

The Ohio State University

Office of Student Affairs

Strategic Plan
2003 – 2007

Enhancing the Student Experience

William H. Hall, Vice President

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Section I: Executive Summary

Introduction

The Office of Student Affairs undertook a strategic planning process that focused on implementing a series of strategic and continuous improvement initiatives through 2007. Numerous factors gave rise to our planning efforts, including:

- The creation of the Ohio State Academic Plan and University Diversity Plan in 2000 and their use in setting institutional direction;
- The appointment of William H. Hall as Vice President for Student Affairs in 2001 and his vision and expectations for Student Affairs;
- The program review recommendations put forward in the University Support Units Committee Report in 2001; and
- President Karen A. Holbrook's 2003 leadership agenda that is designed to focus more specifically on strategies outlined in the Academic Plan.

Members of the Student Affairs leadership team were the primary participants in the planning process. Other university stakeholders (President Holbrook, members of the Board of Trustees, college deans, senior University administrators, students, other Student Affairs employees, alumni, and University District community members) and a panel of three external Student Affairs experts were also invited to provide their views on new directions for the Office of Student Affairs.

The planning process focused on: 1) identifying opportunities and developing strategic initiatives that will advance the University's leadership agenda and support our Student Affairs mission, vision and values, 2) assessing our organizational capacity and determining the resources needed to support the plan, and 3) adopting the use of continuous improvement practices that will insure the efficient and effective delivery of programs and services.

Student Affairs Mission, Vision, and Values

An initial step in our planning was to review our mission document and revise its content to more accurately reflect our role in the University's current and future agenda. Our updated mission, vision, values, key functions, and facilitating actions are:

OUR MISSION

We foster student learning and development by providing the highest quality programs and services that enhance students' educational experiences and that prepare students to be contributing members of a diverse society.

OUR VISION

We envision a community where all students are inspired to explore their hopes and dreams and to achieve their full human potential through involvement in collaborative, innovative, and results-oriented programs and services that exemplify the national hallmarks of Student Affairs best practices.

OUR GUIDING VALUES

Relationships: We place importance on how we work with each other, students, staff, faculty, and community partners to achieve excellence.

Mutual Respect: We acknowledge and appreciate human diversity through our words and actions.

Integrity: We behave honestly, ethically, and respectfully. We assume responsibility for our duties and actions.

Innovation: We incorporate new ideas, processes, and technologies in our work.

Service: We strive to meet the needs of members of the university community, exceed expectations, create memorable experiences, and educate.

OUR FUNCTIONS

Student Success: We promote learning, personal development, and academic performance through programs and services that enhance student success.

Wellness: We foster health-enhancing behavior and feelings of well-being within social, physical, intellectual, emotional, spiritual, and career dimensions.

Diversity: We promote understanding and mutual respect of personal and cultural differences and similarities by building supportive and inclusive communities and celebrating our uniqueness.

Environments of Support: We provide supportive environments where members of the university community may safely learn, meet, live, teach, work, and relax.

Involvement: We foster a sense of community and engage students with the university through programs, services, events, clubs and organizations, employment, community outreach, and leadership opportunities.

Advocacy: We assist students in navigating campus processes and systems and in reducing barriers to their success. Contribute to the university community's understanding of students in and out of the classroom.

Overarching Student Affairs Goals

The Office of Student Affairs plays a key role in the University's quest for excellence by assisting in the educational fulfillment and academic success of students and in meeting the institution's need for high quality student-oriented services. The living-learning experiences, professional expertise, programs and services, and facilities Student Affairs units provide are instrumental in advancing the University's goals. Student Affairs strives to meet these goals:

- Goal 1:** Provide quality living-learning experiences, support systems, employment opportunities, and individual/group interactions that foster a sense of community and enhance student success.
- Goal 2:** Contribute to the development of an inclusive and just University community, in which distinct individual and cultural differences and perspectives are recognized, welcomed, and appreciated.
- Goal 3:** Promote wellness values by creating a campus culture that emphasizes the importance of responsible choices that are intended to achieve an optimal level of health and a balance among all dimensions of life.
- Goal 4:** Span departmental, divisional, and institutional boundaries to develop and implement collaborative programs and services that enhance student learning and reduce fragmentation of the student experience.
- Goal 5:** Provide facilities that help make the campus a safe, accessible, stimulating, and aesthetically welcoming environment; that serve to advance student learning; and that meet student and faculty expectations.
- Goal 6:** Acquire and use information to increase institutional knowledge about the needs of students and how the campus environment and programs affect students.
- Goal 7:** Provide the organizational infrastructure and resources necessary to support the mission, goals, strategic priorities, and work activities of Student Affairs.
- Goal 8:** Expand the professional and personal development of Student Affairs staff at all levels.
- Goal 9:** Develop and use technology to effectively disseminate information, increase interactive communication, and improve the delivery of programs and services.
- Goal 10:** Create a Student Affairs culture that continuously strives to improve.

Strategies for the Future

The strategic planning process created an environment for analysis and discussion about our accomplishments, our ongoing responsibilities, and our obligation to plan for the future and decide how best the Office of Student Affairs can contribute to University goals and priorities. This planning process resulted in the identification of six strategic initiatives that will further enhance the key conditions that facilitate student learning.

The actions associated with these initiatives emphasize 1) the importance of students' investment and involvement in learning, 2) the need for greater variety and complexity in the learning experiences themselves, 3) the value of diverse human interactions in the learning process, 4) the importance of promoting wellness values that foster health enhancing behavior and feelings, and 5) the significance of creating positive, high quality environments that support or actively facilitate student success.

STRATEGIC INITIATIVES: 2003 - 07

1. Raise expectations about students' contributions to a global society by providing opportunities for involvement in campus and community life.

- a. Enhance residential communities
- b. Reduce redundancies and improve delivery of critical and timely messages to students with specific focus on collaboration
- c. Define, catalog, and promote service opportunities
- d. Increase leadership and citizenship education
- e. Assess impact of student activity fee supported programs and services
- f. Create environments and opportunities for student interaction with faculty, staff, and community leaders

2. In partnership with regional campus deans, create and implement a master plan for Student Affairs support services at each regional campus.

- a. Assess student needs on each campus to establish priorities for improving the quality of student life
- b. Create and implement housing and food service plan for each campus
- c. Create student affairs support services plans (recreation, health care, etc.)
- d. Assess and create regional campus climate for diversity plans
- e. Establish funding model(s) for housing and student services
- f. Revise and enhance orientation programs for students changing from regional campuses to the Columbus campus

3. Improve Columbus campus student support facilities to meet emerging student needs and student expectations for quality facilities.

- a. Complete Recreational and Physical Activities Center project
- b. Complete studies, secure funding, and begin Student Union renovation
- c. Create and implement a plan for on-campus housing and residence hall renovation
- d. Create and implement a food service master plan
- e. Continue development and implementation of the Disability Access Plan
- f. Complete planned renovations of the Wilce Student Health Center
- g. Complete construction of the Buckeye Village Community Center
- h. Develop a multi-generational housing development near campus

- 4. Continue development of initiatives to address critical diversity related needs of students and staff within Student Affairs.**
 - a. Implement Multicultural Center development goals for years 3 to 5 of the center's long range plan
 - b. Partner with other university departments to create and implement an African-American male retention plan
 - c. Review needs and implement diversity training for 25% of Student Affairs staff each year
 - d. Continue development of National Coalition Building Institute (NCBI)
 - e. Assess and establish priorities for Minority Purchasing Program
 - f. Fully implement the OSU/Nationwide Diversity Leadership Transcript Program
 - g. Conduct research efforts to assess the campus climate

- 5. Design and implement strategies to improve the quality of life for students living in the University District**
 - a. Create and implement a strategy and plan for purchase and preservation of Greek off-campus properties
 - b. Continue Greek community revitalization efforts
 - c. Assess and establish new community safety initiatives
 - d. Continue Student Affairs participation in the Gateway Project
 - e. Evaluate and revise or create new policies, programs, services, and practices related to student behavior and quality of life in the off campus community

- 6. Create a culture of wellness throughout the university community to encourage a lifelong commitment to health and wellness.**
 - a. Build and promote the Wellness Collaborative
 - b. Conduct and support empirical research efforts to identify effective strategies to support wellness
 - c. Promote wellness as a key addition to the Academic Plan and the University Mission
 - d. Provide active support for areas of the university's work-life study under the purview of Student Affairs - such as providing recreational opportunities and wellness education for faculty and staff on a fee for service basis
 - e. Review and evolve a variety of wellness-related policies
 - f. Energize and support programming and facility options that create a healthy lifestyle
 - g. Provide nutritional information and nutritious food options to all customers of on campus food services

Continuous Improvement Initiatives Advancing the Strategic Plan

To insure that the Office of Student Affairs remains an active partner in the University's pursuit of excellence, we are incorporating a continuous improvement program that emphasizes the message that continuous learning, change, and broad collaboration are expected. Our continuous improvement program comprises three key initiatives: 1) the Balanced Scorecard, 2) Program Review, and 3) Performance Management.

The Balanced Scorecard is a set of performance measures linked to University and Student Affairs strategies and goals. Performance will be monitored at both the department and overall Student Affairs level. Each department will establish measures of work activity, effectiveness, and efficiency, and an office-wide survey will be administered biennially to measure progress.

Program Reviews will focus on each unit individually. Quality of program and services and operating effectiveness will be assessed and the reviews are designed to stimulate planning and encourage strategic thinking. An annual Program Review schedule will be developed, and attention will be given to the design and focus of the reviews to insure that they are compatible with other university and unit accreditation review procedures.

Performance Management practices have been in place in various Student Affairs units with varying degrees of effectiveness. Due to lack of dedicated resources to centrally administer a comprehensive program, there is, however, considerable variability across units. The Student Affairs Human Resources department is charged with developing a plan to address issues of management support, resources, and time needed to create a unified, comprehensive program. The immediate goal is to establish a well-defined policy that aligns with the continuous improvement process integral to the strategic planning model. The long-range goal is developing a performance management program with standards that can be used consistently across all Student Affairs units.

More must be done to develop and retain high performing staff. Based on knowledge of where our strengths lie and where performance gaps exist, we must create a consistent approach to developing, coordinating, and promoting individual, group, and team learning and professional growth opportunities for all staff in the organization. We must also evaluate the value of these initiatives and their effect on the services we provide our students and customers.

Conclusion

We recognize that our success in delivering results rests with the work of the talented and dedicated staff in Student Affairs and in our organizational capacity to develop and allocate the resources needed to support the implementation of our strategic initiatives and corresponding action steps. We are confident that the initiatives and supporting actions outlined in the Strategic Plan can be achieved by aligning our decisions with the plan's priorities and through the strategic use of our current and projected resources.

Given the dynamic nature of the internal and external environment, Student Affairs views this document as an evolving plan. New challenges and opportunities may arise that are so compelling that new strategic initiatives will need to be developed or others reconsidered. We will institute regular updates of the Strategic Plan, and primary responsibility for reviewing progress is assigned to the Student Affairs leadership team.

Section II: Introduction and Planning Context

The Ohio State University Office of Student Affairs recognizes the importance of responding to changing institutional circumstances and to the changing needs of students. Student Affairs is prepared to address these and related challenges through the use of a systematic planning process and implementation of a series of strategic/continuous improvement initiatives. These efforts will strengthen our ability to provide the highest quality programs and services that enable students to achieve their academic and personal goals at The Ohio State University.

Background

Several factors led to the creation of the Office of Student Affairs strategic planning effort:

1. The need to align Student Affairs planning with the goals of the Ohio State University Academic Plan and the university's Diversity Plan. The Academic Plan, created in 2000, establishes clear goals and implementation strategies to guide The Ohio State University to becoming "one of the world's great public research and teaching universities." A companion document, the University Diversity Plan, elaborates on the diversity goals of the Academic Plan and provides a framework for achieving specific diversity related initiatives.
2. The appointment of William H. Hall as interim vice president for Student Affairs in August of 2000, followed by his permanent appointment to the position in June of 2001. This change resulted in a series of structural reorganizations in Student Affairs and ushered in a new leadership era for the office. Vice President Hall's commitment to aligning Student Affairs with the goals of the institution, developing a value-based learning organization, providing the highest quality customer services, and assuring staff accountability provided the driving forces behind this planning initiative.
3. The formation in 2001 of the University Support Units Committee chaired by Dean Glen Hoffsis. This group was originally charged to evaluate most academic support units and to recommend possible changes in base budgets. Recognizing the complexity of support unit operations, the committee shifted focus and developed a set of budget principles and a program review process intended to assure efficient and effective delivery of support services and appropriate allocation of general fund resources.
4. President Holbrook's leadership agenda as outlined in her October 2003 speech to the University Senate. It is designed to capture and focus more specifically on strategies within the Academic Plan that will make Ohio State distinctive, including the ability to offer more and inventive opportunities for active learning by undergraduates within and outside the classroom.

Within this context, the goals of the strategic planning process of the Office of Student Affairs strategic planning effort were to:

1. Set organizational direction for the Office of Student Affairs that will result in significant contributions to the University mission, goals, and strategic priorities as established in the Academic and Diversity Plans, and President Holbrook's leadership agenda.
2. Align planning and direction throughout the office and its constituent units in order to increase organizational responsiveness to changing institutional needs and priorities and societal circumstances.
3. Identify, commit, and allocate the staff, time, space, technology, and dollars required to support Student Affairs strategic priorities.
4. Formalize a program of continuous improvement initiatives intended to ensure the efficient and effective delivery of services and to promote staff learning and accountability.

The Strategic Planning Process

The planning process itself was considered as important as the plan it produced. Formalizing planning activities established the foundation for insuring that the Student Affairs Strategic Plan will be reviewed and updated annually.

The leadership team assessed strengths and weaknesses of Student Affairs, reviewed the Academic Plan, and identified environmental trends and conditions that will impact Student Affairs work over the next several years. Overarching goals were defined in relation to the institutional goals. The team reviewed and revised the Student Affairs mission, vision, and values statements, and key functions and facilitating actions were identified to parallel the structure of the Academic Plan. Strategic initiatives and a series of action steps associated with each initiative were identified. Cross-functional teams, composed of Student Affairs and non-Student Affairs personnel, were formed to establish action steps and performance indicators to carry out and monitor each strategic initiative.

Two key facilitating initiatives are designed to insure sustainability of the Strategic Plan: development and implementation of the Office of Student Affairs continuous improvement program, and development and allocation of resources needed to support the initiatives.

