.

BY THE NUMBERS:

Total budget: \$517,298 | Employees: 6 full-time, 2 GAs and 4 students

COUNSELING & PSYCHOLOGICAL SERVICES

MISSION:

Facilitate and support the educational mission of Ohio University and the strategic plan of the Division of Student Affairs. Our aim is to enhance the personal development and academic success of students by providing quality clinical, consultation and training services.

BY THE NUMBERS:

Total budget: \$1,822,562 | Employees: 17 full-time, 3 GAs and 5 students

CULINARY SERVICES

MISSION:

Proactively ensure exceptional, customer-focused services, proudly delivered by an engaged, dedicated team.

BY THE NUMBERS:

Total budget: \$47,422,502 | Employees: 233 full-time and 2,100 students

Office of the DEAN OF STUDENTS

MISSION:

Advocate for students, coordinate response to student crisis and provide outreach and engagement to parents and families. We advance the University mission of supporting the intellectual and personal development of our students through ongoing advocacy and care.

BY THE NUMBERS:

Total budget: \$1,070,353 | Employees: 5 full-time, 3 GAs and 4 students



Student Affairs: Who are we?



EVENT SERVICES

MISSION:

Create memorable experiences for Ohio University faculty, staff and students, as well as our surrounding communities. In order to do so, we strive to provide the most outstanding customer service and innovative event solutions within our means.

BY THE NUMBERS:

Total budget: \$5,346,751 | Employees: 16 full-time, 3 GAs and 138 students

HOUSING & RESIDENCE LIFE

MISSION:

Cultivate development through purposeful and innovative programs, practices and services provided in a safe and inclusive residential environment.

BY THE NUMBERS:

Total budget: \$56,677,532 | Employees: 43 full-time, 14 GAs and 400 students

REGIONAL CAMPUS RETAIL OPERATIONS

MISSION:

Proactively ensure exceptional, customer-focused services, proudly delivered by an engaged, dedicated team.

BY THE NUMBERS:

Total budget: \$1,026,134 | Employees: 6 full-time and 22 students

SURVIVOR ADVOCACY PROGRAM

MISSION:

Provide confidential support and advocacy services to student survivors of sexual assault, dating/domestic violence and stalking. We work to increase student survivors' access to support and resources through trauma-informed advocacy and empowerment.

BY THE NUMBERS:

Total budget: \$200,788 | Employees: 2 full-time and 2 GAs



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Division of Student Affairs

Ohio University Mission, Vision & Strategic Pathways

Ohio University's mission, vision and strategic pathways encapsulate the University's purpose and its goals. They also play an important role in defining the ties that link all members of our University community.

MISSION

Ohio University holds as its central purpose the intellectual and personal development of its students. Distinguished by its rich history, diverse campus, international community, and beautiful Appalachian setting, Ohio University is known as well for its outstanding faculty of accomplished teachers whose research and creative activity advance knowledge across many disciplines.



VISION

Ohio University will be the nation's best transformative learning community where students realize their promise, faculty advance knowledge, staff achieve excellence, and alumni become global leaders.

STRATEGIC PATHWAYS

1. Become a national leader for diversity and inclusion.
2. Enhance the overall academic quality of the University.
3. Build a University engagement ecosystem.
4. Become a place where dialogue and rigorous, civil debate are institutional hallmarks.

Division of Student Affairs Mission, Vision & Values

Ohio University's Division of Student Affairs (DOSA) comes down to two words—student success. With 13 departments, 420+ professional and graduate-level staff and 3,200+ undergraduate student employees, the division exists to support and challenge students to become their best. Through a wide array of activities, services and opportunities, DOSA helps students get involved and grow as leaders, both on campus and off. Our mission, vision and values directly correlate to the University's central purpose—the personal development of students.



