

## **DIVISION OF STUDENT AFFAIRS**

### **Mission**

The Division of Student Affairs serves as a focal point and advocate for all students and student services system-wide. In addition to providing unique programs, services, and interventions we provide campus and system leadership and support for all aspects of student services, student development and leadership needs, and campus and community engagement. In collaboration with faculty, staff, and students we will intentionally create a community which is educationally purposeful, open, just, disciplined, caring, and celebrative.

### **Vision**

The Division of Student Affairs will anticipate and respond to the developmental and emerging needs of the student; be nationally recognized as the most student centered campus in the nation; and inspire students to be life-long learners and leaders.

### **Core Values**

**Excellence** – We seek excellence in all our endeavors and we are committed to continuous improvement.

**Integrity** – We are committed to the principles of truth and honesty and we will be equitable, ethical, and professional.

**Service** – We believe that serving others is a noble and worthy endeavor.

**Intellectual Freedom** – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

**Diversity** – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

**Stewardship of Resources** – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

## Goals, Critical Success Factors, Objectives, and Strategies

**Goal 1. Support academic excellence by providing high quality facilities, services, programs, and interventions which will enhance learning in and outside the classroom.**

### **Critical Success Factors:**

- GPA's of students residing on campus and in Greek housing facilities will be higher than similarly matched off-campus students
- Increase retention rates of traditionally at-risk students by 5% annually using specialized support services
- Increase participation by 5% in study and life skill programs offered by University Counseling Services
- Continuous improvement in retention rates of students employed within the division
- Open and occupy Phase IV housing by 2005
- Increase service learning by 5% in 2-years
- Increase internship and full-time jobs for students
- Offer 50 graduate assistantships within the division
- Increase by 5% student satisfaction measures in 3-years

### **Objectives:**

**Objective 1.1:** Give priority to projects and programs that promote a campus environment that enhances recruitment and retention of top students.

#### Strategies:

- Assist with the bid process for Phase IV housing including board approval and support.
- Complete construction on the Campus Recreation Center and The Market.
- Improve communication with student leaders to receive suggestions to modify and improve existing programs and services for students.

**Objective 1.2:** Create opportunities for faculty and staff to interact with students out of class to improve communication and relationships.

#### Strategies:

- Develop recruitment activity to enhance Faculty Associate program involvement.
- Encourage faculty involvement in creation and maintenance of new affinity housing.
- Encourage more faculty to become engaged in the advising of clubs and organizations through enhanced marketing and personal requests.
- Enhance effectiveness of organizational advisor role through training and consultation.

- Develop faculty and staff recognition program to encourage their service as advisors of clubs and organizations.
- Encourage faculty to participate in activities with students in the new Campus Recreation Center.

**Objective 1.3:** Guide the development of meaningful co-curricular activities and services to enhance academic excellence and support.

Strategies:

- Use national models to improve existing services and develop new programs.
- Use research and assessment to improve programs.
- Assist staff in developing new service-learning courses.
- Conduct weekly staff meetings to encourage collaboration on programs among staff.
- Help secure needed resources to enhance service delivery.
- Meet with Executive Team colleagues to improve services provided to students (information technology, marketing, diversity, etc.).
- Communicate academics first philosophy within the division.

**Objective 1.4:** Direct activities of the division to better support at-risk students (multicultural students, non-traditional students, students with disabilities, and international students).

Strategies:

- Move Multicultural Student Center to larger and more appropriate space.
- Restore salaries of Multicultural Student Center staff.
- Plan a childcare center.
- Continue to enhance bias motivated incident protocol and communication about program.
- Help secure Information Technology resources for students with disabilities.

**Objective 1.5:** Assist development and growth of Parent's Association so parents are an active partner with the university to promote student success.

Strategies:

- Have Student Affairs staff assist Parent's Association chair with administrative details.
- Build newsletter quality and awareness of service with Public Information Office.
- Encourage students to encourage parent(s) to join through better marketing.

**Objective 1.6:** Enhance the mental health and physical health of undergraduate and graduate students necessary for academic success.

Strategies:

- Raise awareness regarding health screening programs.
- Communicate health insurance benefits to graduate assistants.
- Provide on-call crisis counseling services through University Counseling 24-hours a day, 7 days a week for students who pose a threat to themselves or others in collaboration with police, faculty, and staff as needed.
- Update health promotion presentations to reflect current issues.
- Teach student affairs staff, graduate assistants, interns, and student workers to recognize a crisis situation and to make appropriate referrals.
- Implement new immunization law.
- Encourage use of Campus Recreation facility to promote healthy lifestyle and appropriate leisure activities.

