

## **STUDENT AFFAIRS**

### **Mission**

Student Affairs enhances lifelong student success by providing programs, services, and resources to recruit, retain, and graduate students.

### **Vision**

Student Affairs will be recognized as a world-class organization. The division will:

- Provide access to higher education for traditional and non-traditional students;
- Achieve excellence in administration, performance, and service delivery;
- Create new ideas and solutions to increase the affordability of attending college; and
- Focus the talents, energies, and resources of the Student Affairs Departments on helping and empowering students to succeed at OSU and beyond.

### **Core Values**

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

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

**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.

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

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

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

**Goal One. Provide high quality staff, services, programs and facilities to recruit, retain and graduate students attending OSU-Tulsa.**

### **Critical Success Factors:**

- 3500 undergraduate students
- 1500 graduate students
- Develop an Enrollment Management Plan
- 5 new retention services or programs
- At least 1 bilingual recruiter
- 4 TCC recruiters/advisors (1 on each campus)
- 1 new recruiter specializing in other feeder colleges in the area

### **Objectives:**

**Objective 1.1:** Provide programs and services to recruit undergraduate and graduate students.

#### Strategies:

- Improve Prospective Student Services operations and processes.
- Hire additional recruiters and support staff to meet growing needs.
- Hire 1 bilingual recruiter.
- Utilize new prospective student management software.
- Increase the number of staff assigned to TCC to 4.
- Hire 1 recruiter who will specialize in other feeder colleges in the area.
- Develop strategies to recruit graduate students.
- Enhance the strategies to recruit non-traditional students.

**Objective 1.2:** Provide programs and services to retain undergraduate and graduate students.

#### Strategies:

- Enhance student success programs.
- Improve services, programs and resources provided to non-traditional students.
- Develop a non-traditional student services focus by responding to their needs.
- Enhance services for international students.
- Develop wellness and student development programs to enhance retention.
- Develop financial aid and scholarship strategies to assist student retention.
- Develop a yearly student satisfaction survey.

- Develop a “student early warning system” with the help of advisors, faculty and staff.

**Objective 1.3:** Provide programs and services to transition students to alumni status.

Strategies:

- Enhance Career Services.
- Develop new programs and services that will help student deal successfully with “after college issues”.
- Provide students with workshops, information and counseling on transitioning to alumni status.
- Develop programs for recent graduates to stay connected with OSU-Tulsa.
- Expand the current Breakfast Club program to include recent alumni.
- Invite alumni to participate in programs at OSU-Tulsa.

**Goal Two. Develop OSU's image with prospective, current and future students and throughout the Tulsa community around four themes: excellence, affordability, access and student success.**

**Critical Success Factors:**

- 90 % satisfaction based on student satisfaction surveys
- 100% OSU/Orange image while representing OSU in the community
- New student lounge in North Hall
- Integrated marketing plan
- 2 needs analysis surveys per year
- 1 satisfaction survey to each student after utilizing services

**Objectives:**

**Objective 2.1:** Develop "Excellence" as one of the four images of OSU and OSU Tulsa.

Strategies:

- In cooperation with Marketing Services, develop marketing objectives, literature, web site, etc. that are focused on "excellence in the lives of our current students and alumni".
- Inspire and develop an award system that celebrates "excellent accomplishments" of our students, staff, and faculty.
- Display the word "EXCELLENCE" throughout the OSU-Tulsa campus.
- Seek opportunities to showcase excellence in teaching, service, and research of OSU-Tulsa faculty and staff.
- Invite national and regional speakers to discuss the keys of excellence with students.

**Objective 2.2:** Link OSU's name with the image of an "affordable college" in the minds of parents, prospective students, current students and the public.

Strategies:

- Design marketing materials that are clear and provide solutions to make OSU affordable to students and parents.
- Train staff in the departments of prospective student services and financial aid to help families, and prospective students in finding solutions to make OSU affordable.
- Maximize the financial and other resources available to students.
- Increase the work opportunities on campus.
- Partner with the OSU Foundation to raise more scholarship funds from alumni.

- Partner with the OSU Foundation and Career Services to raise scholarships from corporations.
- Research and find additional funding resources beyond the current resources.
- Benchmark with other universities and make sure that OSU-Tulsa has superior “affordability solutions”.
- Seek and find stories of students who were creative in their funding of college.
- Publish a report that shows the value of an OSU degree in the lifetime of OSU degree holders.
- Publish stories of students who overcame financial and other obstacles to graduate.

**Objective 2.3:** Imprint in the minds of parents, prospective students, current students and the Tulsa community the image of OSU-Tulsa as an “accessible” university.