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



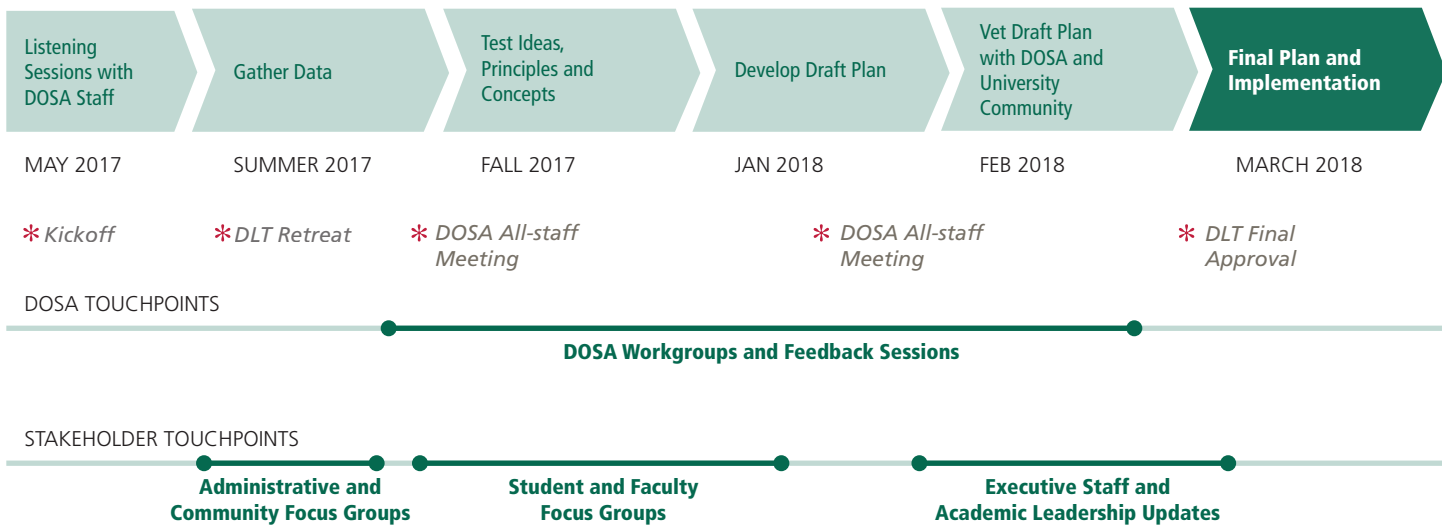
Strategic Planning Principles & Timeline

PLANNING PRINCIPLES

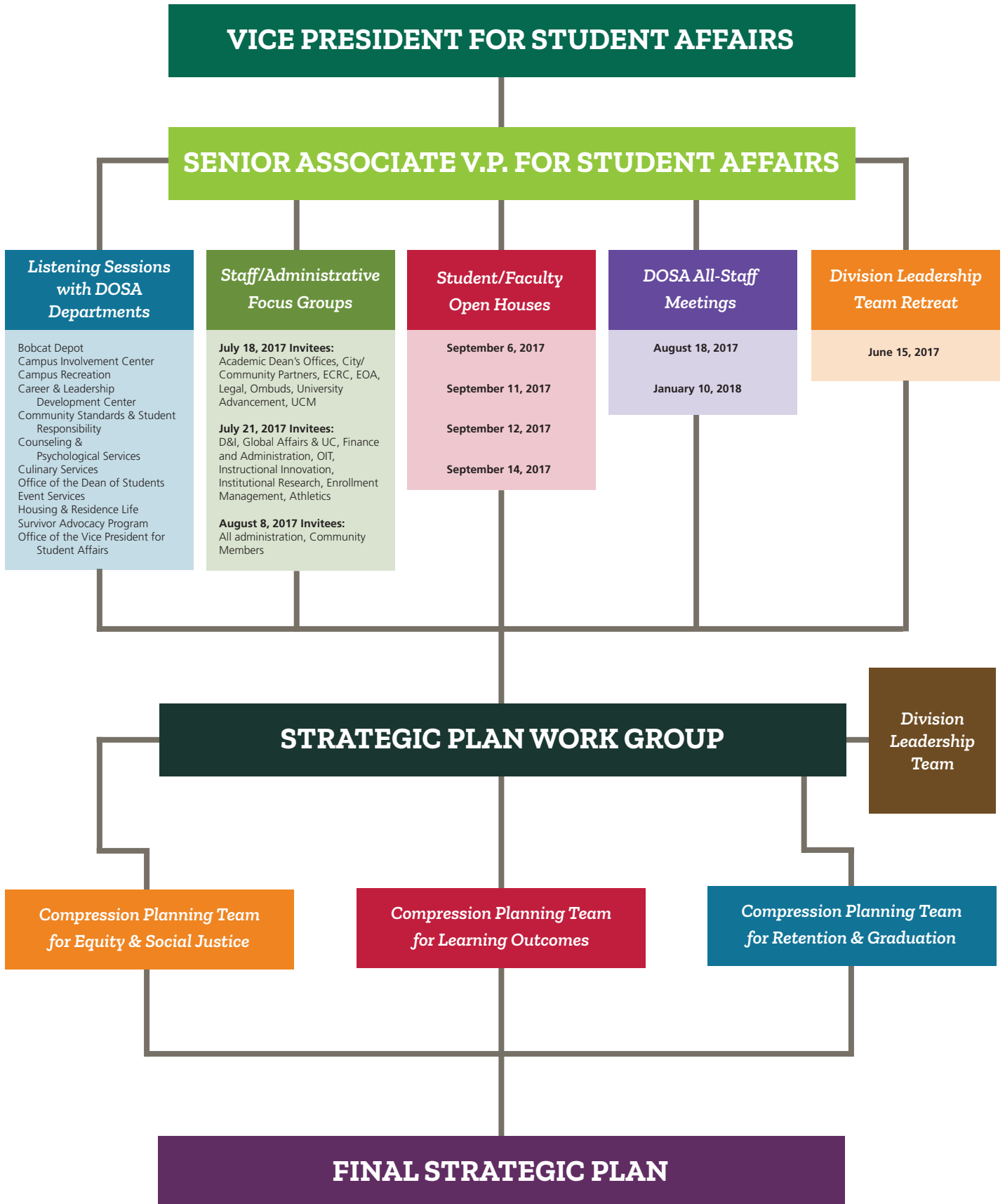
To guide planning strategies and future implementation, the following planning principles were developed based on feedback from division employees:

- Everyone’s voice in DOSA matters.
- Assessment of our current position is crucial.
- Communication, transparency and marketing are key.
- The process should develop a sense of community and trust.
- The plan should be student centered.
- The plan should define the must-haves.
- The end product should be a living, breathing document that is relevant.
- The end result should hit a sweet spot.

TIMELINE & PROCESSES



Strategic Planning Organizational Structure



DOSA Breakthrough Objectives & Key Results

1 BREAKTHROUGH OBJECTIVE: EQUITY & SOCIAL JUSTICE

The OHIO Division of Student Affairs will ensure that a framework of equity and social justice is embedded into its day-to-day work.

Key Result 1A: An annual demographic report of the DOSA staff (full-time, graduates, and undergraduates) will be created.

Timeframe 1A.1: Year One: Create baseline.

Timeframe 1A.2: Years Two - Five: Assess and evaluate annually.

Key Result 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.

Timeframe 1B.1: Year One: Update all administrative, classified and graduate student position descriptions.

Timeframe 1B.2: Year Two: Update all collective bargaining and student position descriptions.

Timeframe 1B.3: Years Three - Five: Assess and evaluate.

Key Result 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.

Timeframe 1C.1: Year One: Change professional development form to include equity and social justice goals. Implement for individual employees in January 2019. Develop baseline competency/assessment for division staff.

Timeframe 1C.2: Year Two: Develop structural framework for department reporting.

Timeframe 1C.3: Years Three - Five: Assess and evaluate.

DOSA Breakthrough Objectives & Key Results

2

BREAKTHROUGH OBJECTIVE: LEARNING OUTCOMES

The OHIO Division of Student Affairs will create, measure and improve upon common student learning outcomes across departments.

The Division of Student Affairs has committed to help OHIO students achieve these eight learning outcomes. By developing and measuring leadership competencies for each of these outcomes, we can serve students at an even higher level.



DOSA Breakthrough Objectives & Key Results

2

BREAKTHROUGH OBJECTIVE: LEARNING OUTCOMES (cont.)

Key Result 2A: A learning outcome audit will be conducted to see what is already being done to meet our DOSA learning outcomes of adaptability, innovation, intercultural competency, interpersonal communication, problem solving, self-awareness, team development and wellbeing. This audit will determine which outcomes fit within the mission and scope of each department. The audit will also identify what competencies and skills are being measured and where measurement gaps exist.

Timeframe 2A.1: Year One: Conduct audit.

Key Result 2B: Each department will write measurable competencies and skills for the gaps identified in the learning outcome audit. Assessment tools will be developed by departments and then reviewed and agreed upon by the assessment committee. The assessment committee will compare all competencies across departments to ensure collective understanding and consistency.

Timeframe 2B.1: Year One: Compile competencies and skills for all learning outcomes across the entire division and create assessment tools to measure them.

Key Result 2C: All competencies, skills and outcomes will be measured by departments and ultimately by the entire division.

Timeframe 2C.1: Year Two: Each department will utilize the agreed upon assessment tools to measure at least half of the identified competencies, skills and outcomes.

Timeframe 2C.2: Year Three: Each department will utilize the agreed upon assessment tools to measure the final identified competencies, skills and outcomes.

Timeframe 2C.3: Years Four - Five: Assess, evaluate and continuously improve.

3

BREAKTHROUGH OBJECTIVE: RETENTION & GRADUATION

The OHIO Division of Student Affairs will work to engage all students in meaningful programs, services and activities to increase retention and graduation rates.

Key Result 3A: DOSA will identify and enhance programs and services that help students build community and feel connected.

