Achieving the Extraordinary:
STUDENT LIFE’S STRATEGIC PLAN
The Ohio State University’s rich legacy was born in a single building that served multiple purposes: classroom, laboratory, living space. Over the years, these complementary uses have emerged as hallmarks of the iconic Ohio State education generations of students have come to expect: Learning, Innovation, Residential Experience.

At the same time, as Ohio’s flagship and land-grant institution, we continue to serve as the leading center of education and knowledge creation, and the way we deliver the iconic Ohio State experience continues to evolve in ways that make our university ever-more accessible.

Accordingly, the Office of Student Life has developed a strong set of strategic focus areas set forth in this strategic plan that directly support Ohio State’s mission and President Kristina Johnson’s vision of becoming the best land-grant institution in the country.

This strategic plan was derived from the thoughts, opinions and voices of our community. We invited stakeholders from all university campuses including Student Life staff, students, parents and families, campus and community partners to be part of an iterative, bottom-up strategic planning process. Our strategic planning team, comprised of staff, faculty and students, conducted 30 listening sessions with more than 300 members of our broad community and received feedback from 161 individuals through a feedback survey. The strategic planning team coded and themed all of those responses to craft the strategic plan’s goals and main objectives. A draft plan was shared back out with our community, and more than 70 individuals provided further feedback to refine our plan.

Student Life’s strategic plan will focus on the next two years and be agile, nimble and dynamic in nature. The plan will be reviewed and revised as needed to guarantee that we are working toward clearly established end goals, allowing for flexibility and potential disruptions. Student Life will make deliberate decisions in alignment with the goals outlined, including but not limited to decisions regarding allocation of financial resources, human resources and fundraising priorities. All goals, initiatives and tactics will be actionable, achievable and sustainable. Further, all goals will demonstrate and double down on our culture commitments of appreciation, connection, support and care.

As a result of this plan, we will see tangible results that have a direct impact on our key outcome of student and staff success. To be clear, we are working toward creating a more caring culture that promotes and fosters a sense of well-being and safety; a more inclusive and equitable campus environment for our students and staff; students and staff who feel supported in their intellectual, personal and professional growth and development; and strong communities grounded in belonging, inclusion, collaboration and connection.

I look forward to working together to advance our strategic plan and create a Scarlet and Great future for our students, staff and the entire Buckeye community.

Melissa S. Shivers, PhD
Senior Vice President for Student Life
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The Office of Student Life consists of many departments, all dedicated to advancing our students’ and staff’s ability to learn, engage and thrive. Student Life believes that every student has a unique background and set of needs that drives each program and service we offer. We work with students to support them on their path to success during their time at Ohio State, inside and outside the classroom.

Our many departments provide programs and services that impact the daily lives of students. We support every Buckeye, undergraduate, graduate and professional, meeting them where they are at and connecting them with their fellow students and offerings like housing, dining, health and well-being services, belonging and inclusion programming and more.

Together, we empower our students to believe that the extraordinary is possible. We work alongside students to create the iconic Ohio State experience, fostering learning and development, enhancing the educational experience, preparing them for citizenship in a diverse global society and making impacts across campus and around the world.
OUR PEOPLE

The Office of Student Life employs almost 6,000 individuals, including:

- More than 4,800 part-time student employees
- More than 600 administrative and professional staff
- More than 300 bargaining unit staff (housekeeping, food service, maintenance)
- More than 100 civil service staff
- 65 graduate research and teaching associates

OUR FACILITIES

Our footprint across Ohio State's campuses covers 6.2 million square feet and includes:

- 36 residence halls and five houses on the Columbus campus, nine off-campus housing units in Columbus, three graduate residence halls and three housing complexes on the Wooster, Newark and Mansfield campuses.
- More than 30 food service locations on Columbus, Newark, Mansfield and Wooster campuses.
- Eight health, wellness and student success facilities on the Columbus campus including the Adventure Recreation Center, Jesse Owens Recreation Centers on North, South and West Campus, the North Recreation Center, the Recreation and Physical Activity Center (RPAC), the Wilce Student Health Center and the Younkin Success Center.
- Almost 40 acres of outdoor recreation space on and around the Columbus campus.
- One of the area's most comprehensive event centers, the Ohio Union.
VISION
To be the premier student affairs division in the country; student- and staff-centered with cross-cutting experiential learning and a dedication to being inclusive and equity-minded.