Strategies:

- Partner with federal, city, and state programs, corporations, foundations, and non-profit organizations to improve college access and services for academically qualified students who are from low-income families, from under represented minority groups, first in their family to attend college, and part of other non-traditional student groups.
- Train staff to inspire and motivate qualified prospective students to seek a college education.
- Develop staff expertise and sensitivity in advising special student populations in the areas of admissions, financial aid and scholarships, prospective student services, and other services.
- Develop policies and practices to improve college opportunities for students.
- Develop TCC as the “Gateway to OSU-Tulsa”.

**Objective 2.4:** Develop a culture and an environment that inspires and motivates students to succeed.

Strategies:

- Publish student success stories on the OSU-Tulsa web site.
- Start a new publication that is named OSU-Tulsa Student Success.
- Review current policies and practices and where appropriate, change the focus of these policies and practices to emphasize student success.
- Develop a psychological and social environment that celebrates, rewards, inspires, and encourages student success.
- Develop a physical environment in and out of the classroom that facilitates student success.
- Develop new practices and policies that revolve around student success issues.
- Reward staff and faculty who develop programs, services, initiatives focused on student success.

- Reorganize current student affairs programs, services and departments that logically deal with student success under a new department named “Student Success”.
- Develop a theme for the 2004 academic year that incorporates student success.
- Display image and stories of “Successful Students” stories around campus.
- Develop marketing objectives, literature, web site, etc. with “student success” as a theme.
- Design and develop an OSU-Tulsa student shirt that incorporates “success” as part of OSU, so the new word would be: O’SUCCESS.

**Goal Three. Maximize internal and external partnerships and effectively leverage resources.**

**Critical Success Factors:**

- 4 joint committees with TCC
- TCC/OSU-Tulsa Dual Admissions and Enrollment program
- 3 joint activities per year with OSU-Stillwater Student Affairs staff
- 2 joint programs per year with CHS Student Affairs staff
- 4 awards to TCC staff and faculty
- Partnerships score card

**Objectives:**

**Objective 3.1:** Build a stronger partnership with Tulsa Community College to establish OSU-Tulsa as the partner of choice for TCC.

Strategies:

- Participate in the development and implementation of the “Dual Admissions and Enrollment” initiative with TCC.
- Facilitate partnership with TCC writing and math lab directors.
- Coordinate services in order to maximize opportunities for prospective and current students while leveraging resources for both campuses.
- Develop partnerships with TCC students organizations, faculty and staff.
- Provide TCC students with reciprocal services.
- Partner with department heads to share information on services available.
- Discover opportunities to celebrate successes of TCC staff, faculty and students.
- Help increase scholarship funds for OSU-Tulsa students attending TCC.
- Provide the OSU-Tulsa/TCC GPA (Great Partnership Award) to staff and departments that develop great partnerships in programs and services.

**Objective 3.2:** Develop a seamless relationship between the Student Affairs staff in Tulsa and Stillwater to better assist students on both campuses.

Strategies:

- Coordinate services in order to maximize opportunities to students of OSU-Tulsa and OSU-Stillwater.
- Allow staff to attend training opportunities in Stillwater.
- Conduct periodic meetings between OSU-Tulsa and Stillwater Student Affairs staff.
- Provide joint programs between both campuses.
- Provide students on either campus with reciprocal services.

- Provide OSU-Tulsa students with access to OSU-Stillwater athletic, concert, cultural and other tickets.
- Invite OSU-Stillwater staff to Tulsa for social events.
- Encourage staff to align policies, procedures, activities and information with OSU-Stillwater where possible and reasonable.
- Provide reciprocal links from the OSU-Tulsa Student Affairs web sites to OSU-Stillwater Student Affairs departments.
- Serve as the Tulsa base for OSU Career Services initiatives.
- Encourage staff to know and communicate with their Stillwater counterparts on a regular basis.

**Objective 3.3:** Develop stronger relationships with other departments at OSU-Tulsa.

Strategies:

- Develop strong ties with OSU-Tulsa staff and faculty through periodic communication and professional and social activities.
- Partner with departments at OSU-Tulsa to save money, share resources, share staff, develop joint programs, and leverage resources to better serve our students.
- Partner with the Academic Affairs unit to provide seamless admissions and retention initiatives.
- Encourage more faculty to become engaged in advising student organizations.
- Partner with the Administrative Affairs to leverage resources and enhance physical facilities.