**Objective 1.7:** Provide financial support and experience to students.

Strategies:

- Foster an “academics first” approach with student employees.
- Monitor academic progress of student employees.
- Intervene as needed to influence academic progress.
- Hire and train approximately 1,200 graduate and undergraduate students who work within the division.

**Goal 2. The Office of the Vice President for Student Affairs will be an information resource to the university community about college student development.**

**Critical Success Factors:**

- Conduct and report results of Cooperative Institutional Research Program Freshman Survey every 2-years
- Conduct and report results of Core Alcohol and Drug Survey every 2-years
- Conduct and report results of College Student Survey University of California – Los Angeles Higher Education Research Institute annually
- Provide annual plan for assessing outcomes of participation
- Provide annual report of assessment activities and improvements made as a result of assessment
- Utilize National Survey for Student Engagement instrument to establish a baseline of student satisfaction

**Objectives:**

**Objective 2.1:** Student Affairs will conduct and report on research regarding OSU students' experiences, attitudes, and expectations that can be used to guide the focus of programs, services, and facilities that support students.

**Strategies:**

- Collaborate with 6 undergraduate colleges and University Academic Services to conduct Cooperative Institutional Research Program Freshman Survey in freshman orientation classes during the first week in alternating fall semesters.
- Administer Core Alcohol and Drug Survey to a random sample of undergraduates in alternating spring semesters.
- Administer College Student Survey University of California – Los Angeles Higher Education Research Institute to cohort group who took Cooperative Institutional Research Program Freshman Survey 4 or 5 years earlier.
- Report results of all research projects campus-wide.
- Utilize EBI software to make assessment for Greek Life each year.
- Administer National Survey for Student Engagement survey each year to student leaders through Campus Life.

**Objective 2.2:** Units within Student Affairs will conduct and report assessment activities and use those results to make improvements in programs and services for students.

Strategies:

- Develop an annual assessment plan that specifies outcomes to be measured, methods to be used, and how results will be used to make improvements.
- Prepare an annual assessment report that indicates outcomes measured, methods used, and how results were used to make improvements.

### **Goal 3. Foster Leadership Development.**

#### **Critical Success Factors:**

- Increase participation in student clubs and organizations by 3%-5%
- Increase participation in leadership seminars offered by Student Affairs
- Launch Leadership Certificate with College of Education partners
- Increase student satisfaction scores on the College Student Survey University of California – Los Angeles Higher Education Research Institute and unit measures
- Increase nominees for Cowboy Call-Outs (emerging leader recognition) by 10% in 1-year through enhanced administrative support and marketing by division

#### **Objectives:**

**Objective 3.1:** Enhance leadership skills and opportunities for undergraduate and graduate programs.

#### Strategies:

- Facilitate engagement with student leaders by hosting a leadership meeting (Vice President for Student Affairs Committee) each quarter.
- Facilitate collaboration among current leaders.
- Hold students accountable for bad decision-making and encourage positive change.
- Encourage more staff members to engage in meaningful community service with student leaders through activities such as the Big Event and Into the Streets.
- Conduct division-wide marketing and contact with students to enroll in Leadership Certificate program.
- Improve Cowboy Call-Out ceremony participation by requesting deans, directors, and advisors to nominate emerging leaders.
- Enhance the value of student co-curricular transcript by including information in division marketing materials.
- Recruit professional staff to serve as instructors for student affairs leadership programs.
- Encourage and promote student run programs to foster leadership opportunities for student leaders.

**Objective 3.2:** Promote feedback communication loop and responsiveness to student concerns.

Strategies:

- Utilize unit and division advisory groups to guide service development and satisfaction.
- Create new, meaningful avenues for feedback and information sharing such as the Concern Database, Rumor Control Hotline, and Crisis Hotline.
- Share timely information with student leaders in order to improve communication between students and administration.
- Seek feedback on behalf of the Executive Team on issues and decisions facing students.
- Keep the division informed of campus and student issues through quarterly Student Affairs newsletter and weekly division and staff meetings.

**Objective 3.3:** Support creation of opportunities and services for traditionally at-risk students.

Strategies:

- Provide seamless service delivery for students enrolled in Northern Oklahoma College - OSU Gateway Program.
- Increase awareness of programs available to students traditionally at-risk (including students with disabilities, multicultural students, and international students) through integrated marketing efforts.
- Collaborate with campus and community leaders to develop a new childcare program to serve non-traditional students' unique needs.
- Collaborate with information technology to create technology helpful to students with disabilities.

**Objective 3.4:** Facilitate the Student Government Association treasurer transition to the next fiscal year to provide continuity and consistency.

