



## Structure, Focus and Leadership roles

June 2021

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## 1. Structure – Roles of Positions

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**VPSA:** Responsible for leading, setting and facilitating alignment of core mission of the Division with strategic decision-making and priority setting. Requires that the VPSA is informed at a high level on division-delivered programs and services that directly impact progress towards institutional goals, serve as a content representative on areas within scope of division to internal and external audiences, and provides context and direction back to division on university priority alignment. Sets tone of division. Distributes leadership and voice to division leaders.

**Operations Associate:** Responsible for managing the Office of the VPSA. Ensures consistent communication throughout division on focus and priority areas. Represents the VPSA when designated. Maintains a comprehensive understanding of divisional programs and services. Remains current on divisional personnel matters and HR processes. Leads divisional training, development and orientation agenda. Coordinates fundraising strategy and stewardship for the division.

**Associate Vice Provosts:** Responsible for leading portfolios of organizations and/or functional areas. Represents the Office of the Vice Provost and Division on areas of designated focus. Ensures *“Areas of Focus”* are penetrating throughout the division. Expected to have full understanding of division-wide portfolio of programs and services in order to represent the division and support interdisciplinary collaboration. Performs Executive Director level functions for departments within their portfolio. Reinforces tone of division. Creates accountability to tone up, and throughout, the division.

**Executive Directors:** Responsible for senior level/executive level leadership over an organization of multiple departments that are aligned with a shared mission. Ensures vision and priorities set by the division leadership is effectively disseminated within the framework of their organization’s context. Ensures progress of organizations and departments towards institution and division goals and core functions of the departments. Responsible for the health and vitality of their departments and organization, and for ensuring connection to the broader division and institutional mission. Reinforces tone of division, creates accountability up and throughout the division, and sets tone that is in alignment with division for their organization.

**Directors:** Responsible for functional areas within organizations. Serves as content experts over specific programs, services and/or functions. Ensures department is in alignment with home organization, contributes to the *“Division Area of Focus.”* Within aligned organization, as well as Areas of Excellence of additional AVP portfolios.

## **2. Division Reporting Structure (to be consistent in all division units):**

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*A consistent and transparent organizational structure is necessary to ensure consistent title nomenclature, clear and transparent reporting lines and accountability, as well as communicate path for professional growth. Deviation from this structure must be approved by the VPSA.*

### **Positions that report to the Vice Provost for Student Affairs**

- The Operations Associate
- Associate Vice Provosts
- Executive Directors

### **Positions that report to Associate Vice Provosts**

- Directors
- Executive Assistants

### **Positions that report to Executive Directors**

- Directors
- Associate/Assistant Directors
- Executive Assistants

### **Positions that report to Directors**

- Associate/Assistant Directors
- Managers
- Coordinators
- Specialists
- Administrative Assistants, APA's, APS's

### 3. Leadership Teams:

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#### Executive Leadership Team

*(VPSA, Executive Directors, AVP's, & Operations Associate)*

**Meeting Frequency:** The Division Leadership Team (ELT) will meet 2 hours every month.

**Meeting Purpose:**

- Be provided and provide institutional context so divisional leaders have what they need to frame opportunities and challenges their units can address.
- Focus on topics that advance division priorities of wellness, inclusion and belonging, stewardship
- Discover points of connection and leverage.
- Share areas of needed focus based on unit feedback (liabilities)
- Receive institutional awareness through invited guests
- Provide support to each other as leaders
- Ensure leaders and division represent and promote SP 4.0
  - We will offer excellent education for all learners
  - We will be leaders in the delivery of education
  - We will be welcoming and foster belonging and success for all
  - We will be accountable leaders
  - We will be agile and entrepreneurial
  - We will be mindful of this special place and all Oregonians

**Leadership Contribution Expectations as ELT members:**

- Promote a healthy culture and climate within the division.
- Ensure units, departments, organizations and portfolios are working effectively across lines and functions to deliver a comprehensive student experience.
- Design, build and nurture partnerships between the Division and units/programs outside of the Division.
- Scan and assess areas of needed attention, primarily within the Division, but institution wide. Function from a solution-oriented approach in advancing OSU's and Division's objectives.
- Model leadership characteristics that differentiate you as leader, representative of the best in our profession
- Promote and advance program and service delivery that is designed to provide holistic student development and success.
- Expand upon the relationships within Student Affairs (this team) for the betterment of our efforts with student support.
- Ensure division is advancing access and success to students of color, first generation, high financial need and students with marginalized identities.
- Develop your personal educational agenda that will make you the most effective at all of the above.