An external review of the strategic planning process and draft plan was conducted in April 2003. The review panel (Patricia Askew, Vice Chancellor, University of Illinois; William Asbury, Vice President, Penn State University; and Margaret Barr, Professor Emerita, Northwestern University) provided feedback on the effectiveness and congruency of the Student Affairs Strategic Plan with the direction and goals set forth in the Academic Plan. The panel validated our planning process, planning assumptions, and strategic directions. Their report was shared widely among senior university officials, including Trustees,

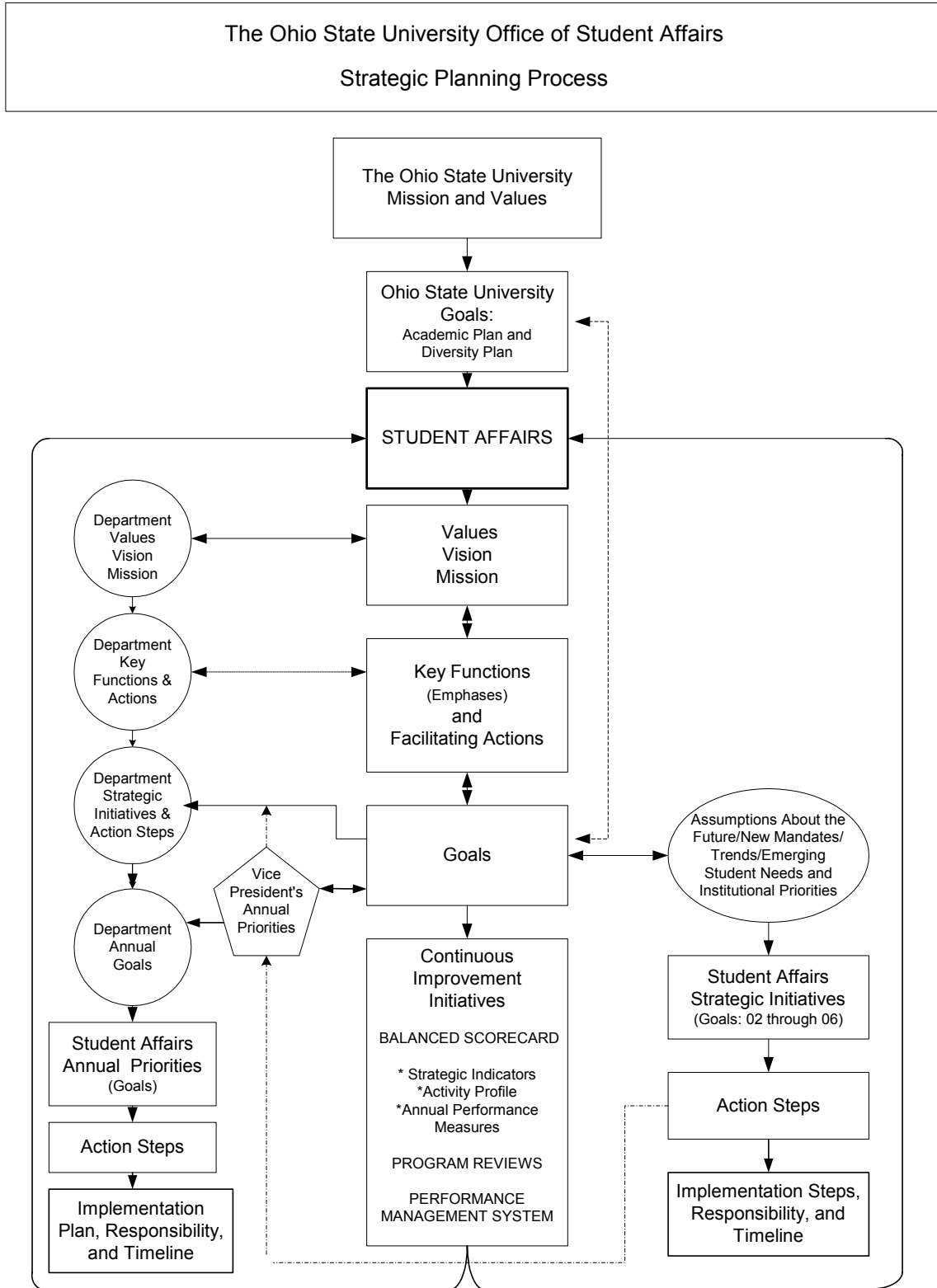
President Holbrook, senior members of her cabinet, and college deans, as well as faculty, students, and staff who had participated in various review sessions.

Further refinements of the strategic initiatives were then made to the plan by the Student Affairs leadership team, including placing greater emphasis on the interconnections among the initiatives and the role that individual departments play in contributing to the success of each initiative.

To better align departmental priorities with the strategic initiatives, departments reviewed and revised their own mission, vision, values, goals, key functions and facilitating actions, strategic initiatives and action steps.

Table 1 illustrates the basic planning model used to develop the Office of Student Affairs Strategic Plan. Appendix A provides a more detailed timeline of the Office of Student Affairs Strategic Planning Process.

Table 1



Section III: Overview of the Office of Student Affairs

The Role of Student Affairs in Higher Education

Student Affairs serves an integral role in higher education by contributing a special perspective about students, their experiences, and their campus environments. Its mission encompasses responsibilities that contribute to students' educational achievement as well as institutional needs for basic services.

Through practices such as engaging students in active learning, helping students develop values and ethical standards, communicating high expectations for student learning, forging educational partnerships that advance student learning, and building supportive and inclusive communities, student affairs practice contributes to student success.¹ Essential aspects of these practices are the many core services provided by student affairs, including counseling and career services, health services, housing, housekeeping, and dining services. With their knowledge of student development theory and the scholarship of learning, student affairs professionals are experts on students. Through the use of research and assessment, they develop efficient and effective educational experiences for students.²

Current trends in higher education support the integral role of student affairs. For example, the Kellogg Commission calls for state and land grant institutions to reaffirm three ideals: 1) being genuine learning communities, 2) being student centered, and 3) emphasizing the importance of a healthy learning environment, which provides the facilities, support, and resources needed.³ The Wingspread Group urges higher education to focus on student learning – rather than instruction.⁴ These reports endorse the contributions student affairs offices make to the mission of their institutions. Creating learning environments and learning experiences for students is at the heart of student affairs work.⁵

Underlying the practice of student affairs are a number of core values centered on the commitment to assist students with the fulfillment of their full human potential and the development of the whole person. These values include acceptance and appreciation of individual differences; life-long learning; education for effective citizenship; student responsibility; ongoing assessment of learning and performance; pluralism and multiculturalism; and supporting and meeting the needs of students as individuals and groups.⁶ Related to these values are guiding theories and principles of student affairs practice and student learning. Based on the work of Astin⁷ and Pace⁸, student affairs practice works under the premise that student learning and development is directly associated with student involvement and investment of time and effort. Hence, the effectiveness of any policy or program is related to the program's capacity to increase student effort and involvement. Learning and personal development occur through transactions between students and their environments. Experiences in various in-class and out-of-class settings, both on and off the campus, contribute to learning and development.⁹

Student affairs programs and services have been identified as playing a role in an institution's ability to retain and graduate its students. According to Tinto, students are more likely to persist and graduate in settings that provide academic, social, and personal support. Providing the appropriate services, such as student health and counseling services,

may also affect retention by removing barriers to student success.¹⁰ Practically all types of involvement show positive associations with retention; one's level of involvement and integration in an institution's social system has significant implications for attainment. Specifically, living in a residence hall, receiving career counseling, membership in a fraternity or sorority, working part time on campus, participating in intramural sports, and participating in other co-curricular activities have been found to enhance students' persistence. Also, social interactions with peers and co-curricular involvement have a positive influence on students' educational aspirations, graduation, and graduate school attendance. Involvement on campus connects students to a group and to the institution. Through such involvement, students develop competencies that make it more likely that they can succeed. Involvement is highly correlated with student satisfaction – also important for persistence. Facilities such as the student union and recreational centers reduce attrition by enhancing students' social integration into the institution.^{11, 12, 13, 14, 15}

In addition, numerous student affairs services have been found to facilitate students' learning and personal development. For example, participation in living-learning communities has positive and significant effects on students' gains in autonomy and personal independence, intellectual orientations, and personal development (such as understanding self, increased self-reliance, and personal discipline). Living-learning communities also have been found to enhance interpersonal and intrapersonal competence, character development, academic enhancement, and cognitive development.^{16, 17}

Community service and service learning experiences have been associated with increased learning and personal development. Astin found that community service participation was associated with academic gains such as degree aspiration and degree attainment, cultural awareness, public speaking skills, and interpersonal skills as well as with attitudinal changes such as an increased commitment to develop a meaningful philosophy of life and to promote racial understanding.¹⁸ In addition, involvement in volunteer organizations positively influences students' satisfaction, their sense of competence, and their self-confidence as well as their interest in learning.¹⁹

Holding leadership positions has been found to increase students' knowledge acquisition and application, their growth in leadership abilities, and their development of humanitarian and civic values. Moreover, leadership experiences are associated with increases in self-concept (especially among women and African American men), self-awareness, social competence, self-esteem, and autonomy as well as being linked to career development and vocational success.^{20, 21}

Diversity activities such as discussing racial/ethnic issues, socializing with students from different racial/ethnic groups, attending racial or ethnic workshops, and taking related coursework have overwhelmingly positive effects on students' learning and development. In addition to being associated with students' general satisfaction with their college experience, participating in diversity experiences positively influences students' commitment to promoting racial understanding, their social activism, and their growth in cultural awareness. In addition, such activities are related to cognitive and affective growth measures, such as leadership abilities, knowledge of their field or discipline, analytical and problem solving skills, and interpersonal and intrapersonal competence.

Living-learning communities, community service, leadership, and diversity activities are illustrative of the ways in which student affairs partners with academic affairs to provide students with experiences that promote student learning and development.

The Office of Student Affairs at Ohio State

The Office of Student Affairs is a comprehensive organization encompassing a wide array of programs, services, and facilities that support and enhance the academic enterprise. These offerings are focused primarily on serving students, but include a broad range of responsibilities that directly or indirectly touch the lives of most members of the University community.

The Strategic Plan External Review Panel noted that the Office of Students Affairs is recognized for its strong leadership on campus and pacesetter activities in the profession. These examples were cited as being national trendsetters:

- 1) The emphasis Student Affairs is giving to facility design, construction, and management (for example, the Jerome Schottenstein Center, Blackwell Inn and Conference Center, and new Worthington-Neil housing for undergraduate, graduate, and professional students).
- 2) Inclusion of a Wellness Center in the new Recreation and Physical Activities Center.
- 3) The innovative shared risk strategy for financing, construction, and management of facilities such as the Blackwell Inn and regional campus housing.
- 4) The nationally recognized living-learning communities.
- 5) The Greek Life Task Force's work in creating a model for defining the relationship between the University and Greek chapters.
- 6) Partnership with Academic Affairs to create the Multicultural Center.
- 7) The quality and responsiveness of the clinical services, intervention, and educational outreach provided by Counseling and Consultation Services.
- 8) The competency and compassion of Student Affairs staff members while responding to emergency situations or critical incidents.

Student Affairs provides a number of basic services that facilitate the daily lives and serve the needs of students and many other members of the university community. More than 10,000 students are housed in our 34 residence halls and over 400 families in Buckeye Village. Campus dining services operate the traditional dining commons, Buckeye Express, Mirror Lake Café, the Wexner Center Café, and several Oxley's eateries. University Card Services manages the Buck ID system used both to gain access to buildings, services, privileges and goods throughout campus, and as a debit card system processing over 10 million transactions each year. Facilities Planning and Support provides maintenance, housekeeping, and renewal of over 4 million square feet of buildings, furnishings, and utility systems.

A number of student support services, including Counseling & Consultation Services, Student Health Services, Career Connection, Student Advocacy, Disability Services, Student Wellness, Student Judicial Affairs, Student Housing Legal Clinic, Off Campus

Student Services, and the Multicultural Center complement the academic mission of the university by providing programs, services, and facilities that remove barriers to students' success, contribute to students' development and personal well-being, and help create a welcoming, just, and culturally diverse environment in which differences are recognized, understood, and appreciated.

The Ohio Union and Student Activities, Recreational Sports, and Residence Life offer expansive co-curricular opportunities that extend learning beyond the classroom and that are beneficial to personal growth, such as living-learning communities, community service, and leadership development. Other areas of involvement include student employment, clubs and organizations, intramurals and recreational sports, and activities and events. The Value City Arena at the Jerome Schottenstein Center is a unique multipurpose venue that hosts events ranging from university, regional and national athletic contests to cultural and entertainment events, as well as commencements and other university functions.

Hospitality and Conference Services offer the campus and community state-of-the-art hotel and conference facilities in the Blackwell Inn and Fawcett Center. Community Development works to build stronger relationships between the university and campus area businesses and neighborhoods. Community involvement is central to our work and includes such outreach activities as extensive participation in Columbus Reads, Race for the Cure, and Special Olympics.

The Office of Student Affairs partners with Academic Affairs to promote student learning and development within the overall mission of the university in many ways, including through formal partnerships, classroom participation, and supervision of students in academic-related experiences. Illustrative of the collaboration are the over 100 formal academic partnerships affecting nearly 37,000 students. Examples include the Student Housing Legal Clinic's partnership with the Moritz College of Law in providing practical legal experience for Law students, and partnership with the College of Human Ecology's Hospitality Management program to provide students with experience in restaurant management at the Viewpoint Bistro. Student Affairs partners with more than 20 colleges and 10 support units in offering 33 living-learning programs in the residence halls.

During the 02-03 academic year Student Affairs staff taught 55 classes for over 4,000 instructional hours while supervising close to 600 students in credit-earning internships and practicum experiences. In addition, another 440 students gained noncredit experience related to their academic programs or career goals as a result of employment and/or volunteer service in Student Affairs units.

Another important role of Student Affairs is providing and interpreting information about student behavior, experiences, expectation, satisfaction, etc. The Student Affairs Assessment Office conducts assessment work that collects and interprets data to inform practice and understanding of the impact of policies, programs, services, and facilities on student satisfaction, learning and development, and retention and graduation.