Strategies:

- Utilize designated accounting and reporting software to process approved budget.
- Process and reconcile monthly activity to balance financial reports.
- Prepare monthly reports of budget line items for Executive Committee and Senate.
- Hold 6-monthly mentoring meetings between Student Affairs Sr. Fiscal Officer and Student Government Association treasurer.



**Objective 3.5:** Facilitate the student-led activity fee allocation process.

Strategies:

- Lead Group I activity fees for student organizations to provide an estimated fee revenue and formula spreadsheet to governing council for budget hearings and assist with balancing and processing student fees.
- Lead Group II activity fees for student programming areas to provide estimated fee revenue and background data for budget hearings and assist with balancing and processing student fees.

**Goal 4. Address high-risk student behaviors using a developmental approach.**

**Critical Success Factors:**

- Reduce the frequency of disruptive parties affecting university neighborhoods
- Continually improve programming related to alcohol abuse
- Increase levels of participation in late night programming efforts
- Lower the amount of serious conduct violations
- Implement Adirondack software designed to track campus conduct violations

**Objectives:**

**Objective 4.1:** Partner with campus, city, and county officials to enhance civic responsibility and engagement.

Strategies:

- Work with campus and local police to reduce disruptive house parties.
- Increase staff and administrative ride along programs with police to increase understanding of mutual issues.
- Supervise code of conduct modifications on campus and system-wide.
- Meet regularly with the mayor, district attorney, police chief, and city council members to hear concerns and share successes.
- Purchase conduct software to better track, research, and report incidents and outcomes between the Office of the Vice President, Residential Life, and campus police.

**Objective 4.2:** Provide students with alternative evening activities.

Strategies:

- Support late-night and weekend programming by campus-wide marketing and involvement.
- Promote and support community service that allows students to give back to the community through programs such as the Big Event and Into the Streets.

**Goal 5. Assist students experiencing catastrophic events impacting their current and future enrollment status by facilitating the financial process through established procedures.**

**Critical Success Factors:**

- Respond quickly to parent and/or student concerns at the time of injury or death
- Facilitate communication with other campus departments to assist student and family members as necessary
- Respond effectively and efficiently to the calls for help
- Avoid negative publicity by working affectively with families in crisis

**Objectives:**

**Objective 5.1:** Provide centralized location to assist student with a catastrophic event.

Strategies:

- Facilitate university actions for the student and his or her family.
- Provide support to students and families for emotional needs.
- Provide encouragement that allows a resolution in their best interest.
- Foster a caring atmosphere that facilitates the student's retention.
- Provide a guided, humane process for removing oneself from the university.

**Objective 5.2:** Facilitate financial refund process through established procedures.

Strategies:

- Provide assistance to students with the refunding process for books, tuition, and student fees.
- Respond in a timely manner to an immediate financial need.
- Provide follow-up with student and family to ensure a final outcome.

**Goal 6. Economic Development enhances the economic health and vitality of our students and the Stillwater area.**

**Critical Success Factors:**

- Improve satisfaction rating of conference attendees
- Increase event host and participants by 10% in 2-years
- Increase student participation in volunteer service
- Increase savings to non-profit agencies through volunteerism
- Help students achieve better financial knowledge and planning

**Objectives:**

**Objective 6.1:** Influence growth of conference business in Stillwater.

Strategies:

- Lead the effort to improve food service quality, service, and healthy meal options.
- Work collaboratively with academic and service units to better advertise our conference services.
- Modify Student Union alcohol policy to allow greater access and options for catered events.
- Negotiate a new 3-year contract with Special Olympics providing financial gains to the community.
- Have division units collaborate on providing campus-wide amenities for conferences.
- Measure progress by providing satisfaction surveys to conference coordinator(s).

**Objective 6.2:** Benefit non-profit agencies by volunteerism designed to reduce maintenance and repair costs.

Strategies:

- Promote volunteerism as a fundamental part of leadership.
- Encourage faculty and staff participation in major volunteer efforts.
- Keep a log of community service hours to estimate the impact to local non-profit agencies.

**Objective 6.3:** Help students understand financial security and decision-making.

Strategies:

- Increase the number of Financial Security 101 and related credit card debt workshops to students on campus by developing additional qualified trainers within the division.
- Develop a companion board game for additional component to Financial Security 101 workshops.

- Engage additional project sponsors in the community to reduce delivery costs.
- Share resources throughout the campus and state.
- Keep a log of the number of participants, number of sponsors, number of trainers, and number of students reached by Financial Security 101 workshops.