#### Divisional Leaders Team (DLC):

*(VPSA, AVP's & Operations Associate)*

**Meeting Frequency:** The Division Leadership Council will meet 1 hour every 2 weeks.

**Meeting Purpose:**

- Share progress relevant to AVP area of focus

- Identify areas of needed attention by the SAALT (liability or opportunity). Develop shared plans to address.
- Identify where leaders in the division need support related to organizational health. Develop support strategy.
- Reflect on how vision and messages are penetrating, inspiring and informing. Develop shared plans to address.
- Help set agenda for DLT, ensuring DLT meeting structure accomplishes stated purpose

**Expectations of Division-wide Contribution as DLC Members:**

- Represent and promote the shared goals and agenda, beyond specific departmental areas of focus. Requires being educated beyond unit requirements and being able to speak with authority and influence over divisional portfolio.
- Identify units within the Division that need leadership assistance. Partner with Direct Report leader in providing support, mentoring and reputational management.
- Develop educational agenda on AVP area of focus for Division members.
- Lead Division in collaborative partnering that advances SP 4.0, Division's goals, priorities and agenda with division members, in AVP area of focus.

## 4. Student Affairs Agenda:

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### 1. Reduction of High-risk Behaviors and Advancing Health and Wellness

- a. **Student Mental Health:** Student Affairs will lead more faculty and staff trainings and peer support networks, including expanded public health approaches to mental health. As a Division, we are prioritizing support for student mental health as a strategy to advance student persistence, given its indisputable connection to student success.
- b. **Sexual Assault Prevention and Response:** Student Affairs will expand sexual violence prevention and response strategies and curriculum to include a broader continuum of programming to be delivered at different times in the students' university experience. This will include education related to root causes of sexual violence, victim blaming, sexual harassment, rape culture, gender socialization, consent and healthy relationships, then building up to the active bystander skill-building interventions and trauma-informed responses.

### 2. Increase Access and Success for Historically Underrepresented Student Populations

- a. Student Affairs will prioritize funds, programming, service enhancements and interventions specifically aimed at improving success for underrepresented student populations. We will be placing particular focus and resources towards supporting transfer students of color, increasing underrepresented student participation in experiential learning, support for undocumented students, and the assessment of (and analysis of existing data from our recent Inclusivity survey) underrepresented student experience at OSU.

### 3. Undergraduate Student Success Initiative

- a. **Transition Support:** the Division of Student Affairs will focus on programs, services and interventions that enhance Persistence (Divisional Goal), through improving student transition. This will be in the form of increasing a student's sense of belonging to OSU and feeling equipped and prepared for their academic demands. We will also pay particular attention to the transfer student population and underrepresented student populations, recognizing the specific needs of these demographics and experiences.
- b. **Partnership with College Units:** Recognizing the increased accountability placed on each college to retain students, the Division of Student Affairs will be assisting them in determining where opportunity exists to support the holistic success of their students. The Division will be developing various "value propositions" to the colleges, such as partnering on alternative break learning opportunities, living-learning communities, faculty training on supporting students in distress, career development programs for specific disciplines, and supplemental instruction in gateway courses.

### 4. Financial/Resource Stewardship

- a. **Expense Reductions to Match Resources and Reducing Pressure on Cost of Education:** The Student Affairs E&G budget has historically been funded at a level below its expenses, meaning the division has regularly spent beyond its allocation, covered through carryforward. Recognizing that Student Affairs will not be provided additional resources to match its current spending, we will reduce our expenses to match our allocation. We will develop a strategy to bring the Division expenses in alignment with its available resources, and work to maintain high level of service and support while being mindful of increasing costs on students with greatest need.

