



Student Life's Strategic Plan





Overview of the Office of Student Life

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 that generations of Buckeyes have come to strive for and expect.

In support of Ohio State’s motto, “Education for Citizenship,” the Office of Student Life is focused on creating unmistakably unique, supportive and productive environments in which students can expand their aspirations and achieve their full potential, prepared for a life of success and making a difference in the lives of others.

In a place so big in possibility, we work to connect the countless points where the university intersects with students’ lives, bringing the experience full-circle from the classroom and professional development, to living spaces and co-curricular engagements.

At The Ohio State University, we have a second-to-none commitment to the comprehensive student experience, and that fuels our collaborative efforts to provide the resources and support that students and staff need to engage, learn and thrive.

Student Life Foundations

VISION

To be the premier student affairs division in the country; student- and staff-centered with cross-cutting experiential learning and a dedication to facilitating an environment that is inclusive, supportive and welcoming.

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 in a global society.

CULTURE COMMITMENTS

Appreciation, Connection, Support, Care

TAGLINE

Engage. Learn. Thrive.



Engage, Learn, Thrive: Student Life's Strategic Plan

Letter from Dr. Shivers, Senior Vice President for Student Life

As a land-grant institution and Ohio's flagship, 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.

The Office of Student Life's strategic plan directly supports Ohio State's mission and vision and are flexible enough to adjust for alignment to evolving university goals and priorities.

The aim of our two-year strategic plan is to be agile, nimble and dynamic in nature. To that end, in the spring of 2023, the 2021 plan was re-examined, updated and refreshed to ensure it continues to meet the needs of our students and staff. A collaborative and iterative process was used again, with opportunities for all constituencies to provide feedback on what is working, what is not and how Student Life should spend our time and energy moving forward. The plan was finalized by ensuring alignment with Student Life's foundational elements and strategic framework.

Going forward, Student Life's strategic plan will be reviewed and revised as needed to guarantee we are working toward clearly established end goals, allowing for flexibility, potential disruptions and university needs. Student Life will make deliberate decisions in alignment with the goals outlined, including but not limited to 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 in support of the University's Shared Values.

I look forward to working together to advance our strategic plan and create a Scarlet and Great environment that enables students and staff to engage, learn and thrive at Ohio State and beyond.

Melissa S. Shivers, PhD
Senior Vice President for Student Life



Strategic Goals and Objectives

Foster engagement and community.	Invest in learning, growth and development.
<p>Create opportunities for engagement and community that foster an environment of belonging for all students, staff and the campus community.</p> <ul style="list-style-type: none">• Communicate clear pathways for students to participate in meaningful engagement on campus and inspire community-building.• Foster leadership and service experiences to increase civic engagement and connections with the Columbus community and beyond.• Advance the Student Life Facilities Master Plan to create spaces that support students' holistic success and enable them to engage in-person and virtually.• Create intentional opportunities for staff connection, recognition and appreciation, and empower staff to demonstrate The Ohio State University's Shared Values.	<p>Invest in student and staff opportunities to deepen their learning, growth and development.</p> <ul style="list-style-type: none">• Create environments that honor free speech, promote civil discourse and encourage productive, respectful exchanges across difference.• Provide robust offerings to promote learning life skills and transferable skills to students.• Embed Student Life's student learning goals throughout the work of the division, departments and programs.• Increase students' average wages in Student Life to align with university efforts to be a more competitive employer.
Promote health and well-being.	Advance operational excellence.
<p>Promote a holistic culture of health and well-being to empower students and staff to thrive.</p> <ul style="list-style-type: none">• Create the Buckeye Resource Center, a one-stop resource center for students experiencing essential needs insecurity.• Work collaboratively with campus and community partners to promote broad access for mental health resources and practices.• Implement a holistic plan for education, prevention and recovery around alcohol, tobacco and other drug misuse.• Advance education around risky behaviors, including hazing and gambling.• Explore avenues to enhance resources that support students with disabilities.• Enhance Student Life's staff wellness efforts.	<p>Advance operational excellence initiatives to ensure Student Life continues to leverage our administrative structure to be a strong and successful organization.</p> <ul style="list-style-type: none">• Ensure Student Life operations are fiscally responsible and generating funds from alternative sources to provide students with an accessible and affordable education.• Develop and implement human resources processes and guidelines for clarity and consistency.• Identify and implement operational efficiencies to enable Student Life to generate revenue and allocate resources effectively.• Advance technologies that facilitate affordable, innovative and leading-edge experiences for students and staff.





Success Metrics

Strategic Goal	Metric	Baseline	Target Goal (June 2025)
Foster engagement and community.	Student engagement in co-curricular activities	78%	80%
	Percentage of students holding a leadership position	61%	63%
	Percentage of students who report that they feel a sense of belonging to Ohio State	82%	84%
	Implementation of phase 1 of Student Life Facilities Master Plan	Phase 1 scoping complete	Phase 1 on track for completion by 2029
	Percentage of Student Life staff who would recommend working in Student Life	63%	66%
Invest in learning, growth and development.	Student engagement in career preparation, leadership and life skills workshops (e.g., Buckeye Careers, Center for Belonging and Social Change, Off-Campus and Commuter Student Engagement, and Leadership and Community Engagement)	12,105	13,316 (10% increase)
	Number of students in Student Employment Experience	4,600 students	5,750 students (25% increase)
	Minimum student wage	\$10.10/hour	\$13/ hour
	Number of staff in staff mentoring program	70	100
Promote health and well-being.	Number of students served by Buckeye Resource Center	N/A	6,000
	Student participation in AOD education and prevention offerings	4,183	5,019 (20% increase)
	Ohio State community member completion of Anti-Hazing Education	22,565	24,822 (10% increase)
	Utilization of multi-modal health and well-being services	25,513	28,064 (10% increase)
Advance operational excellence.	Annual fundraising dollars	\$1.9MM	\$5.1MM
	Upgrade BuckID cards from legacy magnetic strips to BuckID smart cards	0% students / <1% employees	25% students / 10% employees
	Completion of key new human resource guidelines	1/5	5/5