**Objective 6.4:** Develop tradition of major programs that bring alumni, students, and the community together.

Strategies:

- Assist Campus Life in developing additional sponsors.
- Further develop The Show Down as a major spring event on campus.
- Improve ticket sales and promotion of fall Orange Peel event and concert.
- Encourage division participation in Homecoming events and activities.
- Conduct analysis of The Show Down (spring concert) to determine success of the event.

**Goal 7. Diversity: Help the division design programs and services that enhance the recruitment, retention, and graduation rates of an increasingly diverse student body.**

**Critical Success Factors:**

- Increase the number of students belonging to underrepresented groups equal to or greater than their representation in the state of Oklahoma
- Improve satisfaction ratings for underrepresented groups
- Raise retention rate for underrepresented groups

**Objectives:**

**Objective 7.1:** Recruit, hire, and retain diverse professionals and student staff.

Strategies:

- Build a national reputation of excellence in Student Affairs and employment opportunities.
- Use national and regional associations for recruitment.
- Pay more competitive salaries.
- Have Human Resources track retention rates for underrepresented groups.

**Objective 7.2:** Collaborate with Student Affairs staff to provide a positive learning environment for underrepresented and minority students.

Strategies:

- Conduct staff meetings to consider unique needs of specific constituency groups in all programming.
- Maintain and advertise bias motivated and hate crime reporting protocol.
- Train advocates each year to help students recognize and report bias motivated incidents.
- Hire student staff that reflects the diversity of the campus.
- Use Student Affairs staff to help develop and sponsor recruiting events used to attract underrepresented students.
- Help staff facilitate contact with underrepresented students to increase collaboration and to reduce duplication of services.
- Increase programming targeted towards underrepresented groups.

**Objective 7.3:** Help the International Students and Scholars Office system-wide by implementing Students and Exchange Visitor Information System in accordance with federal regulations and law.

Strategies:

- Help administrators and other service units compile and send information to international students in a timely fashion through additional training programs and better instructions.
- Develop a more cost-effective and timely method of preparing immigration documents for visiting scholars and research staff.
- Support problem solving (financial, family, and personal) of international students.
- Help develop additional scholarship resources for international students.
- Provide system-wide training on Student and Exchange Visitor Information System lead by staff.

**Goal 8. Human Resources: Maximize the skill and talents of staff within the Division of Student Affairs.**

**Critical Success Factors:**

- Increase participation in staff development opportunities offered by Student Affairs and Human Resources by 10%
- Decrease gap between current salaries in Student Affairs and the Big XII average
- Increase retention rates of employees by 2% for each of 5 consecutive years

**Objectives:**

**Objective 8.1:** Monitor gender equity and market value of salaries within the division through the Office of the Vice President for Student Affairs.

Strategies:

- Assist directors with salary reviews based on regional and national data.
- Monitor employee retention within the division.

**Objective 8.2:** Offer a comprehensive staff development program specific to Student Affairs.

Strategies:

- Sponsor staff development committee to discuss and host division programs.
- Partner with the College of Education to support the Kamm Lecture Series.
- Encourage directors to allow staff release time to attend programming.

**Objective 8.3:** Encourage staff participation in Human Resources training and leadership programs.

Strategies:

- Identify and nominate staff members who could benefit from Human Resources leadership programming.
- Encourage directors and staff to participate in programs.



**Goal 9. Leverage campus resources to improve programs and services to students.**

**Critical Success Factors:**

- Increase involvement by colleges currently underrepresented in Student Affairs programs as advisors by 3%
- Collaborate with colleges to increase participation in Parent's Orientation, ALPHA, and Camp Cowboy
- Increase the number and quality of participants in Student Affairs related academic programs
- Enroll 20 students in Leadership Certificate program within 1-year of inception
- Increase membership and strength of Parent's Association
- Partner with College of Education faculty to have Student Affairs staff serve as lecturers and part-time faculty in college

**Objectives:**

**Objective 9.1:** Increase number of university faculty and staff that serve as advisors to clubs and organizations.

Strategies:

- Communicate personally with deans and department chairs to encourage faculty and staff involvement.
- Create better rewards and recognition for faculty who serve as club and organization advisors, faculty associates, and student mentors.
- Provide training to improve the success of advisors.

**Objective 9.2:** Provide co-curricular programming to support summer school attendees.

Strategies:

- Increase summer programming opportunities.
- Ensure adequate support services (counseling, health, and Multicultural Student Center) are available during the summer semester.
- Increase summer recreational opportunities.

**Objective 9.3:** Work collaboratively with the College of Education to expand student personnel curricular offerings and participation.

Strategies:

- Assist in the recruitment of Residential Life staff who want to major in student personnel.