- b. **Fundraising:** We will bolster our fundraising efforts, focused on increasing access for students to engage in high impact programs, such as experiential learning, credit/credential bearing coursework and activities, and career exploration, and support programs for underrepresented students, supporting students with food insecurity (i.e. expand food pantry), expansion of the PRIDE Center, and support for students with families, among other priorities. Success in fundraising will also assist the division in minimizing pressure on student fees.
5. **Social Justice Education/Bias Prevention/Community Building:** The Division of Student Affairs will provide programming and services to educate and support our students so that our community appreciates and communicates diverse ideas and beliefs, celebrates our differences, builds on our commonalities, and engages in dialogue designed to deepen understanding. Programming and education will be designed to foster a climate that supports social equality and builds community and cross-cultural understanding that recognizes and celebrates our diversity and our shared humanity. We will ensure that our efforts towards more just communities also promotes a sense of care and belonging, resulting in greater student persistence, in particular for our historically underrepresented student populations. As a division, we will look at multiple intentional programs intended to do so, such as our cultural centers, international advisors and residentially based Community Resource Facilitators and Resident Assistants to ensure we are more effective in our education that also leads to student success and student persistence at OSU.
6. **Use of Data:** We will gain access to and understanding of data that tells more of the story of why students leave (or stay). In order to build population specific success models, we will work more closely with Information and Technology to drill into data to find greater meaning, address security structure restrictions, combine data sets more easily, and receive support in providing student-centered analyses.
7. **Professional Development and Training of Mid to Senior Managers/Leaders:** Recognizing a majority of our mid to senior managers and leaders are new to their roles within the past three years, we will invest more time and resources into building basic management, organizational development, leadership and supervision competencies within the Division

## 5. Associate Leadership Team Position Specific Areas of Focus:

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### Associate Vice Provost – SA Engagement and Inclusion:

- Ensure student development programs and diversity, equity and inclusion programs are integrated and part of holistic approach to student success
- Take lead in developing plan on division priority, including education and tools to reduce systemic barriers to access and improve equity. AVP is responsible for creating partnership strategy for the Division, involving all areas of potential Divisional contribution.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Undergraduate Student Success Initiative
  - Division culture on equity and inclusion
  - Partnership with College Units

### Associate Vice Provost – SA Student Life:

- Ensure Division and University are well educated and served by a “case management” approach to support success.
- Take lead on strategy for promoting community and belonging within the Division programs, integrating vision and purpose with student-serving centers.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Student Mental Health
  - Sexual Assault Prevention and Response
  - Social Justice Education/Bias Prevention/Community Building

### Associate Vice Provost – SA Wellness:

- Ensure Division is educated and functions from a foundation of public health.
- Take lead on developing a framework for programs and services to integrate and partner in advancing Division’s contribution to OSU’s Strategic Plan 4.0 related to Health and Wellness.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Student Mental Health
  - Sexual Assault Prevention and Response
  - Use of Data

### Associate Vice Provost – SA Operations:

- Ensure Division is functioning from highest level of resource stewardship.
- Take lead on initiatives associated with new forms of business models (i.e., P3) and development of Division-wide budget accountability efforts.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Financial/Resource Stewardship
  - Use of Data

### Associate Vice Provost– SA Auxiliaries:



- Ensure Division's relevance in self-support delivery models in advancing institution's mission and Strategic Plan 4.0.
- Take lead on revenue and cost containment measures, including increased/improved programs and services that produce cash sales to off-set increased costs to students.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Student Mental Health
  - Financial/Resource Stewardship

**Operation's Associate:**

- Ensure strategic, project, marketing, and communication efforts are coordinated in alignment with the divisional goals and vision of the Vice Provost.
- Take lead in advancing key strategic, cross-functional initiatives on behalf of the Vice Provost, including; fundraising, divisional professional development, and university-level initiatives in support of the President and Provost's office.
- SA Agenda Focus:
  - Increase Access and Success for Historically Underrepresented Student Populations
  - Fundraising
  - Professional Development

**Vice Provost for Student Affairs:**

- Ensure Division is structured, focused and leveraged to effectively contribute to SP 4.0, Divisional goals and agenda. Ensure leaders have context and support necessary to fulfil their areas of responsibility.
- Take lead in setting path for setting clarity in vision and strategic focus.
- SA Agenda Focus: All areas of focus