Timeframe 3A.1: Year One: Collect comprehensive list of DOSA programs and services. Incorporate questions relating to connectivity into ongoing student surveys to create a baseline and identify retention impact.

Timeframe 3A.2: Years Two - Five: Reissue surveys and compare results. Refine programming and reallocate funding based on connectivity "scores."

Key Result 3B: Engagement between DOSA staff and at-risk students will increase.

Timeframe 3B.1: Year One: Explore DOSA involvement in the My OHIO Success Network and connect that program with our student employees.

Timeframe 3B.2: Year Two: Develop DOSA protocols for My OHIO Success Network "red flags" for all students.

Timeframe 3B.3: Years Three - Five: Work with University Human Resources to incorporate DOSA efforts into badging program. Assess and evaluate.

Key Result 3C: DOSA will expand the OHIO Basic Needs Initiative.

Timeframe 3C.1: Year One: Research emergency basic needs options (food, shelter, emergency financial aid, etc.). Identify partners. Track how student drop-out rates relate to basic needs.

Timeframe 3C.2: Year Two: Implement programmatic changes based on assessment. Initiate advancement outreach.

Timeframe 3C.3: Years Three - Five: Employ advancement dollars to initiate new programs and initiatives. Assess ongoing initiatives.

Recommendations for Implementation

Recommendations for Resources/Implementation

- Three division-wide committees will be formed to focus on each of these breakthrough objectives and complete these key results.
- Each committee will be charged and empowered to complete this work on behalf of the division. At least one member of each committee will report directly to the vice president.
- Strategic plan implementation will be a topic of discussion (report, activity, professional development) at every DOSA all-staff meeting and all leadership team meetings.
- Language and action will focus on all units working together for the good of DOSA, moving away from silos to the integrated collective.
- The division will hire an assessment director to help us achieve these key results, with potentially one or two GAs annually. This director will serve on both the Learning Outcomes Committee and the Retention and Graduation Committee.
- The assessment director will represent the division on the university-wide Teaching, Learning and Assessment Committee to make sure we are not duplicating but rather enhancing our work.
- The Equity and Social Justice Committee will also plan the division's social justice trainings and in-services.
- Employees working on the committees will embed this work into their goals for the year, and supervisors will give release time to work on committee projects.
- Baseline accountability (perhaps hours per week) will ensure committee commitment.

Recommended Partners for the Equity and Social Justice Committee

- University Human Resources
- The Office for Diversity and Inclusion staff
- Union representation
- Equity and Civil Rights Compliance
- Higher Education and Student Affairs (HESA) faculty
- University Diversity and Inclusion Committee

Recommendations for Implementation

Recommended Partners for the Learning Outcomes Committee

- Institutional Research
- University Human Resources
- Teaching, Learning and Assessment Committee
- DOSA Leadership Competencies Committee
- My OHIO Success Network (University College)

Recommended Partners for the Retention and Graduation Committee

- Institutional Research
- Allen Student Advising Center
- Student Financial Aid and Scholarships
- University Human Resources
- The Office for Diversity and Inclusion
- The Office of Global Affairs and International Studies
- University Advancement
- Regional and local food banks
- Athens County Job and Family Services
- Culinary OHIO Grow Committee
- My OHIO Success Network (University College)
- Student Accessibility Services

Recommendations for Professional Development

- All of DOSA will receive collective professional development around retention and inclusion, but this training should start at the committee level.
- Hiring managers will be trained to write cultural competencies into job descriptions and educated about hiring process bias.
- All of DOSA will receive professional development in crafting and measuring competencies and skills in ways that allow us to track learning outcomes. Professional development should start with committee members.
- DOSA will utilize change management training through the Voinovich School of Leadership and Public Affairs for all committee members and members of the Division Leadership Team.

Appendix A: Strategic Plan Definitions

Breakthrough Objectives	Targets that can only be achieved with significant changes to the division's operations. Breakthrough objectives are actionable and contribute to the accomplishment of common goals over a span of three to five years.
Compression Planning	A visual group planning process designed to bring out a group's best thinking and energy to resolve a complex issue in an environment of fair play and equal participation.
Key Result	A framework for defining and tracking attainment of breakthrough objectives. Key results explain how the division will achieve its objectives. They are measurable, limited in number and have a deadline.
Mission	A global statement about the fundamental purpose of Ohio University and/or its Division of Student Affairs.
Strategic Pathways	Action-oriented statements of what must be done for Ohio University to be successful.
Values	Principles or standards of behavior that guide all decisions, initiatives and interactions of Ohio University and/or its Division of Student Affairs.
Vision	A global statement that defines and describes the future situation that Ohio University and/or its Division of Student Affairs wishes to achieve.
Planning Principles	Rules of conduct developed by Division of Student Affairs employees, which shaped the division's strategic planning process and continue to guide its implementation.
Learning Outcomes	Abilities that students will gain as a result of their co-curricular experiences at Ohio University. (DOSA Learning Outcomes are: adaptability, innovation, intercultural competency, interpersonal communication, problem solving, self-awareness, team development and wellbeing.)
Competencies	Categories that describe what a student will define, compare, identify and be able to do as a result of engaging with a Division of Student Affairs program and/or service.
Skills	Specific behaviors, actions and knowledge that are measurable in order to assess competencies and ultimately learning outcomes.