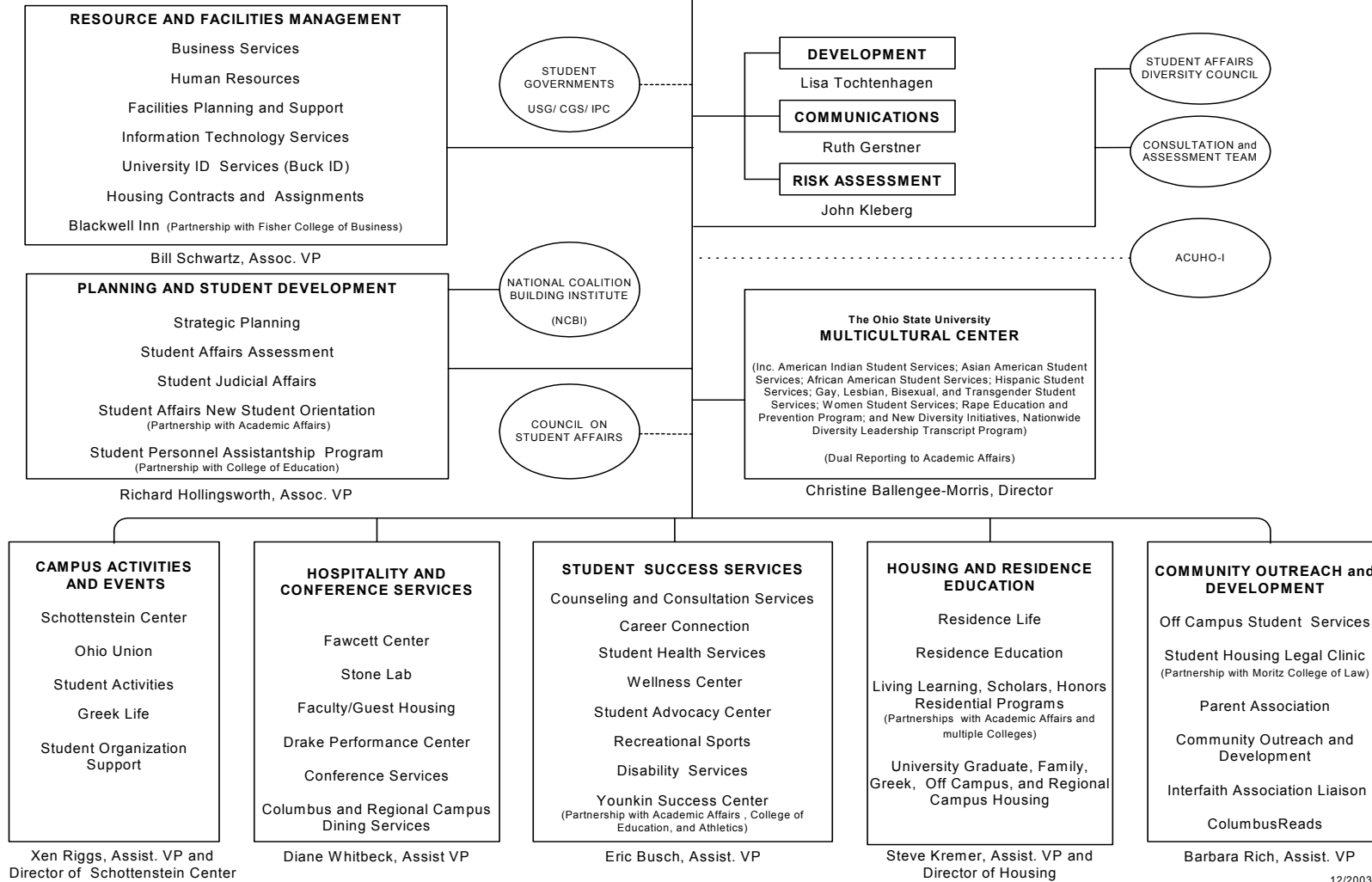
Student Affairs at Ohio State is one of the most comprehensive offices of its kind in the nation, employing over 1,000 full time staff and 2,400 part-time student employees and managing a total annual budget of \$138 million, of which \$120 million is generated by earnings and \$18 million is allocated in annual general funds support. Its effective functioning requires an operational infrastructure of experienced central staff who can manage the resources (financial, human, technology, and facilities) used by the various departmental staff and students, as well as provide other administrative support functions such as communications, special projects, fundraising/development activities, and risk assessment responsibilities. Table 2 provides an organizational chart of units that comprise the Office of Student Affairs. Appendix B provides a more detailed description of each department.

The Ohio State University
Office of Student Affairs

William H. Hall, Vice President

TABLE 2

Office of Student Affairs
Functional Organization Chart 2003



12/2003

Section IV: Mission, Vision, Values, Key Functions, and Facilitating Actions

Office of Student Affairs

STUDENTS FIRST

MISSION

We foster student learning and development by providing the highest quality programs and services that enhance students' educational experiences and that prepare students to be contributing members of a diverse society.

VISION

We envision a community where all students are inspired to explore their hopes and dreams and to achieve their full human potential through involvement in collaborative, innovative, and results-oriented programs and services that exemplify the national hallmarks of Student Affairs best practices.

VALUES

Relationships: We place importance on how we work with each other, students, staff, faculty, and community partners to achieve excellence.

Mutual Respect: We acknowledge and appreciate human diversity through our words and actions.

Integrity: We behave honestly, ethically, and respectfully. We assume responsibility for our duties and actions.

Innovation: We aspire to incorporate new ideas, processes, and technologies in our work.

Service: We strive to meet the needs of members of the university community, exceed expectations, create memorable experiences, and educate.

KEY FUNCTIONS

Student Success: Promote learning, personal development, and academic performance through programs and services that enhance student success.

Wellness: Foster health-enhancing behavior and feelings of well-being within social, physical, intellectual, emotional, spiritual, and career dimensions.

Diversity: Promote understanding and mutual respect of personal and cultural differences and similarities by building supportive and inclusive communities and celebrating our uniqueness.

Environments of Support: Provide supportive environments where members of the university community may safely learn, meet, live, teach, work, and relax.

Involvement: Foster a sense of community and engage students with the university through programs, services, events, clubs and organizations, employment, community outreach, and leadership opportunities.

Advocacy: Assist students in navigating campus processes and systems and in reducing barriers to their success. Contribute to the university community's understanding of students in and out of the classroom.

FACILITATING ACTIONS

Partnerships: Collaborate with faculty, staff, students, colleges and academic support areas, and community members and organizations to strengthen our capacity to advance student learning and provide quality services and programs.

Resource Management: Secure, develop, and allocate resources in accordance with strategic initiatives. Utilize resources in an effective and efficient manner.

Staff Development: Build a diverse Student Affairs staff who are high performers and who are experts on students, their environments, and the teaching and learning environment.

Strategic Planning: Integrate the strategic planning process, including continuous improvement initiatives, into our work.

Section V: Overarching Student Affairs Goals

The Ohio State University aspires to be among the world's truly great public research and teaching universities. The Academic Plan and companion document, the University Diversity Plan, and President Holbrook's leadership agenda serve as the roadmap for the journey to academic excellence and identify several institutional areas earmarked for improvement. These priority areas are: 1) academic excellence; 2) enriching the student experience; 3) campus diversity; and 4) outreach, engagement, and community service.

Fundamental to the University's vision for greatness is a shared belief that excellence in education today requires:

- An understanding of diversity and how diversity can enrich our learning and our lives;
- A research agenda that brings faculty and students together to create new knowledge and develop mentor-student relationships that may influence a lifetime of learning for both;
- A comprehension of how theory and practice meet – an understanding that can be enhanced through a rich array of learning experiences that involves a focus on service, outreach, and partnership opportunities;
- A state-of-the-art infrastructure;
- A talented and highly motivated staff; and
- A managerial framework that is flexible, innovative, responsive, and efficient.

The Office of Student Affairs contributes to the University's quest for excellence by assisting in the educational fulfillment and retention of students and in meeting the institution's need for high quality, student-oriented services. The living-learning experiences, professional expertise, programs and services, and facilities Student Affairs units provide are instrumental in advancing the goals of the university. In addition, Student Affairs demonstrates fiscal responsibility through effective and efficient management practices.

Student Affairs strives to reach these goals:

1. Provide quality living and learning experiences, support systems, employment opportunities and individual/group interactions that foster a sense of community and enhance student success.

2. Contribute to the development of an inclusive and just University community in which distinct individual and cultural differences and perspectives are recognized, welcomed, and appreciated.
3. Promote wellness values by creating a campus culture that emphasizes the importance of responsible choices that are intended to achieve an optimal level of health and a balance among all dimensions of our lives.
4. Span departmental and institutional boundaries for the purpose of developing and implementing collaborative programs and services designed to enhance student learning and reduce fragmentation of the student experience.
5. Provide facilities that help transform the campus into a safe, accessible, stimulating, and aesthetically welcoming environment, that serve to advance student learning, and that meet student and faculty expectations in terms of type and quality.
6. Acquire and use information to increase the institution's knowledge about the needs of students and how the campus environment and programs affect students.
7. Provide the organizational infrastructure and resources necessary to support the mission, goals, strategic priorities, and work activities of Student Affairs.
8. Expand the professional and personal development of staff at all levels within the organization.
9. Develop and utilize technology to effectively disseminate information, increase interactive communication, and improve the delivery of programs and services.
10. Create a Student Affairs culture that continuously strives to improve.

Section VI: Environmental Assumptions

The Office of Student Affairs functions within a broad university, state, and national context. As a preliminary step in the strategic planning process, the Student Affairs leadership team conducted an environmental scan exercise in August 2002 that identified trends and planning assumptions likely to affect work in Student Affairs over the next five years. The following are highlights of those projections. They are based on a combination of experience, observation, and data, and they are, of course, subject to change. However, we believe they provide a reasonable set of assumptions upon which to base our planning.

Ohio and the Nation

- State and federal funding for higher education will continue to decline, necessitating further increases in tuition. Many families may also face declining income. The result will be that more students will need to take out loans and/or work more hours to pay for their educations. There will be a deeper chasm between those students who can afford college and those who cannot, and larger debts for graduates.
- Concerns about homeland security and disease transmission will place international students under increased scrutiny -- decreasing the number of foreign students, adversely affecting the diversity of our student body, and creating potential shortages of graduate student instructors in several disciplines.
- America's role in international conflicts may generate more student activism and possible backlashes against persons of some ethnic, religious, national or political groups.

Institutional Direction

- President Holbrook's commitment to maintaining the priorities of the Academic and Diversity Plans will provide consistency in institutional direction.
- There will be increased demand for accountability and emphasis on assessment and use of outcome measures.
- Leadership at the presidential level and in Student Affairs will remain stable.
- The student governments will continue to be important partners; Student Affairs will continue to include student leaders in planning and decision processes.
- As a result of year-round selective admissions at the Columbus campus, student enrollment at the regional campuses will both increase and change in characteristics and needs. These include demand for more student housing and other student services and programs needed on a residential campus.
- Diversity will remain an institutional priority.
- Student Affairs will expand its partnerships with academic units. The Multicultural Center will emerge as a collaborative model, and living-learning programs will continue to be emphasized.
- New student fees will be necessary, and Student Affairs will need to rely on entrepreneurial efforts to implement continuous improvement plans.

Selective Admissions and Retention

- Columbus campus undergraduate enrollment will remain stable at about 36,000.
- Ohio State's selective admission policy will continue to yield a more knowledgeable, skilled, and academically prepared student body with greater expectations for services.
- Increased selectivity will result in improved rates of retention and graduation for all students, but will require monitoring to assure that this selectively does not result in significant negative impact on the recruitment and retention of students of color. Higher retention will increase demand for on campus student housing.
- Aggressive intervention will be needed to close the gap between African American male retention and that of other students.
- Significant progress is needed in recruiting and retaining women and persons of color into faculty and staff positions where they are currently underrepresented so students will have less difficulty finding on-campus role models.

Diversity

- Many students are entering college with a sophisticated understanding of diversity; our approaches must be appropriate for their knowledge and experience level.
- The climate for diversity will continue to be of concern, requiring continuing assessment and monitoring.
- Demographic changes will be reflected among OSU faculty, staff and students, for instance bringing greater numbers of persons with disabilities, increases in participation in religious-based student organizations, and emergent "constituency" groups requesting increased levels of university services.

Health, Wellness, and Personal Safety

- Current mental health trends among high school students suggest that our entering students will increasingly suffer anxiety, stress, and pressure to succeed. There will be greater demand for counseling, other related support services, and staff trained to effectively work with these students.
- Quality of life issues in the University District will continue to raise serious concerns for students and their families about safety. The role of Student Affairs will increase as the University continues to expand its involvement in a multi-faceted revitalization of the neighborhoods surrounding campus.
- Alcohol abuse and underage drinking issues will continue to challenge us.
- "Riots" have become a part of the student culture, their intensity is increasing and, without significant and creative intervention, greater damage to property and personal injury can be expected.
- There has been a noted increase of spirituality and religion among students, and an increase in numbers of and participation in religious/faith based student organizations.

Human Resources

- Greater opportunities for staff development and advancement are required, particularly in light of evidence of a strong correlation between professional development, career advancement, and work/life factors with the commitment and retention of staff.
- As a major employer of part-time student employees, Student Affairs will need to be flexible in response to the changing demands on students' time and their need to earn more income through work.
- The push for market salaries and merit-based salary administration will continue.
- We foresee positive outcomes in future collective bargaining negotiations.

Physical Facilities

- Planning and construction for new facilities will be completed on time.
- Deferred maintenance continues to affect the condition of facilities, and upgrades will be needed to accommodate advancing technology.
- Proposed new Student Affairs facilities will be evaluated in relation to the goals of the Academic Plan, institutional debt limits, student support for the project, and their potential for creative financing alternatives to state capital funding.

Section VII: Strategies for the Future

The strategic planning process created an environment for analysis and discussion about our accomplishments, our ongoing hard work to help keep Ohio State functioning well on a daily basis, and our responsibility to project into the future and decide how best the Office of Student Affairs can contribute to the university. This planning process identified six strategic initiatives that will contribute to these institutional priorities and support our mission of “fostering student learning and development by providing the highest quality programs and services that enhance students’ educational experiences and that prepare students to be contributing members of a diverse society.”

Together these six initiatives form a shared strategy that will further enhance the key conditions that facilitate student learning, personal development, and academic performance. They emphasize: 1) the importance of students’ investment and involvement in learning, 2) the need for greater variety and complexity in the learning experiences themselves, 3) the value of diverse human interactions in the learning process, 4) the importance of promoting wellness values that foster health enhancing behavior and feelings, and 5) the significance of creating positive, high quality environments that support or actively facilitate student success. The central importance Student Affairs is placing on these six initiatives will shape our planning, decision making, and resource allocations over the next three or more years.

Measuring Results

An essential component of our strategic plan is an added emphasis on being able to successfully demonstrate how our strategic initiatives and action steps effectively enhance the key conditions that facilitate learning, personal development, and academic performance and address the areas of emphasis outlined above. Systematic monitoring of progress toward the achievement of these priorities will insure optimum results. Although each initiative and respective action step is distinctive and in some cases will require use of specialized measures, a core set of performance indicators can be applied to our assessment of results.

Monitoring usage. A fundamental assumption of student affairs is that the programs, services, and learning environments/facilities students experience make a difference on their lives and thus their value can only be realized if students use them. Tracking participation, frequency of participation, the nature of these contacts when appropriate, and (except where anonymity is important) descriptive information about users is essential in understanding how effectively we are reaching students and other intended clients.

Measuring student and other client satisfaction. One important way to measure our commitment to continuous improvement and high-quality experiences is through the various types of input we receive from our students and other users. Various measures will be used to acquire this feedback, including satisfaction inventories pertaining to specific events, programs, services, and activities; participation trends with respect to user retention; discretionary spending patterns related to use of student affairs programs and

services that carry a cost; and focus group comments on the strengths and weakness of program and service offerings.