**Objective 3.4:** Develop relationship with OSU System institutions.

Strategies:

- Develop stronger ties with OSU-CHS Student Affairs staff through periodic communication and professional and social activities.
- Develop Career Services for Osteopathic Doctors and other majors at CHS.
- Develop at least 1 shared program with OSU-Okmulgee Student Affairs.
- Benchmark with OSU-Okmulgee the student success center concept.
- Initiate and nurture relationships with OSU-OKC Student Affairs.

**Objective 3.5:** Enhance relationships with corporations, businesses, organizations and employers in the greater Tulsa area.

Strategies:

- Leverage OSU-Tulsa's geographical location to serve as OSU's ambassador to Tulsa employers.



- Place some of OSU Career Services operations in Tulsa to provide Tulsa employers with easy access to graduating students.
- Provide seamless operations for OSU Career Services in Tulsa and Stillwater.
- Assist the OSU Foundation staff in forming relationships with prospective donors who are current users of OSU Career Services in the Tulsa area.
- Invite corporate, business, and organizational partners to events and activities at OSU-Tulsa.

**Goal Four. Ensure that programs and services focus on student success and development.**

**Critical Success Factors:**

- Student development score card
- OSU-Tulsa students will report satisfaction levels higher than peer institutions on the annual Noel–Levitz Student Satisfaction Survey
- 2 new student organizations per year
- 5% reduction in student complaints per year
- 5% increase in students participating in leadership activities
- 1000 financial security cards distributed to students

**Objectives:**

**Objective 4.1:** Create an environment that promotes student development initiatives.

Strategies:

- Develop a psychological environment where students feel safe, secure, to pursue their higher education and dreams.
- Develop a social environment that inspires students to seek excellence in every endeavor and succeed at OSU-Tulsa.
- Develop and promote an environment where diverse, non-traditional, new, and special need students feels accepted.
- Develop a physical environment that is professional, classy and technologically advanced.

**Objective 4.2:** Implement a student development model that helps our students achieve their goals.

Strategies:

- Employ the challenge and support philosophy of student development and encourage students in their efforts to improve themselves.
- Develop initiatives that help students gain a sense of belonging on campus and in the greater Tulsa community.
- Help students acquire new knowledge and life skills.
- Assist students in developing informed attitudes and values.
- Develop policies, practices and experiences that will help them accept responsibility for their learning, personal behavior, wellness, and future success.

**Objective 4.3:** Provide opportunities for students to develop leadership skills.

Strategies:

- Encourage students to initiate student organizations centered around academic and career goals.
- Partner with OSU-Stillwater to provide students with leadership training.
- Assist student leaders at OSU-Tulsa to creatively respond to the needs of their non-traditional, and traditional members at a commuter campus.
- Benchmark with other similar campuses on how they deal with student involvement issues.
- Provide OSU-Tulsa student leaders easy access to administrators and staff.
- Nominate and encourage students to seek leadership opportunities.
- Encourage OSU-Tulsa student leaders to partner with and be represented through sister organizations on the Stillwater Campus.
- Develop high expectations for student leaders that are based on understanding their reasons for seeking office, understanding and integration of ethical principles, as sense of civic responsibility, and a passion for service to others.
- Assign 1 staff member to meet on a regular basis with student organizations and assist them in solving issues and concerns.
- 1 staff member trained in student organization issues.
- Encourage collaboration among student leaders.
- Share timely information with student leaders in order to improve communication between students and administration.

**Objective 4.4:** Provide exceptional services to students.

Strategies:

- Be intensely student centered.
- Provide an environment where non-traditional students can gain confidence and a new understanding of certain academic requirements.
- Develop programs and services that target non-traditional students and other student populations.
- Respond to requests in a timely and accurate manner.
- Seek input and feedback from students in order to strive for excellence.
- Evaluate and monitor students requests.
- Provide opportunities for students to assess staff performance.
- Utilize unit and division student advisory groups to guide service development and satisfaction.

**Objective 4.5:** Help students understand financial issue and financial decision making.

Strategies:

- Distribute the financial security information cards to OSU-Tulsa students.
- Develop Financial Security 101 workshops, print materials and a web site.



**Goal Five. Recruit, train, and retain a staff that is competent, manageable, positive, problem solver, diverse, and innovative and intensely student centered.**

**Critical Success Factors:**

- Retain 80% of staff
- 100% participating in staff development training opportunities
- 100% of staff participating in annual performance evaluation
- 100% of staff student centered
- Diverse staff
- Staff development score card

**Objectives:**

**Objective 5.1:** Create training plans for each staff member that addresses the developmental needs of the individual, unit and division.