Appendix B: Data Sources

**Division of Student Affairs
Departmental Data
Summaries**

<https://www.ohio.edu/studentaffairs/strategic-plan-feedback.cfm>

Involvement Survey Results

<https://www.ohio.edu/instres/involve/FIS09-2015.pdf>

NSSE Results (2014)

<https://www.ohio.edu/instres/engage/NSSEResults14.pdf>

OHIO Factbook

<https://www.ohio.edu/instres/factbook.pdf>

Other Institutional Research

<https://www.ohio.edu/instres/involve/index.html>

Appendix C: Committee Member Listings

DOSA Strategic Plan Committee

- Nino Bradley (*Housing and Residence Life*)
- Monica Chapman (*Office of the Vice President for Student Affairs*)
- Nick Corrigan (*Office of the Vice President for Student Affairs*)
- April Crabtree (*Campus Recreation*)
- Tasha Dean (*Office of the Vice President for Student Affairs*)
- Tim Epley (*Event Services*)
- Kerri Griffin (*Equity and Civil Rights Compliance*)
- Jenny Hall-Jones (*Office of the Dean of Students*)
- Mat Hall (*Campus Involvement Center*)
- Brian Heilmeier (*Campus Involvement Center*)
- Kendra Lutes (*Career and Leadership Development Center*)
- Jeremy Miller (*Housing and Residence Life*)
- Cassandra Mullins (*Housing and Residence Life*)
- Todd Myers (*Russ College of Engineering and Technology*)
- Rich Neumann (*Culinary Services*)
- Jim Sand (*Housing and Residence Life*)
- Nicole Schneider (*Student Senate*)
- Elizabeth Stermer (*Office of the Dean of Students*)
- Pete Trentacoste (*Housing and Residence Life*)
- Dennis Washington (*Culinary Services*)
- Dana Wright (*Housing and Residence Life*)

Compression Planning Team for Equity and Social Justice

- Kim Castor (*Director of Survivor Advocacy Program*)
- Martha Compton (*Director of Community Standards and Student Responsibility*)
- Kerri Griffin (*Assistant Director of Equal Opportunity and Accessibility*)
- Mat Hall (*Assistant Director of the Campus Involvement Center*)
- Kendra Lutes (*GA in the Career and Leadership Development Center*)
- Cassandra Mullins (*GA in Housing and Residence Life*)
- Nicole Schneider (*Vice President of Student Senate*)
- Elizabeth Stermer (*GA in the Office of the Dean of Students*)
- Pete Trentacoste (*Executive Director of Housing and Residence Life*)
- Dennis Washington (*General Manager of The District on West Green*)
- Fred Weiner (*Director of Counseling and Psychological Services*)

Appendix C: Committee Member Listings

Compression Planning Team for Learning Outcomes

- Mark Ferguson (*Executive Director of Campus Recreation*)
- Imants Jaunarajs (*Assistant Dean for Career and Leadership Development*)
- Patti McSteen (*Associate Dean and Director of the Margaret Boyd Scholars Program*)
- Kassandra Mullins (*GA in Housing and Residence Life*)
- Todd Myers (*Professor and Chair of Engineering Technology and Management*)
- Jim Sand (*Assistant Director of Housing and Residence Life*)
- Megan Vogel (*Special Assistant to the VP, Director of Resource Administration*)
- Dana Wright (*Administrative Specialist in Housing and Residence Life*)

Compression Planning Team for Retention and Graduation

- Nino Bradley (*Resident Director in Housing and Residence Life*)
- April Crabtree (*Business Manager in Campus Recreation*)
- Tim Epley (*Business Manager in Event Services*)
- Dusty Kilgour (*Executive Director of Event Services*)
- Char Kopchick (*Assistant Dean for Campus Involvement*)
- Jeremy Miller (*Resident Director in Housing and Residence Life*)
- Rich Neumann (*Director of Culinary Services*)
- Gwyn Scott (*Associate Vice President for Auxiliaries*)





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