Assessing program and service outcomes. To fully address the effectiveness of our strategic initiatives and corresponding action steps we must be able to answer the question “what evidence do we have that of those students and other intended clients who use our programs, services and facilities, there is an effect on their learning, personal development, and academic performance, particularly compared to nonusers?” Educational and personal development measures will be used to determine if the action steps outlined in this plan are having the desired effect and what other benefits students and other intended clientele are gaining from these experiences. Intended outcomes for each of these initiatives are still in the refinement stage. Once these outcomes are defined, data collection methods will be put in place to show results.

Strategic Initiatives

STUDENT AFFAIRS STRATEGIC INITIATIVES: 2003 - 07

- 1. Raise expectations about students’ contributions to a global society by providing opportunities for involvement in campus and community life.**
- 2. In partnership with regional campus deans, create and implement a master plan for student affairs support services at each regional campus.**
- 3. Improve Columbus campus student support facilities to meet emerging student needs and student expectations for quality facilities.**
- 4. Continue development of initiatives to address critical diversity related needs for students and Student Affairs staff.**
- 5. Design and implement strategies to improve the quality of life for students living in the University District.**
- 6. Create a culture of wellness throughout the university community to encourage a lifelong commitment to health and wellness.**

Strategic Initiative #1

Raise expectations about students' contributions to a global society by providing opportunities for involvement in campus and community life.

Consistent with the priorities of the Academic Plan and President Holbrook's call for "inventive learning for students" as a focus of her leadership agenda, Student Affairs will design creative ways to expand opportunities for integrated student learning and involvement in campus and community life. Ohio State's selective admission policy has and will continue to yield a more knowledgeable, skilled, and academically prepared student body. These changes in the characteristics of our students lead to different student expectations, preparedness, motivation, and attitudes about learning and will require us to revamp the types and complexity of experiences we offer our students.

Coupled with this institutional emphasis on inventive learning is the importance the student affairs profession places on adopting a vision of holistic learning that incorporates all aspects of students' experiences. As defined in a publication of the National Association of Student Personnel Administrators, Inc.²² learning and expectations for students are composed of four interrelated dimensions: 1) cognitive competence (*critical thinking, complex meaning-making, intellectual flexibility, reflective judgment, and the ability to apply knowledge*), 2) intrapersonal competence (*coherent sense of identity; a self-authored belief system to organize one's values, ethics, spirituality, and moral development; a capacity for self-awareness and reflection; and integrity*), 3) interpersonal competence (*the capacity for interdependence and collaboration; appreciation for diversity; communication, problem solving and conflict-management skills; humanitarianism and concern for community*), and 4) practical competence (*managing one's daily life and tasks and career and personal decision making*). As new learning experiences are developed, intentional consideration will be given to creating interplay among these dimensions to increase the relevance of each situation or activity.

- Action 1: Enhance residential communities
- Action 2: Improve delivery of information to students, with emphasis on collaboration and reduction of redundancies.
- Action 3: Define, catalog, and promote service opportunities
- Action 4: Increase leadership and citizenship education
- Action 5: Assess the impact of programs and services funded by the Student Activity Fee
- Action 6: Create environments and opportunities for student interaction with faculty, staff, and community leaders

Strategic Initiative #2

In partnership with regional campus deans, create and implement a master plan for student affairs support services at each regional campus.

The Ohio State University has regional campuses in Lima, Mansfield, Marion, and Newark. Since their establishment, they have individually and collectively developed a distinctive niche within the University's organizational and academic structure. A pervasive feature of the regional campuses is that they primarily focus on responding to the changing needs of their local communities.

Over time, stronger emphasis has been given to the "one university-many locations" model. With the adoption of the Academic Plan and its goal to make admission to Ohio State's Columbus campus selective throughout the year for new freshman and for transfer students, regional campuses are expected to experience changes in the characteristics and needs of their students. Other conditions on the education landscape--particularly the changing nature of the entire two-year sector, the growing attention to issues of transfer and articulation, and the increased use of distance/distributed learning--will also impact the regional campuses. These factors have resulted in changing working relationships between and among the campuses and led to a new era in their development.

This initiative stems from the student services related issues raised in the August 2002 final report of the Presidential Commission on the Regional Campuses, which identified student housing on the regional campuses as the most critical service need. As university housing is created or expanded on each campus, the need will grow for more quality student services and programs to address the concerns of a residential population that is likely to be more ethnically diverse than in the past. The report recommends that the Office of Student Affairs on the Columbus campus work closely with the regional campus deans and their staffs to develop student service plans.

Action 1: Working with regional campus student affairs staff, conduct a comprehensive student services needs assessment to ascertain priority items which would improve the quality of student life on each regional campus

Action 2: Create and implement housing and food service plans for each regional campus

Note: Housing construction plans have been tabled for OSU Lima and OSU Marion until the University has completed an enrollment management plan for regional campuses and considers the effect on the University's debt capacity

Action 3: Create and implement a student support services plan

- Action 4: Assess regional campus climates for diversity and create plans to enhance learning, working, and living environments
- Action 5: Explore, suggest, and provide funding options for student services on regional campuses
- Action 6: With University orientation staff, revise and enhance the orientation program for regional campus students changing to the Columbus campus to make the process seamless and welcoming

Strategic Initiative #3

Improve Columbus campus student support facilities to meet the emerging student needs and student expectations for quality facilities.

Impressions of our campus, including the condition of our facilities and grounds, are influential factors in the recruitment and retention of Ohio State students. The feel and look of our campus communicates to others the pride we take in our institution and the commitment we have for quality service. More than anything else, it is a reflection of the value Ohio State places on creating quality educational and work environments for our students and employees.

Adequate and well-maintained facilities are an essential feature of a successful learning community. Barrier-free, safe, welcoming environments that provide our students with quality places to study, sleep, eat, work, relax, recreate, gather and socialize are highly visible signs of the University’s commitment to enhance and better serve the student body. A key benchmark to use in gauging our responsiveness to the expansion of program and service requirements is our investment in the revitalization of existing facilities, and the construction of new, state of the art facilities.

- Action 1: Complete the Recreation and Physical Activity Center
- Action 2: Complete project studies, secure funding, and begin design phase of the Ohio Union project
- Action 3: Create and implement on-campus housing plan
- Action 4: Create and implement food service master plan
- Action 5: Continue development and implementation of disability access plan
- Action 6: Complete planned renovations of the Wilce Student Health Center
- Action 7: Complete construction of the Buckeye Village Community Center
- Action 8: Develop a multi-generational housing development near campus

Strategic Initiative #4

Continue development of initiatives to address critical diversity related needs of students and Student Affairs staff

A growing body of research provides conclusive evidence that a diverse university student body and work force, combined with active engagement in diversity learning, fosters intellectual growth, cultural awareness, and interracial understanding that enhances the social and cultural climate of the campus. The University's Academic Plan and Diversity Action Plan both communicate our commitment to "becoming a leader within the higher education community with regard to diversity and the creation of a campus culture of inclusion that creates a learning environment essential for educating students who will work and live in an increasingly diverse society." Achieving this type of institutional change requires the attention and dedication of the entire campus community

The Office of Student Affairs has a central role in creating powerful learning environments designed to attract and retain a high quality diverse population. Our programs and services; interactions between students, among staff and between staff and students; workplaces; and student living environments all serve as potential "classrooms for learning." These settings provide opportunities to have sustained contact with others that can ultimately enhance individuals' skills, knowledge, and attitudes about persons and groups that are different from their own.

The action steps incorporated into this strategic initiative collectively influence the transformation our campus into a more diverse, inclusive educational community.

- Action 1: Implement Multicultural Center development goals for years 3 through 5 of the Center's long-range plan
- Action 2: Partner with other university departments to create and implement African-American Male Retention Plan
- Action 3: Review needs and implement diversity training for 25% of Student Affairs staff each year
- Action 4: Continue development of OSU/NCBI (National Coalition Building Institute)
- Action 5: Assess and establish priorities for the Student Affairs Minority Purchasing Program
- Action 6: Implement Nationwide Diversity Leadership Transcript Program
- Action 7: Conduct research efforts to assess the campus climate for students and Student Affairs staff

Strategic Initiative #5

Design and implement strategies to improve the quality of life for students living in the University District

The quality of life for students living in the University District has been negatively affected by numerous factors, including conversion of single family homes to multi-unit rental properties and the corresponding high population density; aging neighborhood infrastructure; the city's capacity to provide services such as trash collection, police and fire protection; and lack of retail establishments that provide students with an adequate array of entertainment and eateries to meet their diverse interests.

These conditions translate to serious student concerns about the quality and availability of affordable housing, personal and property safety, availability of parking, and the overall general appearance and physical decline of the neighborhood. Ohio State has forged many exciting working partnerships with the city and members of the off-campus community to address these issues.

To augment these efforts and focus specifically on some of the acute concerns facing students living in the area, the following action steps have been identified for development and implementation:

- Action 1: Create and implement a strategy and plan for purchase and preservation of Greek off campus properties
- Action 2: Continue the Greek community revitalization efforts
- Action 3: Assess and establish new community safety programs
- Action 4: Continue Student Affairs participation in the Gateway Project
- Action 5: Evaluate and revise or create new policies, program, services, and practices related to student behavior in the off campus community

Strategic Initiative #6

Create a culture of wellness throughout the university community to encourage a lifelong commitment to health and wellness.

Personal and educational excellence can most optimally be attained through an understanding of and commitment to a way of living that emphasizes the importance of a high level of health in the social, emotional, physical, intellectual, career, and spiritual aspects of a person's life, as well as balance among these dimensions of self.

Individuals ultimately determine how they will conduct their daily lives, but their environments significantly influence their choices. Ohio State is distinctive in its collaborative interests and capacity to create a campus culture that promotes wellness values as part of the total university experience for students, faculty, and staff.

Through its programs and services, the Office of Student Affairs is a primary source for integrating wellness content into the fabric of campus life, but it will take the hard work of the entire university community to create a context for this learning.

- Action 1: Build and promote the Wellness Collaborative
- Action 2: Conduct and support empirical research efforts to identify effective strategies to support wellness
- Action 3: Promote wellness a key addition to the Academic Plan and the University mission statement
- Action 4: Provide active support for areas of the university's work-life study under the purview of Student Affairs such as providing recreational opportunities and wellness education for faculty and staff on a fee for service basis
- Action 5: Review and revise a variety of wellness related policies
- Action 6: Energize and support programming and facility options that create a healthy lifestyle
- Action 7: Provide nutritional information and nutritious food options to all customers of on campus food services

Section VIII: Organizational Resource Capacity Relative to Strategic Directions

Developing a strategic plan provides Student Affairs with a focus and a future course of action. This planning framework is helpful in making decisions and allocating and redirecting resources to support plan priorities. We are confident that the initiatives and supporting actions outlined in this plan can be achieved through the strategic use of our current and projected resources.

Fiscal Resources

Current Status

Appendix C shows the current Student Affairs budget and FY03 year-end cash position.

The total annual budget from all sources is approximately \$138 million in FY04. Total fund equity as of the end of FY03 was approximately \$27 million. Of the \$27 million, \$17.8 million is committed for specific uses, including a \$7 million contingency fund to support new operations; \$6 million is designated as an operating reserve; and \$3.4 million remains for unrestricted capital reserves.

The university provides approximately \$18 million in annual general funds support. This is generated through the general fee portion of tuition. A student activity fee of \$15/quarter was added to the general fee in FY04, generating \$2.2 million of the \$18 million total. The affinity card contract provides additional annual support of \$400,000, and \$250,000 is provided through the President's Strategic Reserve. Miscellaneous endowments provide additional annual support. The largest endowment, supporting student organizations and the Council on Student Affairs, provides about \$200,000 annually. The remaining \$120 million of the annual income is generated by auxiliary and earnings operations.

A new recreation fee is planned for implementation in FY05. The fee will be \$72/quarter and will provide approximately \$10 million annually to support the new recreation center construction and operation.

Also in the planning stages is a \$40-50/quarter fee beginning in FY07 or FY08 to support construction of a new student union.

Trends

Student Affairs has expanded significantly over the past 10 years. ATI (Wooster), Newark, and Mansfield campuses have added university-run housing. The Schottenstein Center, Blackwell Inn, Younkin Success Center, and new Worthington/Neil graduate and scholars housing complex have opened. A student activity fee adding \$2.2 million annually in funds was implemented. The Multicultural Center was established. There are numerous other examples of increased services to students.

Budget support has kept pace with these developments, as evidenced by the current financial position. There is, however, increasing concern about the addition of new student fees in light of rising tuition costs. The construction of a new Ohio Union is dependent on the addition of a student fee in FY07 or FY08.

Strategic Initiative Support

Strategic initiatives revolving around student learning, diversity, and wellness currently have a general funds base of support that allows for progress in each of these areas. New funding requirements are being developed. Student Affairs generally has been successful in gaining incremental funding increases for particular programs that support the Academic Plan, and we would need to continue this approach.

The other initiatives all carry significant costs. Plans to construct new housing at the regional campuses have been placed on hold due to the risks involved and the need to further evaluate the regional campuses' role in the university's broader enrollment plan. Those projects could be funded through a combination of use of contingency reserves, contributions from the regional campuses, and system-wide housing rate increases.

This funding does not address other student service requirements on the regional campuses. That funding would be the responsibility of the regional campus, although it is likely that Student Affairs administrative costs would increase as well. This additional financial risk is another reason for placing the projects on hold.

Improving Columbus campus facilities is an ongoing goal. Each new facility to be built – recreation center, student union, student housing – is required to have its own business plan and must demonstrate that it can be supported over the long-term through fees and earnings. Housing and food service both are in the midst of major master plan development. Projects that emerge also would have to be funded via earnings. These projects are viewed on a system-wide basis; i.e., the entire housing and food service system must be able to sustain the costs. To date, we have been able to do this while setting aside reasonable reserves. New projects must be spread out over a number of years to mitigate the impact of fee increases in any one year.

Improving the quality of life in the University District is a long-term strategic direction that requires partnerships with other entities. Student Affairs has set aside reserves of about \$100,000/year to allow for consideration of properties that would not cover their own operating costs. To date, most efforts have focused on the fraternity/sorority system, and lease/purchase arrangements have been worked out so that earnings do support operations. However, it has become obvious that a Campus Partners-type operation with much larger amounts of funding backed by the university will be needed to make a serious impact. Student Affairs is limiting direct financial involvement to the fraternity/sorority system in the foreseeable future.

Funding methodologies for strategic plan actions steps are outlined in Appendix F.

Human Resources

Student Affairs is a large, complex organization with specialists in a wide variety of areas. There has been great continuity in leadership. Many senior staff have 20 years or more of service to the department. Few major transitions are anticipated in the near future. The current staff has the knowledge and experience to accomplish the goals set forth in this strategic plan. This is evidenced in the impressive achievements of the last 10 years.