Strategies:

- Utilize on-campus and off-site training opportunities to enhance and develop skills.
- Promote participation in local, state, regional and national student affairs organizations.
- Promote participation and leadership roles in local, state, regional and national organizations.
- Establish a work environment that encourages innovative thinking and creativity.
- Conduct staff development activities in collaboration with other Student Affairs units.
- Staff will participate in cultural diversity training and/or workshops.
- Participate in on-going training with OSU-Stillwater Student Affairs staff.

**Objective 5.2:** Recruit and retain staff who are committed to advancing the goals of OSU-Tulsa.

Strategies:

- Recruit and hire staff members who are: competent, active performers, possess a positive view of the world, problem solvers, team players, innovative, diverse, intelligent and have a strong passion to serving students and help them succeed.
- Develop a compensation and reward plan that encourages staff to produce exceptional performances and advance the goals of OSU-Tulsa.
- Establish high standards and expectations.

- Evaluate staff on a continuous basis and make necessary plans for improvement.
- Intentionally create a work environment of cooperation, respect, acceptance, high achievement, excellence, pride in a job well done.
- Encourage staff to wear orange and share their pride in working for OSU.

**Object 5.3:** Teach staff student development theories, practices and implementation.

Strategies:

- Develop a Student Affairs class to teach new staff Student Development theories and practices.
- Encourage completion of advanced degrees in Student Affairs.
- Encourage staff to develop programs and services that are based on sound research and practices.
- Invite academic advisors, faculty and other campus staff to attend workshops and meetings that enhance student development training.
- Develop a student development philosophy that permeates the actions of staff.

**Objective 5.4:** Manage staff to deliver services in a timely and efficient manner.

Strategies:

- Coordinate staffing so that students may be seen on a walk-in basis.
- Hold staff accountable for performing their responsibilities.
- Cross-train within Student Affairs units to provide assistance as needed.
- Develop a staff development score card.
- Add staff as needed to support the growing needs.
- Hire qualified staff and graduate students.

**Goal Six. Facilitate and support OSU's economic development initiatives by providing employers with viable human resources solutions.**

**Critical Success Factors:**

- 30% increase in the number of Oklahoma/Tulsa employers hiring OSU graduates
- 5 presentations to potential employers considering relocating to Tulsa

**Objectives:**

**Objective 6.1:** Leverage the presence of the Advanced Technology and Research Center as an economic development tool for OSU, Tulsa, and Oklahoma.

Strategies:

- Coordinate with other OSU-Tulsa units to effectively market the ATRC.
- Recruit qualified undergraduate and graduate students to participate in ATRC academic initiatives.
- Provide tours and information to employers in the Tulsa area about the ATRC.

**Objective 6.2:** Increase the number of Tulsa employers hiring OSU students.

Strategies:

- Develop an effective marketing program to provide Tulsa Area employers with information about the human resources available at OSU.
- Leverage the resources and connections at OSU to identify potential employers.

**Objective 6.3:** Be an active participant in Tulsa lead economic development initiatives.

Strategies:

- Enhance relationship with Tulsa Metro Chamber of Commerce to support the economic development and business development of the Tulsa area.
- Participate in presentation to prospective employers wanting to relocate to the Tulsa area.
- Develop brochures and data about OSU students seeking employment in Tulsa to help enhance Tulsa's position in recruiting new companies.

**Goal Seven. Provide open access to Student Affairs for all OSU students while recognizing the specialized needs of diverse students.**

**Critical Success Factors:**

- All Student Affairs staff members participate in ongoing diversity training
- All Student Affairs staff have general knowledge of issues facing diverse students and other staff
- One Student Affairs staff member expert in cultural minority students issues
- One Student Affairs staff member expert in disabled students issues
- One Student Affairs staff member expert in international students issues
- One Student Affairs staff member expert in women students issues
- One Student Affairs staff member expert in economically disadvantaged, first generation, non-traditional student issues
- Create a Student Affairs Diversity Scorecard to ensure the make-up of the division staff is aligned with the diversity of the university as a whole
- 2 staff development workshops per semester to present diversity information and latest research concerning particular student populations
- Create at least 1 focus group or advisory group per Student Affairs department that will provide information about the needs of diverse students
- At least 1 diverse faculty or academic advisor to join student affairs faculty advisory group

**Objectives:**

**Objective 7.1:** Develop plans and services to better serve underrepresented students.

Strategies:

- Develop a plan to provide services to non-traditional students.
- Develop a plan to provide services for minority students.
- Develop a plan to provide services for disabled students.
- Develop a plan to provide services for international students.
- Develop a plan to provide services for economically disadvantaged and first generation students.