MISSION
The Office of Student Life fosters students’ development, learning, well-being and sense of belonging; empowers students to achieve their academic, personal and professional goals; and prepares students to be engaged, equity-minded citizens in a global society.

CULTURE COMMITMENTS
Appreciation, Connection, Support, Care

TAGLINE

BELONGING AND INCLUSION STATEMENT
As a premier student affairs division, The Ohio State University Office of Student Life values and fosters a campus culture that affirms the dignity of every student and staff member and their unique backgrounds, identities and experiences. Our commitment is demonstrated through our honoring of Indigenous lands, creation of accessible, engaging and equity-minded experiences, and the promotion of civic engagement in a global society. Our work is grounded in appreciation, support, connection and care, and we cultivate personal and professional skills that nurture a sense of belonging, grow empathy and compassion for others, and contribute to positive social change.

President Johnson’s Enterprise Strategic Goal Areas

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<th>Student Life Strategic Plan Goals</th>
<th>Academic Excellence</th>
<th>Knowledge Enterprise</th>
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<td>Foster opportunities for community and cultivate an environment of belonging, equity and inclusion for students, staff and the campus community.</td>
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STRATEGIC FOCUS AREAS
Strategic Goal #1
Promote an equitable and inclusive culture of holistic well-being and safety of students and staff.

Objectives

1. Work collaboratively with campus and community partners to provide access and resources to support student basic needs, such as food and housing.

2. Promote broad access for mental health resources and practices on campus and in the community.

3. Infuse well-being into the culture and expectations for student and staff engagement and support.

4. Expand Student Life’s wellness model and educational efforts to include digital wellness.

5. Invest in educational efforts to increase students’ resiliency building skills and self-care practices.

6. Expand service offerings to support student safety and sense of community in both the on and off-campus area.
Strategic Goal #2
Foster opportunities for community and cultivate an environment of belonging, equity and inclusion for students, staff and the campus community.

Objectives

1. Support broad access for diversity, equity, inclusion and accessibility training and development for staff and students.

2. Create and maintain inclusive service offerings, spaces and resources, both digitally and in-person, so diverse student and staff populations can thrive.

3. Create an equity-minded culture that honors diversity and has intentional practices of inclusion to recruit and retain diverse student and professional staff.

4. Ensure Student Life operations are fiscally responsible and generating funds from alternative sources in order to provide students with an accessible and affordable education.

5. Invest in building new, converting existing and redefining current spaces on campus to allow for unique and flexible uses.

6. Create plan for consistent and equitable staff appreciation and recognition.

7. Explore opportunities within the housing master plan that create additional communities for students, including student family housing.

8. Facilitate opportunities for students to engage in and connect with the Columbus community and beyond.
Strategic Goal #3
Invest in the intellectual, personal and professional growth and development of students and staff.

Objectives

1. Provide robust offerings to promote learning life skills and transferable skills among students and staff.

2. Expand financial education and literacy learning opportunities for students and staff.

3. Create formal mentoring programs for both staff and students to help mentees navigate their experiences and explore personal and professional growth opportunities.

4. Develop equitable plans and resources for staff professional development.

5. Focus on expanding opportunities for students to engage in internships, entrepreneurial activities and innovation opportunities in the Columbus community and beyond.

6. Foster leadership and service development experiences to further student learning and increase community and civic engagement.
## Key Performance Indicators

### Goal #1: Promote an equitable and inclusive culture of holistic well-being and safety of students and staff.
- Funds raised for Basic Needs Center concept
- Student survey data on food and housing insecurity
- Utilization of multi-modal mental health offerings across Student Life
- Develop needs assessment of employee well-being
- Student assessment of digital wellness
- Number of resiliency and self-care workshops
- Number of safety devices distributed
- Implementation of property owner partnership program

### Goal #2: Foster opportunities for community and cultivate an environment of belonging, equity and inclusion for students, staff and the campus community.
- Number of offerings and participants engaged in staff-focused DEIA trainings
- Diversity of full-time and student staff
- Staff climate survey data
- Total development funds raised
- Student satisfaction with Student Life spaces

### Goal #3: Invest in the intellectual, personal and professional growth and development of students and staff.
- Percentage of students engaged in high-impact practices by graduation
- Number of students participating in Career Week
- Number of students participating in Leadership Week
- Number of students completing Scarlet and Gray Financial programming
- Number of students and staff in Student Life Mentoring programs
- Number of staff with professional development plans
- Number of internships in Handshake
- Percentage of graduating students who completed an internship
Student Life Strategic Planning Team Members:

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