Areas of challenge include (1) improving the service workforce through better orientation, training, and performance management; (2) developing performance measures at all levels of the organization; and (3) developing a succession plan for five to ten years from now when a number of senior staff are eligible for retirement.

An important aspect of organizational capacity that will require additional attention is the establishment of a more integrated approach to our human resource development plan. Student Affairs has a long history of recruiting talented people and, when position openings arise, promoting from within. An essential aspect of this hiring/promotion strategy is the education and development of our employees so that they are well prepared to accept these new responsibilities and succeed in their new roles. At present, human resource development responsibilities rest primarily within each department, which works independently with its own staff. We recognize the value of taking a more strategic, organization-wide approach to addressing this resource issue. Forecasting the future needs and staff expertise that will be required to advance our priority initiatives will give us the ability to design a human resource development program that can, systematically and with intention, prepare people to advance and expand their contributions to Student Affairs and their own careers.

Coupled with this is the need to effectively manage the various quality of work life issues that affect the productivity, stress levels, and attitudes of staff. More and different job responsibilities must be balanced with adequate preparation for the job and a work environment that is supportive of the demands and expectations being placed on staff.

Appendix D contains a profile of Student Affairs staff.

Technology

Student Affairs has struggled with the development of a central IT structure. The main difficulty is balancing the longer-term considerations related to the substantial investment in resources vs. the need to be responsive to the multiplicity of short-term operational demands. The former suggests more centralized control, and the latter more local control. Departments have been frustrated by the inability of Student Affairs IT to respond to requests with short timeframes, or in some cases denial of requests due to lack of resources. At the same time, the central IT unit has expanded its budget by over \$1 million to add staff to meet the needs of the department. Student housing funds and charged overhead to revenue-generating units are the source of these funds. A number of units receive services but do not pay the costs.

To address this array of issues, Student Affairs is moving toward a modified centralized model. The new model is in various stages of implementation. It primarily includes:

1. The continued development of a strong central staff that would maintain servers, desktops, and infrastructure, including equipment replacements on a regular schedule, to promote consistency and long-term cost effectiveness.
2. The establishment of a team of central staff members designated as departmental consultants. Every Student Affairs department will be assigned a consultant who will be responsible for coordinating its IT support services.
3. With respect to the more variable aspects of computing, such as web and application development, departments will be allowed to utilize resources to the extent they can afford within their budget. This would be accomplished either by reimbursing IT for services on an hourly basis, or through the funding of a dedicated position. Dedicated positions would still report to central IT, but the funding department would completely direct work priorities.

A fee structure is being developed in which all departments will contribute a base amount to cover the services in Item 1 above. This amount will be determined via a formula based on the numbers of servers, desktops, users, and other related factors. Departments that already have staff performing these duties will no longer incur the payroll costs of those staff (who will be reassigned to the central IT department). In most cases, an individual associated with a current department will continue to serve as the consultant for that department.

Through the development of this funding model, IT costs will be distributed on an equitable basis throughout Student Affairs and will be built into annual budgets. Each department will have to allocate an appropriate level of resources for this purpose, similar to budgeting the costs of personnel, space, and supplies. With this model in place, the central IT department can expand to respond to individual departmental needs.

Considerable website development costs are expected as the strategic plan is implemented. A number of departments have sizeable carryforward cash balances that could be used for this purpose. Others may have to reallocate resources or implement improvements gradually as dollars become available. A substantial component of IT support has been built into revenue rates and will continue to be funded centrally.

Space/Facilities

The most critical space issue is the population density in the undergraduate residence halls. To accommodate the housing demand, an increasing number of rooms have been converted from doubles to quads, to the point that more than 2,000 students now live in four-person rooms. Transforming all quads to doubles would require adding 500 two-student rooms (1,000 beds) to the system, but would not increase the total residence hall population.

To address this need, plans are under way to convert the lower half of Lincoln Tower, Archer House, and Oxley Hall back to their original use as student housing. This will require the identification of space for departments currently utilizing Lincoln and Oxley for office space. This project has been made an institutional priority, and a number of possibilities are being explored with university planning offices. Conversion of these spaces to housing ultimately will be self-supporting through housing and food service fees. There will be tremendous efficiencies of scale in that each of these buildings sits within an existing residence hall complex that already has housekeeping, maintenance, food service, and residence education operations.

The major challenges relate to the sheer volume of the transition. In addition to Lincoln Tower, Archer House, and Oxley Hall renovations, a renovation of the Fawcett Center may need to occur to accommodate the displaced offices. The conversion plan would require at least three years to execute.

Additional possibilities include purchase of existing housing adjacent to campus and construction of new housing, each of which would need to be supported by general housing and food service earnings.

The new recreation center is under construction and is expected to be fully open by Spring 2005. This will provide 605,000 square feet of space, including some conference and meeting space and a food service operation, in addition to recreational space. The new center will support wellness programs, improve the quality of campus life, and enhance recruitment of new students. Funding comes from a new student fee, existing general funds, and earnings from operations.

Plans to construct a new Ohio Union facility are under consideration. All current Student Affairs and food service operations would be retained in the new facility. There would be significant increases in space for student organizations, in line with goals for increasing student involvement options. There also would be increased earnings space to help support the facility. This facility would be funded through a combination of central funds, earnings, and student fees.

Student Affairs recently acquired 960 Kinnear Road, which provides new office and warehouse space. This facility will house maintenance and IT personnel, and will be the main warehouse supporting the housing and food operations.

The Wilce Student Health Center is in need of a major renovation, and it does not appear as if it will be a strong candidate for central funding. Plans to utilize bond financing to be paid off with future earnings are being developed.

Appendix E contains a complete Student Affairs Facility Space Inventory.

Section IX: Continuous Improvement Initiatives Advancing the Strategic Plan

Introduction

The Office of Student Affairs is an active partner in the university's pursuit of excellence and is incorporating a continuous improvement program into its plans for the future. Emphasizing improvement sends an important message that continuous learning and ongoing change are expected and that broad collaboration across Student Affairs is needed to strengthen and improve the quality, effectiveness, and value of our services. Student Affairs will use continuous improvement methods and tools to create an environment in which we, as an organization, strive to improve. The goals for our continuous improvement program are:

1. To assure consistency with the University's mission, goals, priorities;
2. To assure consistency with professional best practices standards;
3. To assure responsiveness to the current and emerging needs of students and others;
4. To assure that decisions are data driven; and
5. To assure that resource allocations are consistent with priorities and as efficient and effective as possible.

Three key initiatives comprise the Student Affairs continuous improvement program:

1. The Balanced Scorecard
2. Program Review
3. Performance Management

The Balanced Scorecard

The scorecard is a set of performance measures linked to University and Student Affairs strategies and goals. They help translate strategies into measurable actions and meaningful results. Informing the scorecard are the Student Affairs vision, mission, values, and key functions, the Academic and Diversity Plans, President Holbrook's leadership agenda, and other planning processes and priorities in keeping with the direction of the University and its leadership. Measurable indicators are being developed to track progress toward achieving institutional priorities. While these measures are aligned with current directions and often have some stability over time, they will be revised as needed to reflect changes within the strategic planning of the University and of Student Affairs.

Performance will be monitored at both the department and overall Student Affairs level. Each department will establish measures of work activity, effectiveness, and efficiency that will assist the Office of Student Affairs in monitoring how areas are contributing to the University's leadership agenda, Student Affairs strategic initiatives, and their own unit goals.

Work activity measures will quantify the number of programs, client services, and business/facility services conducted as part of a department's ongoing operational activities and track how many clients use a department's program and service offerings, and who these users are.

Effectiveness measures will help determine how well departments are accomplishing their stated goals and objectives. Particular emphasis will be given to how satisfied our students and other customers are with the programs and services and the effect our programs and services have on our intended educational and business outcomes.

Efficiency measures will track how departments are improving cost control, cost avoidance, cost sharing/partnerships, and other resource enhancement strategies. In addition, attention will be given to how well a department manages its operations and where improvements in work processes can be made.

While these department-related assessment activities are already being done in many units, instituting a balanced score card performance model across Student Affairs will address gaps in departmental measures, clarify systemic data needs, and facilitate their collection and use.

At the overall Student Affairs level, a biennial survey will measure the value added and continuous improvement of our key functions: student success, wellness, diversity, environments of support, involvement, and advocacy. Careful attention will be given to securing measures that are linked to the University's leadership agenda, Academic and Diversity Plans, Student Affairs goals and strategic initiatives, and specific program and service areas earmarked for improvement. This broad assessment effort will be coordinated by the central Student Affairs administration and is designed to provide data representative of the complex nature of the organization and its multifaceted role in the University.

Together these measures will inform decision-making, target improvement efforts, track progress over time, and demonstrate our value to the university community.

Program Review

Program Review is a central feature of Student Affairs' continuous improvement initiative and will serve many purposes. The most important of these functions are to improve each unit's program and service quality and operating effectiveness, to stimulate planning, and to encourage forward thinking and strategic directions that align with Student Affairs' goals and initiatives and with the institutional mission and Academic Plan priorities.

The Office of Student Affairs completed a self-study evaluation as part of the 2002 Support Units Committee Report and in the spring of 2003 conducted an external review of its draft strategic plan to assess how effective this document will be as a planning tool for guiding the work of the Office of Student Affairs for the next several years. Recommendations from the external review team were incorporated into our Strategic Plan.

Starting in 2004, the focus of our Program Review will shift to individual department reviews. An ad hoc committee will be formed to develop a process and general set of review criteria that will guide Program Review in Student Affairs. An annual Program Review schedule will be developed in consultation with the Vice President for Student Affairs and members of his senior staff. Attention will be given to the design and focus of these reviews to insure that they are compatible with the Program Review activities being overseen by the University Senate Fiscal Committee and coordinated by staff from the Office of Institutional Research & Planning.

No two reviews will be identical, for each one will acknowledge the diversity in departments' programs, services, and management practices. However, each Program Review will have a common set of characteristics:

1. Reviews will occur on an established cycle.
2. Reviews will be independent of any other type of review, but will be coordinated with other certification/accreditation reviews to maximize results and minimize duplicative work.
3. Reviews will be forward-looking. While assessment of current status is important, this information will be used to determine how a unit can continuously improve.
4. Departments will be primarily evaluated on professional standards and established criteria for performance excellence. Within this context, review criteria will include the quality of a unit, its centrality to the University's/Student Affairs role and mission and Academic Plan priorities, and the value of services/programs offered.
5. Reviews will be open and objective.
6. Reviews will consist of a five phases: 1) preparation, 2) self-study/internal review, 3) external review, 4) action plan development and implementation, and 5) progress evaluation.
7. Reviews will result in action. They are the basis for strategic planning and the decision-making/budget process in Student Affairs.

Performance Management

A wide variety of informal and formal performance management practices historically have been in place across different Student Affairs units, with varying levels of effectiveness. Some units have highly structured formal systems, while others rely primarily on informal feedback processes supplemented sporadically with formal reviews.

In 1996, the housing, food services, and event centers units participated in a pilot program to develop a comprehensive formal performance management program for university wide

use. This included the introduction of a new evaluation form, computer software to help guide the evaluation process, a 360-degree feedback process, and a rewards and recognition methodology to reinforce high performance. Following a year-long pilot, the program was implemented.

Various components of this plan now have been offered to all Student Affairs units, including the use of a new streamlined evaluation form and the application of the 360-degree feedback program to staff at the director and assistant vice president level. However, there have not been sufficient resources to centrally administer a comprehensive program. Consequently, there continues to be considerable variability across units.

There are challenges associated with implementing a more consistent approach to performance management across Student Affairs. These include obtaining the support and participation of all management level staff, allocation of sufficient resources to sustain the program's administration, and the substantial effort needed to effectively design a program supporting both the strategic initiatives and the daily effort needed to sustain current operations. These challenges are particularly daunting in the face of the many other urgent and often competing short-term and long-term priorities.

The Student Affairs Human Resources Department is charged with developing a plan to meet these challenges and move us toward a unified, comprehensive program that will support the strategic plan. The immediate goal is to establish a well-defined policy statement that can be aligned with the continuous improvement process that is integral to the strategic planning model. The long-range goal is developing a performance management program with standards that can be used consistently across all Student Affairs units to support strategic initiatives.

During the development period, Student Affairs departments will continue to use existing resources to effect performance management processes. This includes flexibility in utilizing Student Affairs' long, short, and computerized performance review forms, or the more generic University form; the continued offering of the 360-degree process to staff at the director level and above; and consulting and training support through Student Affairs Human Resources and the University's Office of Human Resources. It also includes supervisory coaching, informal feedback, and use of University compensation systems to reinforce high levels of performance. The ultimate goal, however, is to move toward an improved, formalized system aligned with Student Affairs strategic objectives.

The Role of Professional and Personal Development in Student Affairs Continuous Improvement Initiatives

Increasing our capacity to deliver value-added programs and services will require that more be done to develop and retain high performing staff. We must be clear on where our strengths lie and where performance gaps exist and, based on this information, create a more system-wide approach to developing, coordinating, and promoting individual, group, and team learning and professional growth opportunities to all staff in the organization. An essential element of expanding our staff education and development programs is the need to evaluate the value of these initiatives to determine their level of use at the department

level and their impact upon students' and other customers' satisfaction, staff performance, and organizational productivity.

Section X: Conclusion

The Office of Student Affairs Strategic Plan as outlined through 2007 has been developed using the Academic Plan, Diversity Plan, and President Holbrook's leadership agenda as guiding documents. It will support the mission of Student Affairs and the advancement of our overarching priorities and goals. The planning and strategy development process stressed the interconnectedness of the strategic initiatives and the ways that individual departments contribute to the success of each initiative.

Given the dynamic nature of the internal and external environment, we view this as an evolving plan. New challenges and opportunities may arise that are so compelling that new strategic initiatives will need to be developed or others reconsidered. The Student Affairs leadership team will institute a means of regular review and updates of the Strategic Plan.

We recognize that our success in delivering results relies on the work of the talented and dedicated staff in Student Affairs and in our organizational capacity to develop and allocate the resources needed to support the implementation of our strategic initiatives and corresponding action steps.

Student Affairs Strategic Planning Process Timeline

Student Affairs Strategic Planning Process Timeline

Summer 2001

1. VP Hall solicited feedback and recommendations from all Student Affairs staff on revisions to organizational structure that would enhance service to students and increase operational efficiencies.
2. Reorganization model proposed and circulated for final review and feedback.
3. Reorganization implemented and staff feedback solicited on leadership within the new structure.
4. Executive (AVP and Directors) leadership selected.

Fall 2001 and Winter 2002

5. University Support Units Committee formed and Student Affairs initiated self-study as part of process.
6. Strategic planning model developed, reviewed by leadership team, and finalized.
7. Self-study completed and submitted to Support Units Committee.