**Objective 7.2:** Implement strategies aimed at meeting and/or exceeding expected participation in Student Affairs activities by diverse students.

Strategies:

- Document and analyze participation in Student Affairs services/events by students from targeted minority or cultural backgrounds including: African American, Native American, Asian/Pacific American, Latino/Hispanic, students with disabilities, and International.



- Increase the number of activities involving minority/diverse students.
- Equitable services and opportunities provided for all students.
- Increase participation/sponsorship of multicultural and diverse programs such as Black History Month, and other diverse programs.
- Increase the percent of students participating in campus wide events such as career fairs to equal or exceed the same percent of the population at OSU.
- Encourage staff to implement diversity initiatives in each Student Affairs department.

**Objective 7.3:** Develop visible Diversity Student Services that meet the needs of diverse students.

Strategies:

- Visit and present workshops and other programs to minority/diverse student organizations.
- Invite minority/diverse speakers and alumni to present workshops.
- Develop programs for mentoring students from underrepresented groups.
- Encourage each Student Affairs department to organize annual focus groups and open discussions on concerns of diverse students.

**Objective 7.4:** Develop strong partnerships and communication strategies with student organizations and campus departments that serve minority & culturally diverse students.

Strategies:

- Visit and present student success workshops and other programs to minority/diverse student organizations.
- Establish a liaison program with each diverse student organization. Have a representative of each student organization representing the major diverse groups represented on the diversity advisory board.
- Provide additional support to the Minority Support Office, Student Disability office.

**Objective 7.5:** Develop division-wide diversity initiatives that deal with staff development, staff recruitment.

Strategies:

- Develop an annual recruitment plan for vacant positions to encourage a diverse pool of applicants for full time and student worker positions.
- Develop staff skills in dealing with diversity issues.
- Educate in the “normal” methods of communicating with specific student groups.

- Organize annual mandatory diversity education and workshops for all full time staff and student workers and interns.
- Develop and implement programs that encourage cultural interaction with members of other cultural groups.
- Provide a wide array of training and development opportunities for staff in the area of diversity.
- Encourage staff to develop expertise in serving special populations and diverse students.
- Encourage staff to serve as mentors for elementary students who are economically disadvantaged.
- Encourage staff to innovate in the area of diversity services.

**Goal Eight. Leverage resources available through partnerships to enhance operations and services provided to students.**

**Critical Success Factors:**

- Participation in regularly scheduled meetings with OSU-Stillwater Student Affairs staff
- OSU-Tulsa Chief Student Affairs Officer in Tulsa with departmental responsibilities in Stillwater
- Cost sharing of Student Affairs staff and programs between OSU-Tulsa and Stillwater
- Leveraging funds in excess of \$100,000 per year between OSU-Tulsa and Stillwater

**Objectives:**

**Objective 8.1:** Capitalize on staffing expertise and material resources of the OSU-Stillwater Student Affairs departments to effectively and efficiently serve students in Tulsa.

Strategies:

- Meet with OSU-Stillwater Student Affairs staff on a weekly basis to align processes, policies and services on both campuses.
- Leverage OSU-Stillwater Student Affairs as a resource for training new OSU-Tulsa staff.
- Draw on the breadth and expertise of OSU-Stillwater Student Affairs staff to assist with program development and student issues.
- Maximize effective use of shared print material and online resources – minimize duplication where possible and appropriate.

**Objective 8.2:** Maximize staffing and facility usage within Student Affairs departments to provide a welcoming and student-friendly environment.

Strategies:

- Provide with Student Affairs departments a common area that is student-friendly and accommodates multiple student needs.
- Cross train each Student Affairs staff member in at least 3 student service functions in order to respond to the increased cyclical student usage.
- Expand programming of E-greeter software to include all Student Affairs staff.
- Coordinate staffing attendance in order to provide continuous services from 8:00 a.m. until 7:00 p.m. daily, thereby meeting the needs of traditional and non-traditional students.
- Train all staff in front office services in order to enhance the quality of coverage.

**Objective 8.3:** Leverage financial resources from State, Federal Government, corporations, foundations and private sources to improve services to students.

Strategies:

- Seek new funding for the OSU Tulsa Technology Internship program.
- Further expand employer-matching programs to maximize benefits from financial resources.
- Leverage relationships with OSU-Stillwater Career Services to encourage corporations to fund programs in Tulsa.
- Market internship funding to all Tulsa-area OSU employers.
- Educate government entities, employers, students and the community about the benefits of internship programs.