- Offer additional internships within the division to students whose major is in student personnel and higher education administration.
- Increase internships and scholarship dollars to support student personnel and higher education majors.

**Objective 9.4:** Launch Leadership Certificate program in collaboration with the College of Education and participating colleges.

Strategies:

- Assist in advertising new program to student leaders and emerging leaders via personal contact and Web advertising.
- Provide adequate staff release time to teach Capstone course.

**Objective 9.5:** Use Student Affairs resources to assist with recruiting efforts by the university.

Strategies:

- Develop division-wide promotional materials to be used by Enrollment Management.
- Use Seretean Wellness Center facilities and staff to enhance employee health benefits.
- Continue the development of the childcare facility on campus to serve the needs of non-traditional students as well as faculty and staff.
- Update the Web site regularly to provide current information.

**Goal 10. Instill within our students, parents, and staff a sense of image, pride, and recognition of the university.**

**Critical Success Factors:**

- Increase participation by new students in Camp Cowboy (3% each year until capacity is reached)
- Increase ALPHA orientation participation by 5%
- Increase number of hits on the Web site
- Increase membership in Parent's Association

**Objectives:**

**Objective 10.1:** Use and expand Camp Cowboy to teach new students about traditions.

Strategies:

- Use the office of the Vice President for Student Affairs to develop specific college and new student partnerships.
- Recruit new faculty to attend Camp Cowboy.

**Objective 10.2:** The division will participate in integrating marketing efforts of university.

Strategies:

- Participate fully in the on-line calendar of events.
- Purchase additional monitors to display university activities.
- Develop recruitment marketing pieces in conjunction with Enrollment Management.

**Objective 10.3:** Use Office of the Vice President for Student Affairs to serve as campus link to develop Parent's Association to increase recognition and pride in the university.

Strategies:

- Create activities to bring parents to campus.
- Continue to improve Web access for the Parent's Association Web site in conjunction with the Public Information Office.
- Link Parent's Association to other units and services.

**Objective 10.4:** Provide additional Student Affairs recognition activities for students, student leaders, and staff.

Strategies:

- Enhance Cowboy Call-out recognition by increasing nominations from faculty and staff.

- Offer mentoring opportunities for leaders in Residential Life through the ALPHA Leader and Facilitator program.
- Publicize outstanding achievements of recognized organizations (Greek Life) on the Vice President for Student Affairs Web site.
- Encourage “Staff of the Month” recognition.
- Help host a Student Affairs leadership reception.

**Objective 10.5:** Use Orange Peel and The Show Down to promote the university.

Strategies:

- Attract “big name” performers in order to increase public awareness.
- Invite prominent alumni to attend the events.
- Market and publicize shows as “student run” events.
- Extend personal invitations to system student leaders.

**Goal 11. Strengthen internal and external relationships to foster partnerships and collaborations.**

**Critical Success Factors:**

- Increase the number of students, faculty, staff, and community members participating in partnership programs
- Increase funding by 10% through grants and sponsorships
- Increase scores on student satisfaction and campus climate ratings

**Objectives:**

**Objective 11.1:** Engage in internal partnerships with different departments on campus.

Strategies:

- Take an active role in the North Central Self-Study committee.
- Continue commitment to programs such as ALPHA, Camp Cowboy, Orange Peel, The Show Down, Faculty Associates, and The Big Event.
- Improve communication between departments to encourage more faculty and staff to serve as advisors to clubs and organizations.
- Collaborate with the Foundation to formulate grant proposals to generate funding for programming.
- Form a partnership between Student Affairs, Academic Affairs, and Residential Life to create a pilot summer reading program.
- Conduct weekly directors meetings to encourage staff to collaborate on programs.
- Partner with Enrollment Management division to develop the Enrollment Management Plan.

**Objective 11.2:** Look for opportunities to collaborate with external entities.

Strategies:

- Collaborate with Northern Oklahoma College to provide services to participants in the Gateway Program.
- Provide marketing support to involve members of the community in various campus events.
- Fine-tune Financial Security 101 workshops and other related programs by training student groups as presenters, securing local business sponsorships, and distributing Financial Security CD-Rom state-wide.
- Collaborate with parents to create the Parent's Association.
- Partner with campus agencies and national and local organizations to implement a Critical Incident Response Team on campus to serve regional needs.

- Write grants to provide unique and needed services for students (e.g., pedometers).
- Collaborate with the campus Police Department, Stillwater Police Department, city commissioners, student conduct officer, and the mayor to host Town Hall discussions each semester.
- Continue to partner with Oklahoma State Regents for Higher Education to provide an efficient job posting system for the State of Oklahoma college graduates through the Oklahoma Marketplace Web site.