Summer 2002

8. Leadership team examined Student Affairs' strengths, weakness, aspirations, and expectations for the future.
9. Academic Plan reviewed and assumptions identified about students, higher education, the economy, the state, the country and world, the university, and higher education that will influence Student Affairs at Ohio State over the next three to five years.
10. Student Affairs goals adopted consistent with university goals stated in the Academic Plan and Diversity Plan.
11. Review of Student Affairs mission, vision, values, and areas of emphasis as they relate to the Academic and Diversity Plans, divisional strengths and weaknesses, and assumptions about the future. Groups formed to draft revisions.

Autumn 2002

12. Work groups presented proposed revisions to mission, vision, values, key functions, and facilitating actions (formerly areas of emphasis – changed to parallel language of Academic Plan). Leadership team discussed and adopted revisions.
13. Draft of mission, vision, values, key functions and facilitating actions circulated throughout departments for feedback. Draft also shared with Council on Student Affairs.
14. Mission, vision, values, key functions, and facilitating actions finalized and distributed.
15. Discussions began with Support Units Committee and Academic Affairs about integration of goals of Student Affairs emerging Continuous Improvement Initiative with institutional planning process.
16. Strategic Initiatives (8 total) and Action Steps associated with each initiative identified.
17. Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis performed relative to each strategic initiative.
18. Lead AVP for each strategic initiative identified and teams assembled to develop implementation plan for action steps of each strategic initiative.
19. Planning initiated for external review of Student Affairs strategic planning process.
20. Continuous improvement concepts presented to Student Affairs leadership team.
21. Work continued on Action Steps previously under way and they were incorporated into the plan.

Winter 2003

22. Staff identified support needed to implement strategic planning at department level.
23. Consultations held with departments on how to initiate their strategic planning process.
24. External review plans finalized.
25. Brief presentation to President's Cabinet, Coordinating Council, and Board of Trustees Academic Affairs Committee on process to date and plan for external review.
26. Strategic Plan as developed to date and initial strategic indicators submitted with annual budget report.

Spring 2003

27. Draft Strategic Plan/Status Report document completed and sent to the external review panel members.
28. External review panel conducted its Strategic Plan review, including on-campus interviews with an extensive number of stakeholders.
29. Departments continued with their own strategic planning activities.

Summer 2003

30. External review panel submitted its feedback/recommendations.
31. Two retreats held with members of the Student Affairs Leadership Team to discuss and incorporate review panel's recommendations into the Strategic Plan.
32. Strategic initiative teams continued to refine implementation plans.
33. Departments continued with their own strategic planning activities.

Autumn 2003

34. Departments completed their strategic plans.
35. Retreat held to establish outcomes and performance measures that will be used to monitor the progress of plan.

Winter 2004

36. The Office of Student Affairs Strategic Plan completed and versions of the document distributed to identified audiences.

Winter 2004 – Spring 2007

37. Continue work to implement action steps in support of each strategic initiative. Evaluate progress and assess outcomes.

Student Affairs Administrative Unit Descriptions

Office of Student Affairs

Description of Administrative Units

CAMPUS ACTIVITIES AND EVENTS

The Value City Arena at the Jerome Schottenstein Center

- The multipurpose venue hosts regional and national athletic, cultural, and entertainment events, ranging from commencement to concerts, tournaments to touring productions. Home of Ohio State men's and women's basketball and men's ice hockey teams. Seats 17,500 for hockey, 19,500 for basketball, and up to 21,000 for concerts. Features The Official Team Store, the athletic and special event ticket office, and the interactive Buckeye Hall of Fame. Annual attendance exceeds 1 million visitors.
- In addition to basketball and hockey games, annual events include Ohio State and local high schools graduation ceremonies and Ohio high school basketball tournaments. Highlighted events for 2002-2003 included The Eagles, Jeopardy, Paul McCartney, Bruce Springsteen, Tom Petty, and Fleetwood Mac.

The Ohio Union and Student Activities

- Provides advising and support to the three areas of student involvement: 1) Greek Life, which advises more than 50 social fraternities and sororities; 2) Campus Activities and Events, which coordinates lecture series, late night events, community service opportunities, and traditional programs such as Homecoming and Welcome Week; and 3) Student Organization Services, which provides leadership development to all students and to more than 500 student organizations.
- Provides recreational, social, educational, and cultural activities. Houses student organizations and student support and leadership services, Multicultural Center, Student Advocacy Center, Off-Campus Student Services, Student Housing Legal Clinic, conference and meeting space, Conference Theater, food court, shipping services, convenience store, and bank. Student activities and events are offered year-round, such as job fairs, career expos, workshops and conferences. Room rentals, catering referrals, and graphic services are also available.
- Serves as a clearinghouse for those interested in volunteering for community service projects. Houses Project Community which connects students with direct service opportunities through the Community Connection Database, as well as the QUEST emerging leaders program, student organization retreat package program, and leadership training program for campus-wide committee chairs.

HOSPITALITY AND CONFERENCE SERVICES

The Fawcett Center

- State-of-the-art conference facilities, staffed by professional meeting planners and culinary experts. The center includes a 300-seat auditorium, four banquet rooms, meeting rooms of various sizes, and outdoor lawn and patio spaces.

The Blackwell Inn

- A 150-room upscale hotel featuring large, well-appointed guest rooms with high-speed Internet connections and large work areas. Adjoins the Pfahl Executive Conference Center, which has state-of-the-art technology and over 22,000 square feet of meeting space, a ballroom, restaurant, and lounge. The Blackwell is part of the Fisher College of Business complex, and is operated as a partnership between the Fisher College of Business and Student Affairs.

Campus Dining Services

- Operates traditional dining commons, Buckeye Express (a take-out service), Sprouts Café (vegetarian), Mirror Lake Café (located in Pomerene Hall) and Burritos Noches (in North Commons). In addition, Oxley's, Oxley's by the Numbers Café, several Campus Grind coffee shops in academic buildings, Oxley's-on-the-Go Catering Service, and the Wexner Center Café are operated by Campus Dining Services on the Columbus campus. Campus Dining operates a dining service on the Newark Campus and the operation of dining services on other regional campuses is being explored.

Conference Services

- Provides housing and food for students and families attending summer orientation sessions, as well as for numerous youth groups, sports camps, and other organizations conducting programs on the Columbus Campus during the summer. Coordinates conference organizers' requests for university services, such as classrooms, parking, meals, equipment, etc.

STUDENT SUCCESS SERVICES

Counseling and Consultation Service

- Provides counseling and mental health services, including assisting students in dealing with personal concerns, interpersonal and relationship concerns, and academic effectiveness. Services include individual counseling and psychotherapy, therapy groups and support groups, and psychiatric services. Also provides crisis intervention and services for individuals and the university.
- Offers outreach services and consultation activities on a broad spectrum of topics, including racial/ethnic diversity, counseling and helping skills, stress management, wellness, and academic success. Also offers a training program for students completing required clinical training for their graduate or professional programs in mental health fields.

Career Connection

- Provides a full range of career services with the exception of job placement. All OSU students are eligible, regardless of college of enrollment. Services include individual career counseling, career assessment, workshops and group counseling, and job search assistance. A library of career resources and computer-assisted career planning programs are provided. Coordinates the Graduate Outcomes Survey.
- Offers targeted services to diverse, underserved, and "special" populations, such as services for the Bridge Program, career support groups for GLBTI students and Latino students, and workshops for international students.

Younkin Success Center

- A partnership with Academic Affairs and Athletics, the Younkin Success Center houses academic services designed to help students succeed at the University, including the Academic Learning Laboratory, Student Athlete Support Services, Faculty and T.A. Development, Career Connection, and Counseling and Consultation Service. Services include tutoring, career planning, counseling, an 80-station computer lab, and time management and test-taking skills development.

Disability Services

- Provides and coordinates support services and programs that enable students with disabilities to receive equal access to an education and all aspects of university life.
- Coordinates exam accommodations, facilitates auxiliary aids such as taped textbooks and sign language interpreters, makes referrals for adapted transportation and disability parking, houses an "Adapted Technology Training Center," and provides fee-based diagnostic testing for learning disabilities. Provides services to students with hearing, visual, or mobility impairments; learning and psychiatric disabilities; attention deficit disorder; medical disorders, and temporary disabilities.
- Provides disability education to the campus community through print materials, workshops, and awareness events.

Student Wellness Center

- Encourages healthy lifestyle choices for students while addressing health issues such as nutrition, weight management, stress management, alcohol and other drug education, and sexual health concerns including HIV/AIDS and other STDs. Promotes awareness, education, and behavioral change.
- Provides such services as financial counseling and education, Late Night Programming, Party Smart kits, safer sex kits and the condom club, HIV counseling and testing, outreach and educational programs on a variety of topics, including over 100 presentations during the First Year Success Series.

Student Health Services

- As an accredited outpatient facility geared toward the college student population, enhances the academic success of students by providing quality and accessible medical care and promoting healthier lifestyles.
- Provides health care services, including primary care, gynecology, sports medicine, allergy, optometry and dental services. Support services include radiology, laboratory, physical therapy, nutrition counseling, health education, and a full-service pharmacy.
- Assists in designing the Student Health Insurance Program, designed to meet the needs of Ohio State students and provide excellent benefits and flexibility at an economical cost.

Recreational Sports

- Provides programs, services, facilities, and equipment to enrich the university learning experience and foster an appreciation of and involvement in wellness and recreational sports and activities for students, faculty, and staff.
- Offers indoor and outdoor recreation facilities including Larkins Hall, Beekman Park, and Jesse Owens recreational centers, intramural and recreational fields, and other facilities. Currently under construction is the Recreation and Physical Activity Center that will provide a new 605,000 square foot, state of the art facility to replace the current Larkins Hall.
- Provides intramural sports, informal recreation, aerobic and fitness sessions, aquatics, conditioning, adapted recreational sports, sport clubs, family recreation instruction programs, and special late night events.

Student Advocacy Center

- Helps students navigate Ohio State's structure and resolve issues that they encounter at the university by familiarizing students with University policies, procedures, and guidelines; assists students in finding information, answering difficult questions and finding solutions to complicated situations.
- Coordinates university response to crises such as student death, serious illness, and loss of home due to fire, while offering assistance to affected students and family members.

MULTICULTURAL CENTER

Multicultural Center

- Provides intellectual and cultural enrichment programs, services, and facilities. Strives to create a community environment that recognizes cultural differences and respects cultural uniqueness and to facilitate cross-cultural interaction, learning, and appreciation. The Multicultural Center is a partnership between Academic Affairs and Student Affairs.
- Provides leadership for programs and services related to African American, American Indian, Asian American, and Hispanic students as well as services to gay, lesbian, bisexual, and transgender students, and women. Initiatives include Rape Education and Prevention Program, Nationwide Diversity Leadership Transcript Program, the Bank One Leadership Development program, the African American Male Initiative, and the New Diversity Initiatives. Programming includes the African American Heritage Festival, the Pow Wow, and various awareness weeks and months.

HOUSING AND RESIDENCE EDUCATION

- Provides on campus housing for 10,000 Columbus students in support of the University's academic mission. Housing operations are directed by professional staff with advanced degrees in student personnel, higher education, or related fields. Full time professional staff, graduate staff, and resident advisors are in the facilities to provide direct services to students. Social, recreational, cultural, and other programs are offered. A multitude of student leadership and employment opportunities are made available.
- Operates 34 residence halls on the Columbus campus with accommodations for undergraduate, graduate, and professional students.
- Manages Buckeye Village family housing complex serving over 400 students with families
- Manages housing at regional campuses, currently serving approximately 500 students at ATI, 200 students at Newark, and over 100 students and guests at Stone Lab with plans in development for other locations.
- In partnership with Academic Affairs and a number of academic departments, manages more than 30 living-learning programs that integrate academic, lifestyle, and cultural interests. Programs include the Mount Leadership Society, honors, engineering, agriculture, African-American, first year student, and many others.
- Operates apartment-style housing complexes at Newark, Mansfield, and ATI campuses, with professional staff managers and resident student advisers. Plans have been developed for construction of student residences at Marion and Lima.

COMMUNITY DEVELOPMENT

Off Campus Student Services

- Provides resources, such as housing information (including apartment listings, roommate listings, lease checklists, and referrals for various housing issues) to assist students, faculty, and staff in finding suitable off-campus housing.
- Connects commuter students to the University by providing "home-base" resources, programs, and advocacy to enhance their persistence. Offers a lounge for commuter students, with computers, television, and lockers.

Parent Association

- Provides opportunities for parents and guardians to become partners with the university in the educational experiences of their students.
- Coordinates Family Weekend and Sibs Weekend.

Student Housing Legal Clinic

- Promotes the general welfare of the University's student body by improving local housing conditions.
- Educates students regarding their legal rights and responsibilities as tenants, neighbors, and community members.
- Provides practical legal experience for students in the Moritz College of Law.

Community Outreach

- Coordinates Student Affairs outreach efforts with community agencies, the City of Columbus, area businesses, and student groups
- Coordinates the University's involvement in ColumbusReads.
- Serves as liaison with University Interfaith Association

PLANNING AND STUDENT DEVELOPMENT

Student Affairs Assessment

- Provides information about our students and their experiences at Ohio State and the campus environment that is based on sound research practices. Projects are directed toward providing data to inform practice and understanding the impact of policies, programs, services, and facilities on student satisfaction, learning and development, and retention and graduation. Projects include the Campus Climate for Diversity Survey, the Core Alcohol and Drug Survey, Spending Habits, Late Night Programming, the Experiences of African American Men project, and others.
- Provides consultative services and access to resource materials that assist Student Affairs staff with unit-level assessment activities, and assists with strategic planning and continuous improvement initiatives for Student Affairs.

Student Judicial Affairs

- Promotes university community standards through the administration of the Code of Student Conduct. Educates students about rights and responsibilities. Provides information concerning conduct issues, judicial policies, and nonacademic discipline procedures. Addresses behaviors that are inconsistent with community standards and expectations including conducting hearings regarding alleged Code violations and, when appropriate, administering proactive and educational sanctions.
- Provides leadership of Ohio State's campus affiliate of the National Coalition Building Institute, which conducts full-day workshops entitled "Building Community by Welcoming Diversity."

Orientation

- Coordinates with Academic Affairs on an informational presentation for new students about Student Affairs programs, services, and life issues that will impact students' success in college. Provides housing, meals, recreation, and meeting space in support of new student orientation.

Planning

- Directs division-wide strategic planning and goal-setting initiatives and supports individual unit initiatives. Monitors development of Student Affairs policies related to the quality of the student experience and reviews related University-wide policies. Monitors attainment of Student Affairs annual goals and prepares reports.
- Coordinates processes and planning for property acquisitions and internal space leasing.

Student Development

- Coordinates Student Affairs' partnership with the School of Educational Policy and Leadership
- Coordinates Student Affairs' support services for Undergraduate Student Government, the Council of Graduate Students, the Inter Professional Council, and for the University Senate's Council on Student Affairs.

National Coalition Building Institute

- NCBI is a national program dedicated to strengthening leadership for a diverse society. Ohio State's affiliate is staffed largely by trained volunteer facilitators, works with students, faculty, and staff to reduce prejudice, increase human understanding and develop diverse organizations and communities.

RESOURCE AND FACILITIES MANAGEMENT

Facilities Planning and Support

- Provides maintenance, housekeeping, and renewal for over 4 million square feet of buildings, furnishings, and utility systems. Responsible for most Student Affairs facilities, including regional campus facilities at Stone Lab and ATI and a growing number of off-campus properties. The staff team of over 200 FTE includes housekeepers, maintenance staff, administrative staff, and design staff. The annual budget is \$16 million.

University ID Card Services (Buck ID)

- Manages the system used to gain access to buildings, services, privileges, and goods throughout campus. Buck ID is the primary university ID and can be used as a debit card in many university and area restaurants and businesses as well as for official university business. The Buck ID debit card program processes 10 million card transactions each year.

Technology Services

- Manages and supports a wide array of technologies and computer applications used by Student Affairs administrative staff and students. Includes Student Affairs email system, web-site design and maintenance, installation of hardware and software, and support of computer labs.
- Supports ResNet, the residential computing network for university housing. Includes installations, training, troubleshooting, and network upgrades.
- Maintains a 24-hour Support Center to monitor building systems, support ResNet, respond to emergencies, serve as communication hub, and support the Buck ID System.

Business Services

- Provides central business services to the Office of Student Affairs, including consulting, analysis, accounting, and management reporting. Processes accounts receivable and accounts payable. Administers a wide variety of contracts, leases, and internal agreements with regard to the rental of space and the delivery of services. Develops annual budgets of Student Affairs and sets rates for services.

Human Resources and Payroll

- Provides central human resources and payroll functions for Student Affairs. Processes timekeeping and payroll data for over 3,000 regular and student staff. Maintains personnel files. Provides employee recognition, labor relations, performance management, new employee processing, summer internship program, and human resources consulting services. Maintains positions descriptions and coordinates job postings and staff recruitment.

ADMINISTRATIVE SUPPORT

Communications

- Provides support for Student Affairs media relations, print and electronic publications, and special projects. Writes, edits, supervises production, creates communication plans, and coordinates with University Relations.

Development

- Develops and implements strategies to obtain funds for target projects. Identifies, cultivates, and provides stewardship of past, current, and potential donors.

Risk Assessment

- Responsible for fire safety, key and lock control, security systems, safety programming, risk assessment, security, and safety surveys for Student Affairs' facilities. Coordinates with campus and community safety forces.

Student Affairs Diversity Council

- Oversees diversity initiatives throughout Student Affairs, advises the Vice President on policy and diversity programs, and administers a Diversity Enrichment Grants Program designed to support student initiatives to promote diversity awareness and foster a positive campus climate for diversity.

Student Affairs Fiscal Resource Information

Office of Student Affairs**FY03 and FY04 Budget Comparison**

(IN THOUSANDS)

MAJOR EARNINGS/AUXILIARIES	FY03 Budget	FY04 Budget
Revenue	\$97,491	\$117,236
General Funds Support of Earnings	\$4,993	\$ 5,103
Total Sources	\$102,484	\$122,339
Uses	\$101,957	\$120,931
Net	\$ 527	\$1,408

GENERAL FUNDS (excludes General Funds Support of Earnings)

	FY03 Budget	FY04 Budget
PBA	\$10,084	\$10,306
Carryforward	\$2,107	\$1,661
Total Sources	\$12,191	\$11,967
Uses	\$10,530	\$10,899
Net (carryforward)	\$1,661	\$1,068

DEPT. EARNINGS, ENDOWMENT INCOME, DESIGNATED FUNDS

	FY03 Budget	FY04 Budget
Sources	\$3,461	\$3,565
Uses	\$3,441	\$3,561
Net	\$20	\$3

CONSOLIDATED - ALL STUDENT AFFAIRS FUNDS

	FY03 Budget	FY04 Budget
Sources	\$118,136	\$137,871
Uses	\$115,928	\$135,391
Net	\$2,208	\$2,480

Office of Student Affairs

**Cash Balance (Equity) as
of 6/30/03**

(THOUSANDS)

Major Earnings/Auxiliaries (operating and plant funds)*	\$20,364
Departmental Earnings	\$141
Designated Funds	\$397
Endowment - Current Use	\$159
Development Funds	\$1,209
Plant Funds associated with GF units	\$1,744
Endowment Principal Funds	\$3,251
 GRAND TOTAL	 \$27,265

*Amount shown excludes funds with negative balances that have approved debt amortization schedules.

Office of Student Affairs

Commitments

Major Commitments Against Fund Equity

(THOUSANDS)

Larkins Replacement/RPAC Capital Project	\$1,400
Ohio Union Replacement Capital Project	\$1,400
Schottenstein Contingency Reserves	\$1,300
Equipment Reserves	\$1,744
Endowments/other restricted funds	\$5,000
Special Contingency Fund for New Operations	\$7,000
TOTAL	\$17,844
Fund Equity as of June 30, 2003	\$27,265
Amount Available After Commitments	\$9,421
Operating Reserves on \$120 million annual budget @ 5%	\$6,000
Unrestricted Capital Reserves	\$3,421

Auxiliary Operations Budget Summary

	FY 2003	FY 2004	%	
	BUDGET	BUDGET	CHANGE	EXPLANATION OF VARIANCE
Food Service	16,936	26,652	57.4%	FY03 budget included \$3M revenue transfer for previous year's expenses; applies to FY03 to FY04 is \$19.9M to \$26.7M (34% increase). The increase is due to changes in board plans, inflation, increased number of residence hall students, expansion of food operations
Housing	39,084	46,711	19.5%	New student housing at Neil and 10th adds \$3M; 5% rate increases adds \$2M; off campus acquisitions and more conversions from doubles to quads accounts for the remainder.
Fawcett Center	2,861	3,357	17.3%	Revenue spaces out of operation for portions of FY03 due to building transition
ATI Housing	1,763	1,634	-7.3%	
Ohio Union	1,195	1,188	-0.6%	
Newark Housing	517	809	56.5%	Assumed ownership too late in FY03 to secure summer revenue; university enrollment rules changes should increase spring occupancy in FY04.
Blackwell	6,546	8,971	37.0%	FY03 was the first year of operation.
Schottenstein Center	16,661	15,248	-8.5%	
Student Health Services	6,152	8,071	31.2%	
Other	5,776	4,595	-20.4%	Regional campus food service and miscellaneous off campus property revenues have been moved to food service and housing.
General Funds Support of ID Center	146	149	2.2%	
General Funds Support of Living Learning	237	242	2.2%	
General Funds Support of Ohio Union	1,507	1,540	2.2%	
General Funds Support of Std Hlth Svcs	3,103	3,171	2.2%	
Subtotal Resources	102,484	122,339	19.4%	

Personnel	25,981	32,689	25.8%	Proportional to revenue increases
Benefits	6,986	8,861	26.8%	Proportional to revenue increases
Supplies & Services	36,929	43,702	18.3%	Proportional to revenue increases
Equipment	1,951	3,097	58.7%	Aging food service facilities
University Overhead	3,956	4,904	24.0%	
Debt Service	10,997	14,025	27.5%	Blackwell and Neil/10th student housing P&I payments begin in FY04
Other Transfers	5,951	2,881	-51.6%	Increased FCOB support of Blackwell; remaining decreases due to adjustments within Student Affairs
Subtotal Expenditures & Transfers	92,751	110,159	18.8%	
Add SHS Expenses	9,206	10,772		
Revised Total	101,957	120,931		
	527	1,408	167.1%	

Student Affairs General Funds Operations Budget Summaries

5 YEAR PBA (ANNUAL RATE) HISTORY

(ESTIMATED)

	FY2000	FY2001	FY2002	FY2003	FY2004
STUDENT AFFAIRS PBA AT JULY 1	\$13,150,227	\$13,909,478	\$14,225,025	\$14,848,726	\$15,408,569
JULY 1 TO JULY 1 ADDITIONS					
FUNDING FOR NEW MANDATES	\$187,500	\$73,000	\$150,000	\$78,000	
FUNDING FOR SERVICE ADDITIONS	\$215,000	\$302,555	\$653,000	\$100,000	\$47,000
INFLATIONARY ADJ. - DOLLARS	\$356,751	\$380,072	(\$179,299)	\$381,843	\$385,214
INFLATIONARY ADJ - PERCENTAGE	2.71%	2.73%	-1.26%	2.57%	2.50%
TOTAL DOLLAR INCREASE	\$759,251	\$755,627	\$623,701	\$559,843	\$432,214
TOTAL PERCENTAGE INCREASE	5.77%	5.43%	4.38%	3.77%	2.81%
FAWCETT GF CONVERTED TO RENT		(\$440,080)			
NEW PBA	\$13,909,478	\$14,225,025	\$14,848,726	\$15,408,569	\$15,840,784

FUNDING ADDITIONS OTHER THAN PBA

	One-Time Funds	Plant Funds	Endowment Principal	Annual Funds
FUNDING FROM COKE CONTRACT (received in FY 2001)	\$1,020,000	\$2,000,000	\$2,680,000	
AFFINITY CARD CONTRACT (2003-2009)				\$404,200
PRESIDENT'S STRATEGIC RESERVE (2003-2007)				\$250,000
STUDENT ACTIVITY FEE (begins FY04)				\$2,200,000
TOTAL OTHER ADDITIONS	\$1,020,000	\$2,000,000	\$2,680,000	\$2,854,200

RECAP OF FIVE-YEAR FUNDING IMPACT

	FY2000	FY2001	FY2002	FY2003	(estimated) FY2004
STUDENT AFFAIRS PBA AT JULY 1	\$13,150,227	\$13,909,478	\$14,225,025	\$14,848,726	\$15,408,569
NEW MANDATES	\$187,500	\$73,000	\$150,000	\$78,000	
SERVICE ADDITIONS	\$215,000	\$302,555	\$653,000	\$100,000	\$47,000
INFLATIONARY	\$356,751	\$380,072	(\$179,299)	\$381,843	\$385,214
AFFINITY CARD CONTRACT				\$404,200	
PRESIDENT'S STRATEGIC RESERVE				\$250,000	
STUDENT ACTIVITY FEE					\$2,200,000
TOTAL ANNUAL FUNDS INCREASE - DOLLARS	\$759,251	\$755,627	\$623,701	\$1,214,043	\$2,632,214
TOTAL ANNUAL FUNDS INCREASE - PERCENTAGE	5.77%	5.43%	4.38%	8.18%	16.39%
FAWCETT GENERAL FUNDS CONVERSION TO RENT		(\$440,080)			
TOTAL ANNUAL FUNDS	\$13,909,478	\$14,225,025	\$14,848,726	\$16,062,769	\$18,040,784

5 Year
History
Annual
Funding

Office of Student Affairs

FUNDING FOR NEW MANDATES	PBA BUDGET ADDITIONS			
	FY2000	FY2001	FY2002	FY2003
Disability Services - Interpreter Position	\$33,500			
Disability Services - Adaptive Technology	\$20,000			
Disability Services - Interpreting	\$50,000			
Disability Services - Alternate Media	\$55,000			
Disability Services - Misc. Compliance	\$15,000			
Recreational Sports ORC Lifeguard Changes	\$14,000			
Disability Services		\$73,000		
Disability Services - Interpreter			\$70,000	
Disability Services - Alternate Media			\$43,000	
Disability Services - Adaptive Technology			\$37,000	
Disability Services - Alternate Media				\$78,000
TOTAL	\$187,500	\$73,000	\$150,000	\$78,000

FUNDING FOR SERVICE ADDITIONS	FY2000	FY2001	FY2002	FY2003
Greek Life Task Force	\$70,500			
Homecoming	\$90,000			
Ohio Union Security	\$15,000			
Diversity Programming (several programs)	\$15,000			
Make A Difference Day	\$24,500			
Late Night Programming		\$100,000		
Success Center Media Coordinator		\$25,000	\$25,000	
GLBT Outreach		\$31,000		
Cultural Awareness (VP Diversity Funds)		\$25,000		
Mount Leadership		\$86,555		
Univ District Student Involvement Fund		\$35,000		
Community Development			\$18,000	
Career Advising			\$10,000	
Living Learning Centers			\$150,000	
Ohio Union Renovation			\$300,000	
Multicultural Center			\$150,000	\$100,000
TOTAL	\$215,000	\$302,555	\$653,000	\$100,000

FUNDING FROM COKE CONTRACT (received in FY 2001)	One-Time Funds	Plant Funds	Endowment Principal
Diversity Initiatives	\$100,000		
Parent Association	\$100,000		
Support for Students ("Coke 450")	\$450,000		
Living Learning Centers	\$200,000		
Student Facilities - RPAC		\$1,000,000	
Student Facilities - Ohio Union		\$1,000,000	
USG Endowed Fund			\$1,000,000
CGS Endowed Fund			\$584,000
IPC Endowed Fund			\$216,000
Greek Community Endowed Fund	\$50,000		\$450,000
Student Affairs Assessment Endowed Fund	\$100,000		\$300,000
Study Abroad Endowed Fund	\$20,000		\$130,000

FUNDING FROM AFFINITY CARD CONTRACT

Funding for seven years (FY 2003 through FY 2009)

	Annual Funds
Student Housing Legal Clinic	\$177,000
Off Campus Initiative	\$25,200
Late Night Programming	\$52,000
Student Organization Support	\$50,000
Student Financial Counseling	\$100,000

PRESIDENT'S STRATEGIC RESERVE

Funding for five years (FY 2003 through FY 2007)

	Annual Funds
Diversity Grants	\$50,000
Career Connection	\$75,000
Student Impact Grants	\$125,000

STUDENT ACTIVITY FEE

(estimated annual funding of \$2.2 million)

	Annual Funds
OUAB Campus-Wide Programming	\$1,254,000
Student Organization Funding	\$528,000
Student Government Funding	\$220,000
Cultural/Entertainment Event Discounts	\$198,000

Appendix D

Student Affairs Staffing Profile

Student Affairs Human Resources

TYPE	Headcount	FTE	2003 Annual Salary Rate* Based on October 19, 2002 Snapshot	Average Salary per FTE*	Average Hourly Rate*
Administrative and Professional	453	367.7	\$16,361,022	\$44,496	\$21.39
Retirees	15	7.5	\$373,869	\$49,849	\$23.97
Civil Service, Non-Bargaining Unit	148	145.6	\$4,572,234	\$31,403	\$15.10
Service Bargaining Unit	420	390.0	\$8,463,868	\$21,702	\$10.43
Skilled Trades Bargaining Unit	58	58.0	\$1,730,643	\$29,839	\$14.35
Graduate Associates	85	42.9	\$976,188	\$22,755	\$10.94
Student Employees	2,421	737.4	\$10,287,176	\$13,951	\$6.71
<hr/>					
TOTALS/COMPOSITE	3,600	1,749.1	\$42,764,999	\$24,450	\$11.75

*Average salary rate and average hourly rate reflect regular hours only and do not include overtime or other forms of additional pay.

Student Affairs Building Inventory Summary

SUMMARY STUDENT AFFAIRS FACILITIES

	Number of Buildings	Gross Square Feet
Buildings Assigned To and Managed By Student Affairs	114	4,848,901
Buildings Assigned to Other Units, Managed by Student Affairs	10	100,678
Buildings Occupied by Student Affairs, Managed by Others	6	470,473
Space Leased and Managed by Student Affairs	11	39,358
TOTAL	141	5,459,410

University Facilities Assigned To by Student Affairs

BLDG#	Name	Address	Gross Sq ft
261	ARCHER HOUSE, JOHN F	2130 Neil Ave.	33,700
645	ATI RESIDENCE HALL	Wooster Ohio	40,269
595	ATI/OARDC APARTMENT VILLAGE	Wooster Ohio	131,457
095	BAKER HALL (EAST & WEST), NEWTON D	129 & 147 W. 12th Ave.	218,726
124	BARNEY COTTAGE	Gibraltar Island	2,561
184	BARRETT HOUSE, THOMAS W.	17 Curl Dr.	33,910
120	BAYVIEW COTTAGE	South Bass Island	3,485
181	BLACKBURN HOUSE, JOHN T.	120 W. Woodruff Ave.	33,910
254	BLACKWELL INN AT FISHER COLL, ROGER	2110 TUTTLE PARK PL	128,031
097	BRADLEY HALL, CAROLYN	221 W. 12th Ave.	73,172
833	Buckeye Village Admin Bldg	2661 Defiance Dr	4,462
801	Buckeye Village Apartment Bldg "A"	600 Cuyahoga Ct	7,588
825	Buckeye Village Apartment Bldg "AA"	580 Ashtabula Ct.	8,736
802	Buckeye Village Apartment Bldg "B"	630 Cuyahoga Ct	8,736
826	Buckeye Village Apartment Bldg "BB"	2541 Lorain Ct.	10,360
803	Buckeye Village Apartment Bldg "C"	661 Cuyahoga Ct	10,360
827	Buckeye Village Apartment Bldg "CC"	2600 Lorain Ct.	11,634
804	Buckeye Village Apartment Bldg "D"	601 Cuyahoga Ct	12,460
828	Buckeye Village Apartment Bldg "DD"	2540 Lorain Ct.	10,360
805	Buckeye Village Apartment Bldg "E"	2760 Defiance Dr.	9,604
829	Buckeye Village Apartment Bldg "EE"	2251 Muskingum Ct.	12,460
806	Buckeye Village Apartment Bldg "F"	600 Stark Ct.	10,374
830	Buckeye Village Apartment Bldg "FF"	2620 Muskingum Ct.	9,604
807	Buckeye Village Apartment Bldg "G"	650 Stark Ct.	10,360
831	Buckeye Village Apartment Bldg "GG"	2570 Muskingum Ct.	10,374
808	Buckeye Village Apartment Bldg "H"	601 Stark Ct.	12,460
832	Buckeye Village Apartment Bldg "HH"	2530 Muskingum Ct.	7,588
809	Buckeye Village Apartment Bldg "J"	520 Mahoning Ct.	9,604
810	Buckeye Village Apartment Bldg "K"	500 Mahoning Ct.	9,604
811	Buckeye Village Apartment Bldg "L"	521 Mahoning Ct.	11,634
812	Buckeye Village Apartment Bldg "M"	510 Montgomery Ct.	11,634
813	Buckeye Village Apartment Bldg "N"	500 Montgomery Ct.	7,588
814	Buckeye Village Apartment Bldg "P"	521 Montgomery Ct.	7,588
815	Buckeye Village Apartment Bldg "R"	551 Montgomery Ct.	11,634
817	Buckeye Village Apartment Bldg "S"	615 Tuscarawas Ct.	11,634
818	Buckeye Village Apartment Bldg "T"	631 Tuscarawas Ct.	7,588
819	Buckeye Village Apartment Bldg "U"	661 Tuscarawas Ct.	8,736
820	Buckeye Village Apartment Bldg "V"	650 Trumbull Ct.	10,360
821	Buckeye Village Apartment Bldg "W"	640 Trumbull Ct.	11,634
822	Buckeye Village Apartment Bldg "X"	651 Trumbull Ct.	8,736
823	Buckeye Village Apartment Bldg "Y"	660 Ashtabula Ct.	8,736
824	Buckeye Village Apartment Bldg "Z"	640 Ashtabula Ct.	9,618
816	Buckeye Village Laundry Bldg	2743 Defiance Dr.	792
834	Buckeye Village Recreation Ctr	2704 Defiance Dr.	3,941

098	CANFIELD HALL, JAMES H.	236 W. 11th Ave.	61,287
116	COOKE CASTLE	Gibraltar Island	8,953
115	DINING HALL- GIBRALTER ISLAND	Gibraltar Island	4,732
189	DRACKETT TOWER, HARRY R.	161 Curl Dr.	129,420
296	DRAKE PERFORMANCE AND EVENT CENTER	1849 Cannon Dr.	112,413
128	DRUM & CYLINDER STORAGE	1260 Kinnear	2,337
971	FARM HOUSE 18	2485 W. Case Rd.	2,263
985	FARM HSE 2	2001 Olentangy River Rd.	3,536
284	FAWCETT CENTER FOR TOMORROW,NOVICEG	2400 Olentangy River Rd.	177,726
040	FECHKO ALUMNAE SCHOLARSHIP HOUSE	West 11th Avenue - 220	6,229
965	GERMAN HOUSE, MAX KADE	West 11th Avenue - 141	3,000
114	GIBALTAR HOUSE	Gibraltar Island	2,976
185	HALLORAN HOUSE, WILLIAM I.	23 Curl Dr.	30,988
864	HANLEY ALUMNAE SCHOLARSHIP HOUSE	West Tenth Ave., 225	3,510
122	HARBORVIEW HOUSE	Gibraltar Island	4,532
182	HAVERFIELD HOUSE, JAMES W.	112 W. Woodruff Ave.	30,988
930	HIGHLAND ST, 1618	1618 HIGHLAND ST	2,703
194	HOUCK HOUSE, E.R. & E.C.	61 Curl Dr.	37,979
081	JEROME SCHOTTENSTEIN CENTER	555 Borrer	581,427
267	JONES GRADUATE TOWER	101 Curl Dr	158,465
105	KENNEDY COMMONS, JUNE L	251 W. 12th Ave.	37,434
961	KNIGHT HOUSE, GEORGE WELLS	104 E. 15th Ave.	8,233
913	LANE AVENUE, 105 WEST	105 W LANE AVE	2,709
916	LANE AVENUE, 115 WEST	115 W LANE AVE	3,423
915	LANE AVENUE, 121 WEST	121 W LANE AVE	3,324
917	LANE AVENUE, 127 WEST	127 W LANE AVE	3,545
911	LANE AVENUE, 133 WEST	133 W LANE AVE	3,227
125	LIGHTHOUSE, SOUTH BASS ISLAND	South Bass Island	3,861
271	LINCOLN TOWER, ABRAHAM	1800 Cannon Dr.	306,867
100	MACK HALL, JOHN T.	1694 Neil Ave.	78,895
272	MORRILL TOWER, JUSTIN S.	1900 Cannon Dr.	307,484
190	MORRISON TOWER, MARY FRANC	196 W. 11th Ave.	85,774
	NEIL AVE, 1549-1569	1549-1569 Neil	10,824
	NEIL AVENUE, 1544-46	Neil Avenue - 1544-46	4,983
945	NEIL AVENUE, 1445	1445 NEIL AVE	8,270
946	NEIL AVENUE, 1457	1457 NEIL AVE	3,135
947	NEIL AVENUE, 1469	1469 NEIL AVE	3,862
908	NEIL AVENUE, 1664-68	1664-1668 NEIL AVE	5,516
846	NEIL BUILDING	1578 Neil Ave.	130,538
260	NEILWOOD GABLES	2080-2096 Neil Ave.	40,530
589	NEWARK RESIDENCE HALL	929 Sharon Valley Road	44,684
	Nineteenth, 218 West	218 W19th	3,496
	Ninth, 208 West	208 W9th	5,008
192	NORTH COMMONS, WILLIAM A.	157 Curl Dr.	37,304
186	NORTON HOUSE, FRED W JR.	2114 Neil Ave.	33,910
262	NOSKER HOUSE, WILLIAM C.	136 W. Woodruff Ave.	37,979
058	OHIO UNION	1739 N. High St.	222,740
104	PARK HALL, JOSEPH A.	110 W. 11th Ave.	102,938

103	PATERSON HALL, ALMA WACKER	191 W. 12th Ave.	58,108
119	PEACH POINT	South Bass Island	2,013
048	PENNSYLVANIA AVE, 1478 (HUMANITIES)	1478 Pennsylvania Avenue	11,417
869	POMERENE ALUMNAE SCHOLARSHIP HOUSE	West Tenth Ave., 231	5,483
269	RANEY COMMONS, 2ND LT. ALICE R.	47 Curl Dr.	37,304
183	ROYER STUDENT ACTIVITIES CENTER	85 Curl Dr.	32,988
848	SCHOLARS EAST	221 West Tenth Ave.	19,377
847	SCHOLARS WEST	239 West Tenth Ave.	19,377
188	SCOTT HOUSE, ROBERT R.	146 W. Woodruff Ave.	37,360
	Seventeenth Ave., 237 East	237 E 17th	3,004
099	SIEBERT HALL, ANNIE WARE SABINE	184 W. 11th Ave.	73,872
109	SMITH HALL, HOWARD DWIGHT	92 W. 11th Ave.	101,621
141	STEEB HALL, CARL E	70 W. 11th Ave.	102,223
117	STONE COTTAGE	Gibraltar Island	2,730
096	STRADLEY HALL, BLAND L.	138 W. 11th Ave.	101,670
123	SYCAMORE COTTAGE	South Bass Island	1,160
268	TAYLOR TOWER, JACOB B.	50 Curl Dr.	138,313
	THOMPSON PROPERTY	226 W9th	6,074
931	WAREHOUSE	960 KINNEAR RD.	42,415
863	West Tenth Ave., 209-211	209-211 W. 10th Ave	9,570
849	WORTHINGTON BUILDING	203 West Tenth Ave.	50,039
052	YOUNKIN SUCCESS CENTER	1640 NEIL AVE	69,024
Total			4,848,901

University Facilities “Occupied” by Student Affairs

BLDG#	Name	Address	Gross Sq ft
193	ELEVENTH AVENUE, 33 WEST	33 W 11TH AVE	26,387
346	LARKINS HALL, RICHARD C.	337 W17th Ave.	319,526
347	JESSE OWENS RECREATION CENTER NORTH	2151 NEIL AVE	23,601
348	JESSE OWENS RECREATION CENTER SOUTH	175 W 11TH AVE	23,590
349	JESSE OWENS RECREATION CENTER WEST	1031 CARMACK RD	23,601
294	WILCE STUDENT HEALTH CENTER, JOHN W	1875 Millikin Road	53,768
Total			470,473

University Facilities Leased by Student Affairs

Name	Address	Gross Sq ft
Café Carmen	1328 DOVER RD	5,169
Disability Serivces (POMERENE HALL, FRANK E.)	1760 NEIL AVE	6,287
Mirror Lake Café	1760 NEIL AVE	4,507
Oxley's by the Numbers	2035 Millikin Road	3,915
Oxley's Newark	1179 University Drive	7,328
Oxley's on the Go Kottman	2021 COFFEY RD	128
Oxley's on the Go McPherson	140 W 18TH AVE	420
PFAHL HALL Food Service	280 W WOODRUFF AVE	6,430
The Campus Grind - Drinko	55 W 12TH AVE	2,000
The Campus Grind - Vet Med	1900 COFFEY RD	150
Wexner Center Café	1871 North High Street	3,024
Total		39,358

University and Private Facilities Managed by Student Affairs

BLDG#	Name	Address	Gross Sq ft
324	Animal Sciences Barn-Beef	3638 Kays Ave.	1,360
317	Animal Sciences Barn-Dairy	2433 Carmack	983
323	Animal Sciences Barn-Horse	3658 Kays Ave.	1,408
318	Animal Sciences Barn-Sheep	2425 Case Rd.	917
326	Animal Sciences Barn-Swine	3671 Kays Ave.	721
	FIJI HOUSE	94E 15th	9,345
	MINOAN HOUSE	67 E 15TH AVE.	12,841
253	Pfahl Hall *Excluding Food Service	280 W WOODRUFF AVE	51,651
	SAE House	1934 Indianola	8,652
	WALDECK HOUSE	1943 Waldeck	12,800
Total			100,678

Funding Methodologies for Strategic Plan Action Steps

Office of Student Affairs

Funding Methodologies for Strategic Plan Action Steps

Funding Methodologies

<i>Action Steps</i>	Current General Funds Budgets	Current Earnings from Operations	Student Affairs Reserves	Future Earnings (to pay bonds or operational costs)	Annual General Funds Budget Requests	Student and/or Staff Fees	Cash Reallocation	Permanent Budget Reallocation	Exclusivity Contracts	Develop- ment Funds	Partnerships with other University departments/ Office of Finance
Enhance residential communities	X	X			X					X	
Measure outcomes of strategic plans	X				X		X	X			
Leadership and citizenship	X				X					X	
Student/faculty,community interaction facilitation	X	X			X						
Service opportunities	X	X			X				X		
Regional Housing			X	X				X			X
Regional student services	X				X						X
RPAC	X	X				X				X	
New student union	X	X	X	X		X				X	X
Std Hlth Svc Renovation	X	X		X							
BV Community Center				X							
Disability Access Plan	X	X			X						
Food Service Master Plan		X	X	X							
Housing Master Plan		X	X	X							
Multi-cultural center goals	X				X						

**Funding Methodologies for Strategic Plan Action Steps
(Continued)**

Funding Methodologies

<i>Action Steps</i>	Current General Funds Budgets	Current Earnings from Operations	Student Affairs Reserves	Future Earnings (to pay bonds or operational costs)	Annual General Funds Budget Requests	Student and/or Staff Fees	Cash Reallocation	Permanent Budget Reallocation	Exclusivity Contracts	Develop- ment Funds	Partnerships with other University departments/ Office of Finance
African-Amer. Male ret.	X				X						
Diversity training	X	X					X	X			
NCBI	X				X		X	X			
Diversity transcript	X				X		X	X			
Campus climate assessm.	X				X		X	X			
Greek off campus prop.			X	X							
Community safety	X				X						X
Gateway project				X							X
Improve off campus	X				X		X	X		X	X
Wellness Collaborative	X			X	X	X					X
Wellness empirical research	X				X						
Work-life implementation	X	X		X	X						X

Endnotes

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